

# Agenda

## Cabinet

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Dyddiad: Dydd Mercher, 10 Mawrth 2021

Amser: 4.00 pm

Lleoliad: Ystafell Bwyllgora 1 - Canolfan Ddinesig

At: Cynghorwyr: J Mudd (Cadeirydd), Councillor R Jeavons, P Cockeram, G Giles, D Harvey, D Mayer, Councillor R Truman, D Davies and M Rahman

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### Eitem

### Wardiau Dan Sylw

- 1 Ymddiheuriadau dros Absenoldeb
- 2 Datganiadau o ddiddordeb
- 3 Cofnodion y Cyfarfod Diweddaf (*Tudalennau 3 - 22*)
- 4 Polisi Tâl a Gwobrwyo (*Tudalennau 23 - 52*)
- 5 Papur Gwyn LIC ac Ymgynghoriad - Ail-gydbwyso Gofal a Chymorth  
(*Tudalennau 53 - 122*)
- 6 Chwarter 3 2020/21 Diweddariad ar y Gofrestr Risg Gorfforaethol  
(*Tudalennau 123 - 174*)
- 7 Diweddariad Adferiad Covid (*Tudalennau 175 - 188*)
- 8 Diweddariad Brexit (*Tudalennau 189 - 196*)
- 9 Rhaglen Waith (*Tudalennau 197 - 204*)
- 10 Live Event  
[To view the Live Event please click here](#)

Mae'r dudalen hon yn wag yn



# Minutes

## Cabinet

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Date: 22 February 2021

Time: 4.00 pm

Present: Councillors Councillor J Mudd (Chair), Councillor R Jeavons, P Cockeram, D Harvey, D Mayer, Councillor R Truman, D Davies and M Rahman

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### 1 Apologies for Absence

Councillor Giles

### 2 Declarations of Interest

None received

### 3 Minutes of the Last Meeting

Minutes of 8 January were confirmed as a true record

### 4 Capital Strategy and Treasury Management Strategy

The Leader presented the report to Cabinet on the Capital and Treasury Management Strategies. These had already been reviewed by the Council's Audit Committee and their comments and responses were included in the report.

The report included both the Capital and Treasury Management Strategies which, at their core (i) confirmed the capital programme, as part of the Capital Strategy and (ii) the various borrowing limits and other indicators which governed the management of the Councils borrowing and investing activities, as part of the Treasury Management Strategy.

The Leader advised that whilst the Cabinet made decisions relating to what could be spent on capital projects, it was the full Council that approved the 'borrowing limits'. Many projects were funded from capital grants, capital receipts and specific reserves which did not impact on borrowing levels, but where borrowing was required, the programme was required to be set within those limits. This was an important area of overall financial management governance in that borrowing levels, once taken up, lock in the Council to a long term liability for revenue costs in relation to the provision of the repayment of those loans (MRP costs) and external loan interest costs; together known as 'capital financing costs',

Both these strategies were a requirement of CIPFA's Prudential Code which set out the requirement for them and ensured, within the frameworks which these document set, that capital expenditure plans were:

- **Affordable** - capital spend and programmes were within sustainable limits and could be accommodated within current and forecast future funding levels.
- **Prudent** – Councils needed to set borrowing limits called 'operational' and 'authorised limits' which reflected the Councils plan for affordable capital plans and their financing

costs. On investing activities, Councils needed to consider the balance between security, liquidity and yield which reflected their own risk appetite but prioritised security and liquidity over yield.

- **Sustainable** – Council's capital plans and the revenue cost of financing the current and future forecast borrowing/debt taken out for that needs to be sustainable in terms of the Councils overall finances and its impact on that.

These issues were reviewed and the Head of Finance comments were included in his section in paragraph 31 onwards.

#### Treasury Strategy and the capital programme

The Council's capital programme extended to 2024/25 (this was the original capital five year programme to 2022/23 which was extended by two years for projects whose completion spanned beyond the five years). It was a significant capital programme. The capital programme included £211.4m of already approved projects and alongside new investments such as the borrowing for Cardiff City Capital Region spend at £17.3m, £19.7m for the new leisure scheme and £4.5m for further uncommitted borrowing for future projects, which brought a total investment of £252.9m for the programme ending 2024/25.

This was a large investment for the City's key infrastructure. Key projects included:

- Our new leisure scheme in the city centre -£19.7m. This would also pave the way for the new Coleg Gwent College. Both would bring much needed footfall and vibrancy to the city centre.
- Investment in the refurbishment and restoration of the City's Transporter Bridge; nearly £13m.
- A significant expansion, modernisation and maintenance of our school buildings, making up the majority of our £101m investment in this programme in education and schools.
- Over £25m of funding for the Cardiff City Capital Region which was enabling a huge level of economic development across our region which would benefit Newport and the wider region.
- Over £7m in our city centre and regeneration projects and we've included further funding in our revenue budget to continue and expand on that as we 'build better' from the past 12 months.

Capital Expenditure funded by debt increased the need to undertake external borrowing. A further driver for the need to undertake external borrowing was the capacity to be 'internally borrowed' reducing as earmarked reserves were utilised, which in turn needed to be replaced with external borrowing. This was the case particularly for this Council which had a high level of 'internal borrowing'; which was now reducing over the medium-long term. The Council was therefore committed and had a requirement to be a net borrower for the long term.

