



NEWPORT
CITY COUNCIL
CYNGOR DINAS
CASNEWYDD

MID-YEAR REVIEW

PREVENTION & INCLUSION

2024-25



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Strategic Leads

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Cabinet Member for Communities and Anti-Poverty	Councillor Pat Drewett
Cabinet Member for Social Services	Councillor Laura Lacey
Director of Social Services	Tanya Evans
Head of Prevention & Inclusion	Caroline Ryan Phillips

Introduction

Newport City Council's Corporate Plan 2022-27 has four Well-being Objectives to support its mission to deliver an Ambitious, Fairer and Greener Newport for everyone and contribute towards Wales' Well-being Goals set in the Well-being of Future Generations Act. To support the delivery of these objectives, strategic priorities, and deliver continuous improvement each service area has developed their service plan. This report provides the mid-year progress against the Prevention & Inclusion Service Plan 2024-25.

The Prevention and Inclusion service area is part of the Council's Social Services directorate, responsible for delivering a range of early intervention and preventative services. Embracing Prevention - one of the core principles of the Social Service and Wellbeing Act (Wales) 2014 and Wellbeing of Future Generations (Wales) Act 2015, the service area is structured to offer early help to families and individuals and strive to prevent escalation of support needs to statutory services. All teams work closely with a range of partners to deliver effective and timely support, working with individuals and families on what matters to them and will improve their lives. Building on families own strengths and resources, interventions are tailored to develop and strengthen individual skills and coping strategies to manage their own lives and families within their communities. Support on parenting, mental health and educational attainment are some examples of the type of work undertaken.

Flying Start and Early Years

Early Years and Flying Start programmes provide targeted interventions for families with children under 7 years of age. The aim of the Early Years programme is to improve outcomes for children in early childhood, including health outcomes, by providing access to free quality, part-time childcare for young children, access to parenting support where tips and strategies for managing behaviour, feelings and relationships are offered; support for speech, language and communication development and an enhanced Health Visiting service that provides additional early support for families with young children.

Youth and Play

Youth and Play services offer a range of provision for children and young people including youth clubs and play groups. They provide and facilitate an environment which young people can relax, have fun whilst feeling secure, supported and valued. Young people can also access opportunities to gain national accreditations such as the Duke of Edinburgh award.

Prevention - Children with Disabilities

A preventative arm of the already established Disabled Childrens team in Childrens services has been developed utilising Families First funding. This development now means the children with additional needs service (CANS) sits within the Disabled Childrens team offering a more joined up response to supporting families. The CANS team deliver disability specific parenting courses and one to one preventative interventions with parents and young people, specifically tailored to children with additional needs. The team is represented on the SPACE Wellbeing panel and supports statutory services in transition work.

The team also provide play opportunities throughout the school holidays through their Complex Play Scheme. This is a highly staffed provision aimed at those children whose additional needs prevent them from accessing other schemes. Typically, this is related to their high levels of personal care needs or difficulties with emotional regulation around other children. The team works closely with Youth and Play to promote transition between Complex Play and mainstream schemes.

Preventions

The well-established Prevention team offers a wide range of support to individuals and families, utilising the Team Around the Family (TAF) model, intrinsic to the Welsh Government Families First programme. Supporting parents on strategies for positive parenting, emotional regulation, managing budgets and building positive familial relationships are some areas of work undertaken. The team will also undertake 1-1 work with individuals tailored to areas that matter to them. The team is a key provider of parenting courses, out of court parenting support, Family Group Conferences and Mediation, and also supports Promoting Positive Engagement with Young People (PPEYP) as part of a multi-agency project.

Adaptations Team

The Adaptations Team provide Mandatory Disabled Facilities Grants for owner-occupiers, or tenants that rent from private landlords who have an impairment and require support to adapt their property. Discretionary Safety at Home grant funding is available for smaller adaptations which are not available under a Disabled Facilities Grant. Welsh Government Enable and Aneurin Bevan Housing with Care Fund is accessed to provide further adaptation assistance that does not meet Disabled Facilities Grant and Safety at Home Grant criteria. The grants are utilised to prevent hospital admission and allow individuals to live in their home independently. The team work closely with Occupational Therapists to ensure all needs are adequately assessed and any adaptation work will bring improvement to the quality of individuals lives.

Substance Misuse

Hosted by Newport, the regional team supports the work of the Gwent Area Planning Board (APB) and oversees all the contracting and monitoring of substance misuse services commissioned. The APBs exist to provide a regional framework, to strengthen partnership working and strategic leadership in the delivery of Welsh Government substance misuse action plan; and enhance and improve the key functions of planning, commissioning, and performance management.

Community Strategy and Delivery Team / Carers

The team continue to have a significant presence in communities offering early information, advice and support (IAA) on a range of issues that matter to individuals and families. The team have exceptional knowledge of communities and support agencies that exist in Newport and deliver community focussed activities and projects that respond to emerging needs e.g. cost of living, poverty. The team continues to implement the Welsh Government National Carers Strategy and the Age Friendly Communities Strategy. The service collates and updates information about community resources, schemes and activities and signposts citizens to these to meet their needs.

Performance Monitoring & Business Support

The team provides valuable support to many aspects of the service area including Flying Start childcare admissions, Childcare Offer funding applications, and providing key administrative functions to all teams. The team is responsible for performance and contract monitoring for all services delivered by P&I teams and commissioned external partners, including key performance indicators data. The Family Information Service (FIS) is also located in the team fulfilling statutory duties in providing free, accessible quality information for families of children/young people from 0-20 years, and childcare professionals on early years education, activities and services for children and young people as well as parenting and family support.

Prevention & Inclusion Vision and Objectives

The Prevention and Inclusion service area is committed to and focussed on developing and delivering high quality responsive and personalised support services. We want to ensure that our services contribute positively to enabling individuals and families to live their best lives and be active in their own communities. Over the next few years, we want to consult, listen, and act on the views and feedback of individuals to enable us to develop the right services that people tell us will help them. Understanding the day-to-day challenges and stresses that families and individuals encounter is vital if we are to provide the right kinds of support at the right times with compassion and care and have meaningful impact. We intend to continue building our partnerships with a range of stakeholders to collectively respond to the growing needs and expectations, as Newport faces distinct population growth. This will bring further challenges for our services, and we must be ready to adapt, evolve and transform with a flexible approach, ensuring our services continue to make a positive contribution to individuals' lives. Prevention and Inclusion vision includes promoting independence, self-determination, and self-efficacy.

The Prevention and Inclusion service area fully embraces Newport City Councils corporate plan '*An ambitious, fairer, greener Newport for everyone*' with our service plan priorities very much aligned with the vision and principles detailed in this plan. Addressing some of the root causes for health and social inequality and supporting families and individuals to recognise their own strengths and resources to achieve their potential are very much at the heart of our vision. Having Prevention as part of the core NCC vision underpinned with clear objectives supports us in the delivery of our work.

Further strengthening our strategic vision is the Gwent Public Services Board (PSB) signalling in March 2022, its intent to adopt the Marmot principles as the framework for collective action across the area. This is welcomed with the core Marmot principles aligned with priority actions contained within our service area plan. These include areas such as supporting 'every child to have the best start in life'; 'Enable all children, young people and adults to maximise their capabilities and have control over their lives'; 'Create and develop healthy and sustainable places and communities'; and 'Tackle racism, discrimination and their outcomes'

To support the delivery of the Corporate Plan and People, Policy & Transformation Vision the following objectives have been set.

Objective 1 - Deliver effective early intervention and preventative services for adults, children, young people and families to remain in their own communities.

Objective 2 - Deliver an appropriate range of inclusive early intervention and preventative services to meet the needs of adults, children, young people and families.

Objective 3 - Support families to lead emotionally healthy and happy lives in their communities.

Head of Service Executive Summary

It has been another busy period for the Prevention and Inclusion service area as we continue to build on our previous work and further strengthen our early intervention and preventative offer across Newport. We have been focussing on our participation and engagement with residents to support the shaping of our services as well as reflecting on and evaluating the quality and inclusivity of the support offered. We continue to ask the question '*what difference do we make*' and work on processes to ensure we are building in this reflective approach to all that we do. We are thrilled to now have 2 council assets that sit within Prevention and Inclusion, bringing us enhanced influence and control on what we offer and how we deliver a range of support and information to residents alongside our valued partners. The Gaer and Alway community centres will be developing programmes to offer a wide range of inclusive early intervention and preventative support, promoting a place-based model of support.

We warmly welcome Amy Thomas and her team to the Prevention and Inclusion service area. They have now transferred to us from Children's Services, creating opportunities for the Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) regional workstream to work more closely with the Substance Misuse regional work that also sits within the portfolio. Currently there is work being undertaken to align these work programmes more closely with the Safeguarding regional workstream, where there are overlaps and common themes between all 3 boards that need to be responded to more consistently and collectively. We look forward to more fully including Amy's work into our new service area plan from next year.

Other successful areas of work have seen our youth club and play provision grow across the city, and we saw well over 1,000 families accessing the range of free provision during holiday periods. These activities are delivered collaboratively with colleagues and partners, crosscutting many agendas we want to respond to including cost of living issues, best start in life for children, importance of play, socialisation and language development, deterrent from anti-social behaviour and parenting support to sustain happy family relationships and quality parenting. A particular success was our celebration of National Children's Day in May. This event held for the first time proved to be an extremely powerful and emotional celebration of our children with an array of fabulous performances all delivered by children, right down to the compering of the event. Singing, dancing, poetry and performances delivered in sign language proved what an aspirational and creative youth population we have in Newport – something to celebrate! Prevention and Inclusion continues to cement its approach to robust and holistic preventative support by valuing and embracing our partners and key stakeholders. Collectively we continue to work with each other, residents, and communities to ensure the support available is effective and responsive to identified needs. Furthermore, work is ongoing with our colleagues at the front door to Children and Adults services as we look to develop improved integrated pathways to get the right referrals to the right services earlier, and in the same token assist in alleviating some of the pressure experienced at these points.

A significant piece of work progressed this year has been for the service area to access WCCIS, the social services case management and data system. Taking a staged approach, improving this access and having an improved visual and joined up approach to information sharing has long been on our agenda. We are thrilled this has started to take shape and can only assist in our safeguarding of adults and children and transparent decision-making.

Some examples of our achievements this year include:

Successes

- Positive internal audit of the Community Connectors and Carers service
- Disabled Facilities Grant – all time low waiting list with no urgent cases waiting
- Successful application to the World Health Organisation for Newport to become a member of the Age Friendly global network
- New 10-year substance misuse integrated contract with CAMHS commenced 1st April 2024 providing support for children and young people
- Youth Service achieving Silver Quality mark recognition
- Strengthening of our partnership with Health in the 19 Hills development, including establishing the social prescribing model – improved pathways for residents to access support between health and social care
- Successful Families First internal audit
- WCCIS Dashboard pilot introduced to address missed opportunities for earlier and preventative work and prevent cases escalating to statutory involvement.
- Successful Elder Abuse Awareness Day campaign
- Early Years Voices – parent/carers forum established
- Aspire - Class of 24 Awards celebration
- Celebration of National Childrens Day and National Play Day
- Increased number of grants approved under the Ecoflex scheme
- Reduction in waiting times for families of children with disabilities accessing preventative support
- Continued delivery of Gwent *Bridging the Gap Short Breaks for Carers Service*
- Draft Participation & Engagement strategy underway following wide collaboration and consultation. This strategy will detail how the service area engages with the children & families in a productive and effective way.
- Implemented learning from three Newport domestic homicides
- Undertaken a comprehensive needs assessment around tackling perpetration
- Several positive CIW inspection outcomes for childcare provision
- Implementation of the Dynamic Purchasing System - procurement method for Flying Start childcare providers

Challenges and Risks

Prevention and Inclusion provides a significant amount of support and interventions to Newport residents in a myriad of ways. From ante-natal support right up to supporting our older residents and everything in between, we are proud of what we can offer to so many. However, as a service area that is funded mostly through Welsh Government grants, we face the continual challenge these annual funding arrangements bring.

The short-term nature of funding, yearly budget cycle and terms and conditions attached to grant funding can bring limitations and interfere with any longer-term business planning. This remains a real challenge for the service area as we continue to experience and navigate current financial arrangements whilst developing and progressing services. With minimal grant uplift and rising costs of sustaining the workforce we face difficult decisions on how to sustain our support to residents. This is coupled with the ongoing local government financial challenges affecting public services more widely and contributes to the uncertainty felt about the sustainability of our services.

Positively we continue to make good strides in delivering our service plan and vision for Newport despite the financial picture. We have robust financial management in place enabling us to make in year decisions and repurpose funding as appropriate ensuring we maximise it reaching the front line. We have a small handful of performance measures that have not progressed as much as we would like to have seen, and we are analysing contributing factors for this. In the case of young people receiving information and support relating to homelessness for example, we know that is directly linked to a staff vacancy.

Plans for the next 6 months

Teams remain committed and passionate in delivering support to Newport residents. All teams have a business plan that feeds into our service plan and keep us focussed on what our priorities are. We remain excited at the opportunities open to us to further expand the early and preventative offer, involving residents, communities and partners. For the remainder of 24-25 we have an ambitious work plan to help us achieve our vision – that residents receive early support at the right time in the right place. Some examples of these priorities include:

- Going live with a new Information Station hub for the Youth service
- Estyn Inspection of the Youth Service preparation
- Completion of a comprehensive Business Support review and implementation
- Parenting programmes review to improve collaborative delivery approach
- White Ribbon Day campaign and 16 Days of Activism
- Delivery of Youth Ask & Act within secondary schools
- Launch of 19 Hills collaboration with Health
- Development of Older Persons DASHRA (domestic abuse stalking and harassment risk assessment)
- NCC signing of a new Young Carers Covenant
- Completion of internal audit of the Adaptations Team delivering the Disabled Facilities Grant
- Expansion of Flying Start moving towards universal childcare (Phase 3)
- Launch of improved Ante natal offer – Best Start in Life
- Development of a Gwent Area Planning Board Substance Use Strategy
- Implementation of the VAWDASV Professionals meeting (VPM) guidance

Service Area 2024/25 Dashboard Overview

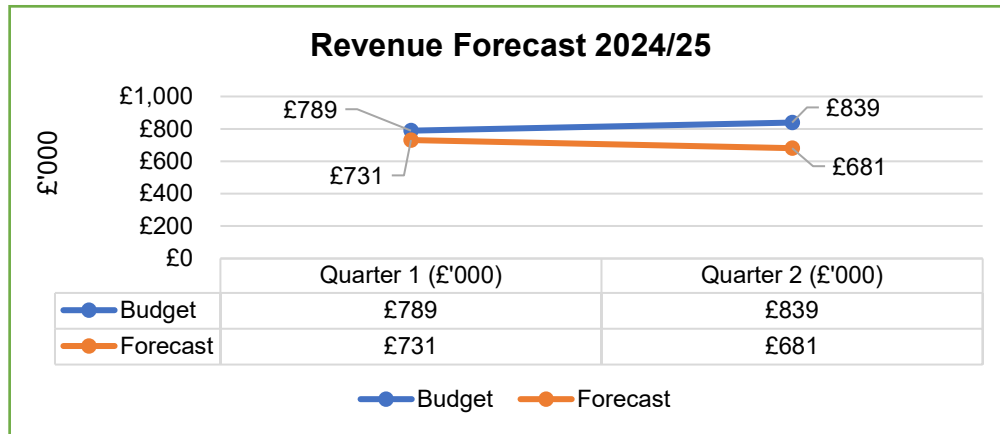
Service Plan Objectives

Objective	End of Year Status 23/24 (Red / Amber / Green / Blue)	Mid-Year Status 24/25 (Red / Amber / Green / Blue)
Objective 1 - Deliver effective early intervention and preventative services for adults, children, young people and families to remain in their own communities.		
Objective 2 - Deliver an appropriate range of inclusive early intervention and preventative services to meet the needs of adults, children, young people and families.		
Objective 3 - Support families to lead emotionally healthy and happy lives in their communities.		

Service Area Risks

Risk	Corporate / Service Risk	Inherent Risk Score	Target Risk Score	Quarterly Risk Scores (Q3 2023/24 to Q2 24/25)			
				Quarter 3 23/24	Quarter 4 23/24	Quarter 1 23/24	Quarter 2 23/24
WCCIS Replacement (Social Services Risk)	Corporate Risk	20	6	N/A	20	20	20
Prevention & Inclusion service area grants	Service Risk	12	6	9	9	9	9

Service Area Finance Forecast 2024/25



Prevention & Inclusion Grants Mid-Year Position – Budget = £25,381,636 / Forecast £ 24,974,375 (£507,261)

Medium Term Financial Plan (MTFP) Savings 2024/25

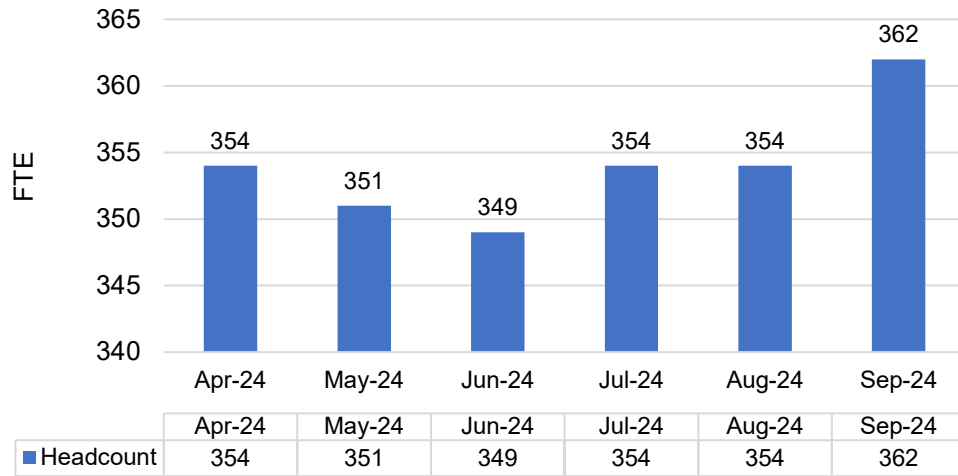
MTFP Proposal	Savings Target (£)	Savings Forecasted (£)	Forecast Variation (£)	% Variation
Maximise use of external grants to reduce existing core budgets.	£136,000	£136,000	£0	0%
Reduction of staff cover budgets in the Youth Service	£5,000	£5,000	£0	0%
Savings across multiple budget that have no committed spend e.g. car allowances, stationary, printing etc.	£11,000	£11,000	£0	0%
Total	£152,000	£152,000	£0	0%

Service Area Workforce Demographics, Sickness, and Check Ins

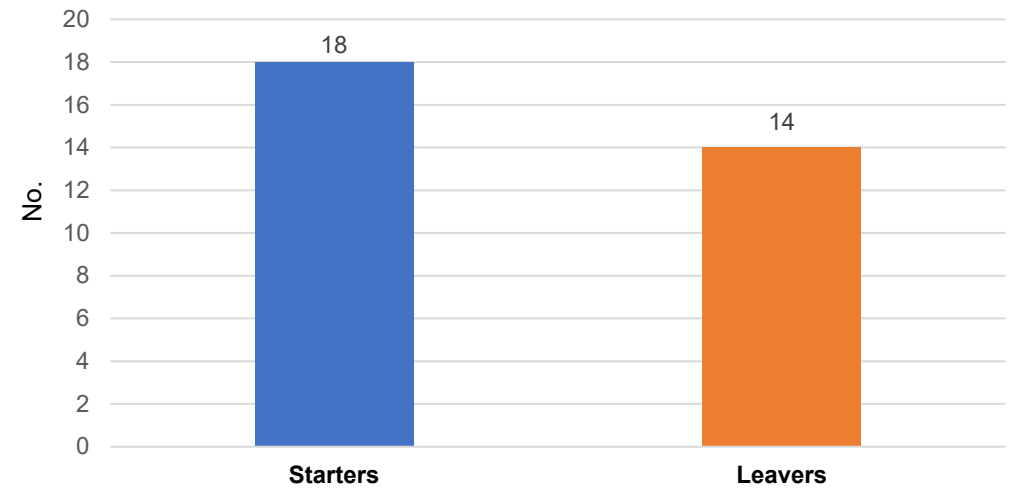
HeadCount – This does not include Agency staff.

Starters and Leavers- The figures provided show new organisational starters, and officers that have left the organisation. This does not include officers which have transferred between service areas.

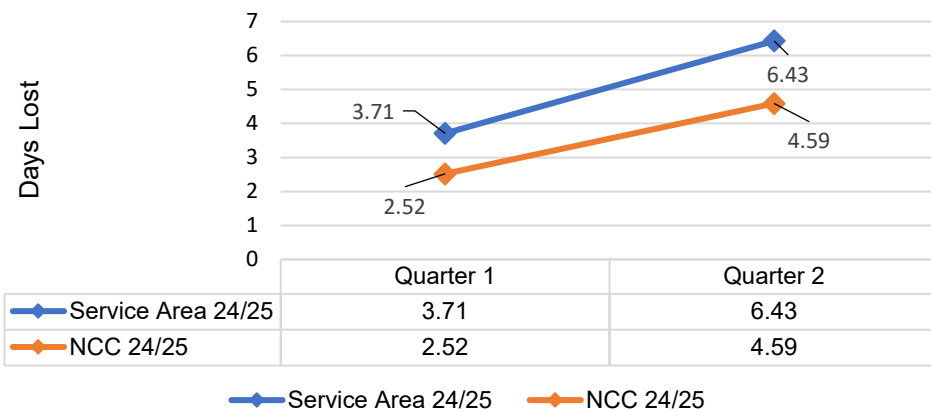
Prevention & Inclusion Head Count 2024/25



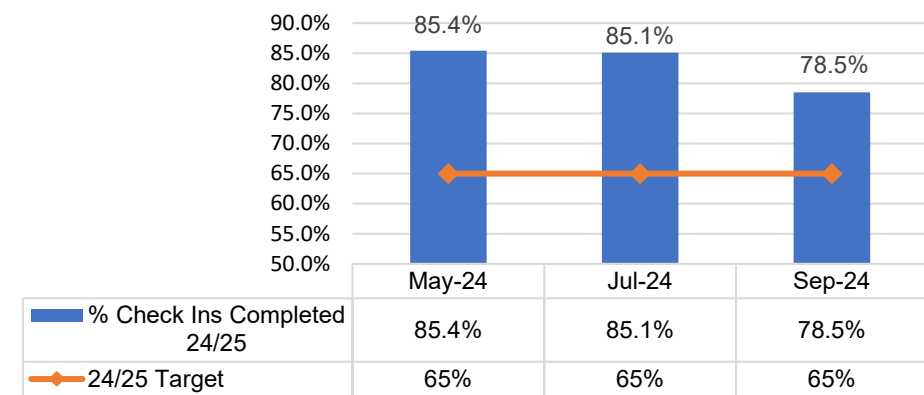
Organisational Starters and Leavers 2024/25



Sickness Days Lost



Bi Monthly Check Ins Completed (%)



Programmes and Projects

There are no programmes and projects reported in the service area plan for 2024/25.

Workforce Development

To support workforce development across the service area the following actions were identified as priority in 2024/25.

Action	Outcome(s) of Action Delivery	Action Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
Recruitment – Build an inclusive workforce to include those with protected characteristics.	Proactive / targeted recruitment and consultation. Promote P&I vacancies across Newport to attract broad range of candidates. Push NCC employer brand and more outreach work with communities.	1 st April 2024	31 st March 2026	Not Applicable	70%	We have a number of staff members with protected characteristics in several teams. We remain committed to developing a diverse workforce as we continue to develop our services going forward.
Workforce training and development	Appropriate training programme with pathways for progression. Offer of shadowing and learning opportunities. Identify further career pathways and opportunities through effective succession planning to appropriately support staff to develop with NCC.	1 st April 2024	31 st March 2025	Not Applicable	80%	Level 2 and 3 Qualifications in youth work are delivered internally and accessed by other Local Authorities which generates income and maximises internal development of staff as this income is being used to fund two members of staff to undertake masters degree at Cardiff University.
Develop workforce capability in evidence based service delivery further	Outcomes focused objectives and delivery which are making a difference. Positive Citizen voice engagement and feedback. Further training and development opportunities with staff to further their ability to deliver an evidence based service and service delivery.	1 st April 2024	31 st March 2026	Not Applicable	80%	A social prescribing pilot is being set up, run by the community connectors in conjunction with health, from Ringland medical centre. GPs are making wellbeing appointments with a connector for patients who have a social need. This is an evidence based project which is utilising an internal service to meet a community need and developing staff's awareness of what is going on the community and issues related to wellbeing.

Objectives and Action Plan Update

See Glossary for Red / Amber / Green and Expected completion date assessment definitions.

Objective 1 - Deliver effective early intervention and preventative services for adults, children, young people and families to remain in their own communities. Corporate Plan Well-being Objectives Supported – Well-being Objective 3 and Well-being Objective 4							Overall RAG Assessment
Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
1	Continue to promote a transformative approach to developing evidence based early intervention and preventative services, maximising available resources.	Improved outcomes for individuals and families, whilst reducing the need for statutory services and missed opportunities to access support.	1 st October 2022	31 st March 2025	90%	90%	An online post it board of preventative services has been created by the space wellbeing co-ordinator which is sent out to all families on waiting lists from space and is provided to families who don't want direct intervention. A social prescribing pilot has started in Ringland medical centre, a community connector undertaking wellbeing appointments with people who have been referred by their GP. This has been so successful in its first few weeks that another pilot is being set up in conjunction with health at Bellevue surgery in October.
2	Continued strengthening of effective communication processes across the service area, partners and communities.	Individuals and families have clear and accessible information on available support when they require it.	1 st April 2024	31 st March 2025	Not Applicable	80%	Contract review meetings are held quarterly to communicate with partners and ensure accountability and challenge. Operational Developmental groups are held twice a year to support communication across the one front door and discuss challenges and facilitate a community of practice forum.

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
3	Expand our delivery of open access Youth & Play clubs within local communities, responding to need and gaps in provision.	Children will have improved access to out of hours provision for emotional support and activities, with safeguarding oversight.	1 st April 2024	31 st March 2025	Not Applicable	70%	Significant activity was undertaken during the summer holidays relating to Youth and Play, National Play Day attracted nearly 1000 children and young people, Food and Fun was delivered across 5 school venues.
4	Implementation and embedding of Welsh Government Age Friendly Community Strategy and achieve WHO membership.	Older members of communities feel valued, included and respected, with their voices heard.	1 st September 2023	31 st March 2025	70%	70%	An action plan for the Age friendly strategy is being compiled based on engagement and feedback from a wide range of groups in the community. There is an engagement schedule in place with local groups and forums. Work towards becoming an Age Friendly Employer is progressing. A booklet was recently featured in the staff newsletter and the steering group are discussing creating a video for future staff news. An age friendly web page and logo is live on the Newport City Council older person's page.
5	Continued engagement with the Asset Rationalisation Programme, reviewing how we utilise and access community assets to deliver services.	Individuals and families can access timely support within their communities from assets that are safe and welcoming.	1 st April 2023	31 st March 2025	90%	Complete	Approval has been granted for full transfer of the Gaer and Always Community Centre assets through the asset process. A review of operational structures to support the operational delivery of the centres is being undertaken with the wider management team. Revenue and capital funding has been secured from Food Poverty Grant administered by Housing and Communities, to enhance and develop the centre and services within of 31k.

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
6	Wider integration of the Family Information Service across the service area.	Families, individuals and professionals will receive more timely childcare information and advice with quicker responses	1 st April 2024	31 st March 2025	Not Applicable	75%	One of the key priorities for P&I is extending the current system used by Family Intervention Service (FIS), DEWIS across P&I, to provide a consistent directory. Links with Data Cymru have been made to look at flexibility with the system to respond to new services. Further focus groups are planned with a view to expanding DEWIS to all front facing P&I services providing a coherent system of information.

Objective 2 - Deliver an appropriate range of inclusive early intervention and preventative services to meet the needs of adults, children, young people and families.

Corporate Plan Well-being Objectives Supported – Well-being Objective 3

Overall RAG Assessment

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
1	Continue building on our Participation and Engagement Strategy to ensure communities have opportunities to contribute to inclusive service-design.	Inclusive services are developed in partnership with users – including Welsh medium provision, those with protected characteristics and special interest groups.	1 st October 2022	31 st March 2025	70%	80%	A development afternoon has taken place with a focus group of managers across Prevention and Inclusion, where a combined pledge was agreed, the structure and content of the strategy and an action plan. This is being written up this month and the draft strategy will be shared with wider forums and groups for feedback and comment before finalisation.
2	Volunteer champions are active across the service area promoting opportunities to expand the workforce and provide workplace volunteering opportunities for individuals.	Continuity of support to families and individuals in the face of national and local workforce challenges. Citizens can engage with work experience and achieve qualifications /accreditation.	1 st August 2023	31 st March 2025	65%	75%	Volunteer Policy was reviewed at the P&I volunteering forum, ensuring the corporate process was followed. The Youth Service are promoting opportunities with Cardiff Met surrounding Youth Work placements and directing the volunteers through the new corporate process. Each service within P&I are scoping opportunities for additional volunteers to be accepted. Induction of volunteers is an area of work that is now being reviewed within P&I.

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
3	Services are fully compliant with regulatory requirements providing high quality and safe environments for individuals to access.	Individuals are supported and cared for in settings that are safe, welcoming and supports wellbeing.	1 st April 2024	31 st March 2025	Not Applicable	80%	Ongoing CIW inspections have been undertaken across Flying Start provisions, notice has been evoked for the Youth Service imminent Estyn inspection.
4	Acknowledge and act on known impact of Covid19 pandemic on early child development.	Children identified with developmental delays and support needs are appropriately responded to	1 st April 2024	31 st March 2025	Not Applicable	Complete	<p>Enhanced joint working with the Early Years team and Education responding to the Additional Learning Needs (ALN) reform and challenges post COVID relating to child development is ongoing. The following work has been progressed:</p> <ul style="list-style-type: none"> Referral forms have been combined to develop a single referral form and a new referral procedure has been agreed and collaborated on by both teams. Termly ALN helplines are provided to discuss individual's needs. These are open to all settings including, non-maintained and Flying Start, childcare settings and childminders.

Objective 3 - Support families and individuals to lead emotionally healthy and happy lives in their communities
Corporate Plan Well-being Objectives Supported – Well-being Objective 3

Overall RAG Assessment

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
1	Ensure outcome focussed interventions and processes underpin all service delivery	Individuals and families are offered support that maximises positive impact and outcomes	1 st April 2024	31 st March 2026	Not Applicable	75%	Within this quarter we have implemented a social prescribing pilot which has been developed utilising a national framework of good practice focusing on outcomes. We have training planned to implement the outcome star distance travelled tool across P&I which will link all interventions with clearly defined outcomes. Across contracts we are also monitoring activity to ensure the outcomes are clearly demonstrating outcomes through regular contract meetings.
2	Flexible responsiveness to emerging themes affecting communities including poverty and cost of living challenges	Individuals and families access timely advice and information to support them navigate common societal challenges and pressures	1 st April 2024	31 st March 2026	Not Applicable	70%	<p>Cost of living has continued to be a focus for the service area as a highlighted need within communities responding to this theme the following support has been offered. Transfer of two assets into Prevention and Inclusion, Alway and Gaer community centres has been completed and the offer of services to include support for cost of living will be extended over the coming months.</p> <p>The following support is also offered within Early Years settings: -</p> <ul style="list-style-type: none"> • We carry out the design to smile which is a tooth brushing programme to improve dental health for young children within our Flying Start settings. • We provide vitamins to our families through working in partnership with the health team to increase vitamin intake. • In addition to food poverty, we also provide all staff and families period poverty products on a weekly basis.

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
3	Implement the Welsh Government National Carers Strategy	Unpaid carers for older people, children and adults with an illness or a disability are supported in their everyday caring roles.	1 st April 2024	31 st March 2025	Not Applicable	70%	Regular services that continue for carers are: NCC Carers Café (monthly), Newport Carers Network Meetings (three times a year), Carers Bulletins (monthly), Carers Handbook (updated yearly). Barnardos also provide information and advice, direct work, bespoke packages of support, workshops, regular groups and youth clubs for young carers and are working towards Newport signing the young carers covenant in November.
4	Proactive collaboration and integration with other NCC service areas to address early intervention support needs and identify gaps.	Families and individuals are supported to live full and engaging lives by an enhanced workforce, and there is a reduction in missed opportunities for support.	1 st April 2024	31 st March 2026	Not Applicable	80%	The preventions dashboard pilot, where the Safeguarding Hub place referrals that are not meeting their threshold, to receive preventative services is being well utilised; 357 referrals have been put on the dashboard since April 2024, equating to 190 families. Capacity will need to grow to address this and development of this is underway in conjunction with children's services.

Performance Measures

Annual measures will be reported in the service area's End of Year Review.

Performance Measure / Description	End of Year Performance (2020/21 to 22/23)			Mid-Year Performance 24/25			
	Actual 2021/22	Actual 2022/23	Actual 2023/24	Mid-Year Actual 23/24	Mid-Year Actual 24/25	Target 2024/25 (Mid-Year Target)	Mid-Year Assessment of Performance
Youth Service – Number of young people receiving information and support relating to homelessness.	183	155	131	79	33	105 (52)	Due to staffing changes and a vacancy in the position of homelessness co-ordinator, capacity to provide efficient and appropriate support has been limited. In the last quarter, the team has re-engaged with several internal depts and third sector agencies. Support programmes are also being developed for the second half of the year, with the aim of increasing reach and impact.
Young Carers (Families First) - Number of informal young / young adult carers supported through young carers project by Barnardos.	Not Available	Not Available	920	452	235	800 (400)	There has been a reduction in capacity within the team, which has resulted in a decrease in 1:1 support provision. Workshops, groups. & trips have continued.
Families First – Percentage of participants with self-reported improvement to their emotional / mental wellbeing following Families First engagement.	Not Applicable	92%	64.51%	68.4% (227 / 332)	65.3% (173 / 265)	70%	Current reporting mechanisms do not allow us to isolate only the service users where emotional / mental wellbeing was the primary need.
Adaptations – Number of Disabled Facility Grants completed.	78	105	124	59	69	90 (45)	
Families First – Percentage of 'What Matters' conversations resulting in targeted supported offered.	Not Applicable	80.3%	76.47%	71.6% (295 / 412)	70.6% (262 / 371)	70%	

Performance Measure / Description	End of Year Performance (2020/21 to 22/23)			Mid-Year Performance 24/25			
	Actual 2021/22	Actual 2022/23	Actual 2023/24	Mid-Year Actual 23/24	Mid-Year Actual 24/25	Target 2024/25 (Mid-Year Target)	Mid-Year Assessment of Performance
New - Flying Start childcare Percentage of Welsh Medium requests offered place	Not Applicable	Not Applicable	Not Applicable	Not Applicable	100% (3 / 3)	95%	
New - Flying Start childcare - Percentage of English Medium requests offered place	Not Applicable	Not Applicable	Not Applicable	Not Applicable	100% (108 /108)	95%	
Flying Start Early Years – Percentage of carers for whom a pre- and post-confidence rating was completed following speech and language group, that demonstrate self-reported improvements	57%	36.7%	58%	61.7% (153 / 248)	79.4% (131/165)	50%	
New Flying Start Early Years – Percentage of carers for whom a pre- and post-responsiveness rating was completed following speech and language group, that demonstrate practitioner-reported improvements.	Not Available	Not Available	Not Available	Not Applicable	93% (186 / 200)	60%	
Substance Misuse - Quality of life for substance users is improved or unchanged between start & most recent review/exit.	75.4%	74%	75%	72.1%	77%	75%	
Substance Misuse - Percentage of individuals who engage with substance misuse services between assessment and planned to end of treatment.	80.8%	82.7%	85.3%	Not Available	80%	80%	

Performance Measure / Description	End of Year Performance (2020/21 to 22/23)			Mid-Year Performance 24/25			
	Actual 2021/22	Actual 2022/23	Actual 2023/24	Mid-Year Actual 23/24	Mid-Year Actual 24/25	Target 2024/25 (Mid-Year Target)	Mid-Year Assessment of Performance
Community Strategy and Delivery - Number of adults supported with Information Advice and Assistance (IAA)	1,632	1,487	4,407	1,503	1,943	3,000	
Carers - Number of informal adult carers supported with IAA.	483	1,135	3,430	1,850	1,333	2,400	
Youth Service – Number of individual young people accessing support from the Youth Service.	1,492	1,474	786	228	730	No Target (Comparator Measure)	Inclusive of 373 young people accessing services delivered by the Urdd, commissioned by the Youth Service. Work has been carried out to ensure the full reach of the service is recorded.
Play Services – Number of children and young people accessing play provisions.	560	709	801	62	1,030	No Target (Comparator Measure)	Now engaging with primary schools on a more regular basis, to promote the service. Also trialled a new initiative, Stay & Play, which proved to be very successful. Staff also supported Food & Fun programme, contributing to participation numbers that were not previously counted.
NEW - Complex Play services Number of children and young people accessing complex play provision	Not Applicable	Not Applicable	Not Applicable	Not Applicable	98	No Target (Comparator Measure)	

Compliments, Comments and Complaints

Compliments / Comments	Quarter 1	Quarter 2	Total Number
Number of Compliments received	1	0	1
Number of Comments received	0	0	0

Complaints	Quarter 1		Quarter 2		Total 2024/25	
	Stage 1	Stage 2	Stage 1	Stage 2	Stage 1	Stage 2
Number of Complaints received	0	0	0	0	0	0
Number of Complaints refused after assessment*	0		0		0	

*Refusals include – Out of timescale (over 6 months); dealt under separate process e.g. HR, Disciplinary, compensation; Attention of another agency e.g. Newport City Homes, Police, Health etc.

Community Consultations and Engagement 2024/25

Below is a summary of the consultations and engagement completed by the service area in the last year to support key decisions, strategy and/or policy development; and delivery of services. This list could also include any surveys, engagement activities such as workshops with service user / community groups, where their views were considered.

Consultation / Engagement Activity	Method(s) e.g. Bus Wi-Fi, forums, surveys etc	Number of Responses	Outcomes of the Engagement Activity
Complex Play Scheme Questionnaire	Online SNAP Survey	20	Responses from the Play survey are being used to shape what complex play looks like in future provision including the extensive activity programme.
Outreach Service for People Living with Early-Stage Dementia	Online SNAP Survey	6	The survey was completed to support an application for funding through Carers Trust Wales and to understand if there was a community need for a Dementia outreach service to support short breaks for unpaid carers. Unfortunately, due to the low number of responses and timescale to apply for the funding, the service area was not able to develop this offer further. However, if further funding is made available in future, the service area may consider a more focused consultation and different approach to increase the number of responses.
Community Support and Services Survey	Newport Citizens Panel	138	The results were shared with the team in October 2024. The results of the survey are being assessed by the team and further development will be undertaken in the second half of the financial year.

Case Studies, Key Achievements, Awards

Case Study 1 – Families First (Income Maximisation).

A client was referred into the Families First project for assistance with completing their claim for Personal Independence Payment (PIP) and Disability Living Allowance (DLA) for their child due to their mental health.

Through their support work, the adviser noticed several potential entitlements that had arisen due to their son being awarded middle rate care DLA. Despite being awarded middle rate care for her son, the client was not receiving the disabled child element on her Universal Credit and remained subject to the benefit cap. The advisor recognised the client's difficulty in processing information and helped them throughout the process to contact the relevant departments to ensure that they were able to maximise the entitlement which they could receive. Additionally, the advisor supported the client with their debts and was able to signpost the client to other agencies to support them.

Case Study 2 – Families First (Play - Summer Holidays 2024)

When considering provision for Summer Holidays, historically Play focus has been solely on open access Playschemes across the city. Following previous holiday periods in 2024, where Play and Youth participated in partnership work with other services in Prevention and Inclusion, providing family focussed activities to great success, we recognised a need for a similar multigenerational provision during the Summer Holidays in 2024.

With this in mind and with the additional intention of promoting to adults what open access Play means for children, during the first week of the Summer Holiday period, we held four family Stay and Play Sessions in Underwood, Alway, Malpas and Maesglas. The sessions were set up to replicate a Playscheme provision with various activities, such as construction, role play, board games and arts and crafts.

The sessions were very well attended in each area, with children and young people attending with parents/carers and grandparents, all of whom were told that for the session, the children were in charge, and they were to follow their lead. All the adults embraced this freedom and were knee deep in Lego and making jewellery. Some of the adults engaged themselves, as though children, assisting the children and young people to adapt games and activities while others shared their own experiences of Play when they were younger and showed them the 'rules' they had for the board games.

Initially, the concern was that parents/carers would not enjoy the sessions as they were very basic in terms of activities, as opposed to the multi-agency Family days that they had previously attended. However, feedback from those of all ages was very positive with minor suggestions of providing refreshments for the sessions and ideas of additional activities that children and adults would enjoy playing together.

Case Study 3 – Families First (Preventions)

12 year old child – attachment issues and chronic neglect suffered earlier on in the care of her mother, both of which affected her adversely.

- Collaborative work completed with a clinical psychologist.
- Work completed with father and stepmother around consistent parenting.
- Focus on emotional wellbeing, and with intervention, the child was able to understand how much her young formative years in the care of her birth mother had affected her.
- Relationship work around connection with the stepmother.
- Child was able to think about her attachments and how these were influenced by her experiences in her early years.
- Improvement in family relationships reported.

Child feedback:

“When my prevention worker visits, she take me away from home, listens to me and advises me on decisions. Things have changed as my self-confidence has improved, I’m more independent and I know how to respond to situations better. My prevention worker helped me to change things that I wanted to change. I have been encouraged to build on my own strengths and help myself. My worker noticed the things that I was doing well and treated me with respect. The report I received was excellent.”

Parent feedback:

“The support I received from the prevention worker has made a positive difference to our family. The support we received helped us to understand childhood trauma, helped us to adapt coping methods we hadn’t tried, helped us to talk without embarrassment and without judgement. Things improved as the work helped our child to see things from another perspective other than the parents. We are very satisfied with the support provided. We felt we had been listened to and involved in the planning for support for our family.

The prevention worker supported me to achieve my own goals and encouraged me to build on my own strengths and help myself. The prevention worker recognised the things I am doing well. I was able to see my worker as often as needed and feel I have been supported in making my family safer. The support I received was excellent and I’m happy to know that the door is always open if I need support in the future.”

Case Study 4 – Families First (Sparkle)

Child A aged 11, has a diagnosis 18Q Syndrome, speech delay, learning difficulties, Hyper mobility/low muscle tone. Child A attends Friday play club and is supported by a 1:1.

During club they enjoy imaginative games and engaging in role play with staff and their peers. Child A is very sociable and will chat to everyone about a range of subjects but particularly likes telling jokes. Child A, although enjoys chatting, can struggle sometimes with their communication skills and has difficulties on occasions expressing themselves. On these occasions Child A can get upset and staff support by offering reassurance, simplify their language, prompt for Child A to slow their speech and incorporate gestures, sign or visual aids. Child A is due to transition to youth provisions next month and to support this there will be familiar staff in youth club and a number of team building activities arranged to build confidence within the new group and encourage friendship building.

Young Person B, aged 14, has a diagnosis of Hemimegalencephaly, Epilepsy, and Developmental delay. They are a wheelchair user and has a PEG tube. Young Person B attends Monday youth club and has 1:1 support. When they attend club, they like being hoisted onto the rebound trampoline and the staff to gently bounce them. Young person B seems to enjoy the sensory stimulation from the vibrations and movement. The rhythmic motion promotes relaxation and Young Person B looks calm and happy. Young Person B also enjoys participating in activities and group games with their peers in club, engaging with eye contact, smiles and giggling at some of their friend’s antics!

Case Study 5 – Families First (Youth Provision)

Young Person (YP) A was referred to NYPS by a support worker at Llamau. The referral had information informing the service that YPA had difficulty engaging with support services in the past and this made it difficult to provide YPA support and build a relationship with them.

It was discovered that YPA had not attended school on a regular basis at Newport High for approximately 1.5 years and did not have any motivation to attend school or leave their bedroom.

YPA described they felt safe in their room and had anxiety-like feelings which had prevented them leaving home to go to school or socialize. YPA explained that they had headaches, stomach pains and worries about leaving home. This resulted in YPA being able to sit only one GCSE and their mother receiving fines from the school due to their low attendance.

The support worker had help YPA to apply for a college place at Torfaen Learning Zone and were in the process of applying YPA to attend People's Plus training at Careers Wales to help them with confidence building before starting college. After completing an assessment, goals were set to improve their emotional well-being, confidence and self-esteem to manage the transition to returning to education/training.

Through one to one engagement, NYPS were able to identify their likes, interests and hobbies enabling the team to build their confidence and complete the final parts of their application to People's Plus. Additionally, the team encouraged YPA to try Bettws Seniors Youth Club. Through this engagement, YPA was able to improve their confidence and YPA brought their friend with them to support. Through this continuous engagement we were able to help YPA understand and manage their emotions, self-care and be involved in more creative activities.

Llamau also supported YPA to apply for a grant to purchase clothes and necessities before starting college and working with them helped to build her confidence to identify what made them comfortable and confident. NYPS were also able to support YPA to take a bus to college, how to use Google Maps and the bus app. NYPS officers supported YPA on their induction day and helped them to attend the college's Fresher Fare with their friend. During the Summer, YPA also attended People's Plus training where they learnt about ways to structure their day. Over the Summer, YPA's family also welcomed a baby girl where they became an older sister again. As the new addition to the family was not expected, YPA spoke about this change often during sessions where they explored their feelings.

The outcomes from this work enabled them to:

- Young person's voice heard and opinion taken account of
- Improved well-being
- Develop practical skills
- Learn to manage risk
- Develop team building skills
- Develop communication skills
- Develop problem solving skills
- Develop increased levels of confidence and self-motivation
- Recognise opportunities to try new things
- Develop improved self-awareness, motivation and self-worth
- Develop ability to develop and sustain relationships
- Develop empathy and consideration for others

Case Study 6 – Promoting Positive Engagement for Young People



F is a 15 year old living in the Pill area of Newport having moved to the UK from Romania with his family and relatives approximately five years ago, for the children to receive a good education learn English, and have a better life etc. F had regularly attended the open access Pill Friday Night Project for several years at Pill Millennium Centre. F chose to come and get involved in the session and enjoys taking part in football in a safe space. Over considerable time and through trusted relationships being formed it was evident that F needed targeted support. His behaviours were becoming more and more challenging, and the team felt he needed intervention due to his vulnerability. Workers offered him time to engage with them separately from the session and he accepted and attended regularly.

Through engagement the team was able to identify that his family was extreme poverty, the house was extremely overcrowded, siblings looked after younger family members and sometimes missed school. Health access was poor with F's parents not speaking English and not getting the help they needed. Dad was picking up work from car washes where he was potentially being exploited. Workers were worried about F, who he was associating with and how he felt he needed to behave to be accepted here. School attendance was reducing with aggressive outbursts happening.

It was clear the family were at risk of exploitation due to their lack of knowledge of the UK support systems and trusting services to help. F was becoming a young carer, trying to keep the family together and supported which was too much to deal with as a child within the family. He was relied on for translation and often dealing with financial worries that a child shouldn't have to be exposed to. F's way of coping with the stress and anxiety was to smoke cannabis. We were hopeful that by supporting him and giving him time, he would understand how that will make his anxiety worse in the long run.

It became clear a multi-agency network was needed to help with the multiple layers of complexity in the family. Due to a relationship being established with the family, it was timely to introduce a Preventions worker to help with the needs of the parents and the household. A joint visit with Positive Futures and Preventions took place and the parents were encouraged to share their biggest worries and concerns. The parents did open up allowing the Preventions worker to give them the correct advice, contacts and support for their needs. This has resulted in attending appointments with them and following up and pushing agencies to get back to the family and help them. The Preventions worker involved the NCC Cost of Living team as well to enable additional support to be offered with transport and access to the internet.

The family have been helped before reaching further crisis and potential criminal exploitation. This has reduced the chances of the family coming in for support, such as SPACE Wellbeing, and put more pressure on waiting lists. This family and the approach taken is a good example that the PPEYP delivery model is working and will continue to do so. F continues to engage in the community offer, he seeks out to speak to staff when he needs them. He has attended events through the summer and has volunteered, helping staff to engage with children and young people in the community.

Case Study 7 – Promoting Positive Engagement for Young People

G (Male; 10 years old) regularly attends Positive Futures evening provision (Maindee Wicked Wednesday) where he often shows he is unable to regulate his emotions and particularly struggles with his anger. There are times where he can refer to violent actions and language. G has used racial slurs towards others, although has friendships with many other young people of differing ethnic backgrounds. He has disclosed how he is struggling in his current education setting.

The Prevention Team Family Support Worker completed a joint visit alongside Positive Futures to discuss support needs with G. Another joint visit was carried out with S (G's Mother) who also engaged well and is open to support. The Prevention Family Support Worker facilitated a Team Around the Family approach with all professionals (Positive Futures, St. Andrews Primary School & Lliswerry High School) to support the family, and an enhanced transition to high school plan will be put in place for G.

Personalised reward charts based around G's school attendance and performance have been created which has been successful. The Prevention Family Support Worker also plans to offer 1:1 emotional regulation support and will be working with G's mother to provide support within the family home. The Prevention Family Support Worker has also attended ongoing Positive Futures sport sessions with G, to support with health and wellbeing. Areas of focus covered:

- Ensure that young people most at risk are identified and supported so they remain in education, training, and employment. This will reduce the likelihood in future of them becoming economically inactive and living in poverty.
- Achieve improved health and wellbeing for young people.
- Instil a work ethic and higher aspirations for young people.

Case Study 8 – Prevention & Inclusion Youth Homelessness and temporary accommodation Support

One to One Support	Referral mechanisms within Newport have now been re-established through the introduction of a youth housing officer within NCC's housing department. Through collaborative working we are now building on our 1:1 referral's and 2 young people have been referred and supported so far. Due to delays in the launching of our new star assessment tool, we have been unable to formally track this progress, however, this will launch shortly.
Newport Youth & Play Service supporting vulnerable at risk groups	Newport Youth and Play Service continues to develop relationships with statutory and third sector providers to support vulnerable at risk groups. We continue to use sport as an engagement tool focussing on groups such as refugees and UASC (Unaccompanied asylum seeking children) and their families who are in temporary accommodation. Through our Youth Support Grant allocation, we have been able to provide The Gap, a local voluntary agency who support UASC and refugees in Newport, with £5,000 to continue to provide a full delivery of weekly football sessions for young people. This is in addition to the support provided from our staff members weekly. Orders have also been placed to provide equipment for the young people, this includes, shin pads, football socks and water bottles for the session. We have been working closely with these young people to encourage them to attend Bronze DofE and Reducing Violence Programme. To date we have supported 28 young people on this project.

Case Study 8 – Prevention & Inclusion Youth Homelessness and temporary accommodation Support

Home Starter Kits	We continue to support young people with access to Home Starter Kits. Home starter kits have been made up for young people to support their transition into their new accommodation and it is expected at least 15 kits will be disseminated throughout the year. To date, we have given out 3 Home Starter Kits and continue to work closely in with the Temporary Accommodation Team to provide bedding and towels to those who are in Temporary Accommodation.
Promotional materials	Information posters have been developed and are available within community centres acting as a visual tool to provide various information regarding homelessness. Staff were provided with awareness training during our June staff training event regarding the use of the opening doors toolkit and the steps that can be taken if a young person presents as homeless.
Opening Doors	The homelessness team within Newport Youth and Play service have undertaken an internal review of the Opening Doors toolkit following feedback from staff and young people who engaged with the toolkit in the previous year. As a result, The Opening Doors toolkit has been adapted to allow for the learning needs of our Young People across the service. This is due to be delivered in alternative education provisions across the city in the coming months.
Family Sessions	<p>Youth Workers will continue to work with housing organisations across Newport to ensure there isn't duplication of work or support and to share relevant information to expand the support on offer to young people. As part of the homewards rollout, the youth homelessness coordinator will be an active part of the coalition moving forward in order to provide a youth "arm" alongside other partners in terms of the available support to individuals in Newport facing homelessness.</p> <p>Our work with the temporary accommodation team and third sector providers will also continue whereby we will support the delivery of "family days" within the school holidays and has to date provided additional opportunities for 60 young people and families to attend additional provision offered by the youth service through means of cinema days or cultural experiences along with others.</p>
Additional Information	<p>Homewards: Following the organisation of Newport's "homewards coalition", we are continuing to develop a network of referral systems with social services, housing and temporary accommodation team. This has seen our team running sessions within temporary accommodation settings offering support and activities for the young people and families who are currently residing there, with the view for developing this further throughout the year.</p> <p>Outreach and Detached provision: The Youth Homeless and Wellbeing Coordinator will continue to work with the team to make direct links with partners who may share information about cohorts of young people who are at risk and plan accordingly, with the addition of using Outreach and Detached sessions as an exit route so that there is a visible Youth Work Presence within their communities where young people feel safe to engage. This work has been targeting 4 key areas of Newport, Bettws, Pill, Ringland and Maesglas, to provide targeted support from this team.</p> <p>Regional Youth Homelessness and Wellbeing Coordinator Meetings: Regional approaches to delivery when working with targeted groups such as UASC, refugees and families in temporary accommodation have now been established to gain best practice throughout Gwent.</p>

Glossary

Service Area Project / Action Assessment

RAG Status	Description
X%	Objective / Project / Action is not on track to deliver by the expected completion date with major risks and/or issues preventing its achievement. Immediate management interventions is required to improve performance and escalation to Directorate Management Team and/or relevant Board.
X%	Objective / Project / Action is at risk of not delivering by the expected completion date with potential risks / issues which could prevent the Objective / Project / Action being completed. Management intervention(s) required to improve performance and close monitoring by the Head of Service / Service Management Team.
X%	Objective / Project / Action is on track to be completed with no risks or issues.
Complete	Objective / Project / Action has been successfully delivered and achieved its outcomes.

Performance Measure Monitoring / Tolerance Assessment

Newport City Council has agreed a 15% tolerance against targets set in service plans.

RAG Status	Description
=>15%	Performance is under achieving against Target or previous year's performance. Immediate management intervention and escalation to Directorate Management Board is required.
<15%	Performance is off target or Previous Year's Performance but within a variance of 15%. Management intervention and close monitoring by the Head of Service / Service Management Team is required.
	Performance is achieving / succeeding against its agreed Target or Previous Year's Performance.

Risk Assessment Matrix

Probability	5	5 - Moderate	10 - Major	15 - Severe	20 - Severe	25 - Severe
	4	4 - Moderate	8 - Moderate	12 - Major	16 - Severe	20 - Severe
	3	3 - Low	6 - Moderate	9 Major	12 - Major	15 - Severe
	2	2 - Low	4 - Moderate	6 - Moderate	8 - Moderate	10 Major
	1	1 - Very Low	2 - Low	3 - Low	4 - Moderate	5 - Moderate
		1	2	3	4	5
		Impact				

Abbreviations

Abbreviation	Description
NYPS	Newport Youth and Play Service