For the remaining three years of the current capital programme until 2024/25, the level of borrowing to facilitate the current capital programme was substantial with external borrowing increasing from an estimated £164m at the end of this financial year to £234m in 2024/25, an increase of over £70m. The total committed requirement for external borrowing was forecasted to be c£284m. This was shown in table 2 of the report.

The commitment to increase external borrowing led to increasing capital financing costs as shown in table 3 of the report, and show a significant increase in capital financing costs from 2020/21. These costs were included in the Council's MTFP. Costs would continue to increase into the medium to long term. Compared to comparative authorities, the percentage of the capital financing costs as a proportion to the Councils total net revenue was high. We had fully funded the capital financing costs required to complete this current capital programme and this was a key issue around showing affordability. As the Council's net budget was increasing significantly too, the proportion of the Councils net budget allocated to this remained broadly the same as now and the issue of potentially lower or low growth in funding was not a new risk and existed today. Therefore, from a sustainability viewpoint, the relative high cost of this budget was a challenge and was a risk but no higher or newer than it was today.

### Treasury Strategy

This dealt with plans for the Councils borrowing and investing activities on borrowing, the capacity to be internally borrowed would reduce over the medium to long term. In 2021/22 the Council was expected to undertake external borrowing both for the refinancing of maturing loans and to fund increasing capital spend in the existing capital programme; it would remain as much 'internally borrowed' as was possible and increase actual external borrowing only when needed to manage its cash requirements. However, the Council may, where it felt necessary to mitigate the risk of interest rate rises, undertake borrowing early to secure interest rates within agreed revenue budgets. This would be done in line with advice from our Treasury Advisors.

The Authority's objective when investing money was to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Given the increasing risk and very low returns from short-term unsecured bank investments, the Authority aimed to diversify into higher yielding asset classes during 2021/22, and this was delayed due to the current economic climate as a result of the pandemic. This was especially the case for the estimated £10 million that was available for longer-term investment. All of the Authority's surplus cash was currently invested in short-term unsecured bank deposits and local authorities. The strategy to diversify into higher yield asset classes would be implemented in the coming year.

### Comments from Cabinet Members:

Councillor Rahman noted that committing to the capital expenditure was a sustainable way of minimising the risk, considering Covid and Brexit. As Cabinet Member for Assets, this was not just an investment in the current infrastructure but future of the city, including the new Leisure Centre. Councillor Rahman encouraged colleagues to look at where the money was being spent; schools in particular had significant investment. The transport facility within the city and the footbridge over Newport Train Station meant that the Council was taking action to deliver to the community by keeping promises and working towards this. A commitment to reducing carbon foot print, investment in Velodrome Light System to make it more sustainable, and being carbon neutral for the future was part of the budget consideration.

Councillor Truman considered the report good news regarding road mapping the council to move us forward. The investment outlined in the report covered everything. Councillor Truman also mentioned the hard work, which had gone into this and thanked all officers and colleagues for their contribution in the report.

Councillor Cockeram thanked the Leader for an excellent presentation. The investment of £4M in children's residential homes, allowed the council not to rely on out-of-county placements in the private sector, this had a major impact on the health of the children, by bringing them home.

### **Resolved:**

That Cabinet recommended to Council for approval:

- The Capital Strategy (Appendix 2), including the current capital programme within it (shown separately in Appendix 1) and the borrowing requirements/limits needed to deliver the current capital programme.
- The Treasury Management Strategy and Treasury Management Indicators, the Investment Strategy and the Minimum Revenue Provision (MRP) for 2021/22. (Appendix 3).

As part of the above, Cabinet noted:

- The increased debt and corresponding revenue cost of this in delivering the current capital programme, and the implications of this over both the short and medium-long term in terms of affordability, prudence and sustainability.

- The Head of Finance's recommendation to Council, that borrowing needed to be limited to that included in the current capital programme and the recommended prudential indicators on borrowing limits do this.
- Beyond the current capital programme period, there were potential financial challenges around on-going affordability and sustainability but these would be reviewed closer to the start of the new programme within the context of funding levels and the Councils budget position.

## 5 Revenue Budget and Medium Term Financial Plan (MTFP): Final Proposals

The Leader presented to Cabinet the Medium Term Financial Plan and 2021/22 revenue budget report. This was one of the Council's most significant reports, which need to be carefully considered.

It represented the culmination of about six months of hard work, from agreeing the budget assumptions to form the basis of our planning. After the detailed budget proposals were agreed, there was a further period of refinement and development following the announcement of the Welsh Government's revenue support grant. The Council had done this under difficult conditions, working remotely, with the significant uncertainty of developing budgets in the current challenging times. On this latter point, the Council was notified of its Revenue Support Grant very late in December; about two months later than 'normal' and looking ahead, the prospect for public sector funding was uncertain given that the Comprehensive Spending Review planned for 2020 was replaced with a one year budget. We awaited further information from the UK Chancellor as to how he would deal with the UK growing debt and the impact of that on public sector funding. Including the current route out of national lockdowns and how the UK, and indeed the rest of the world, would recover from the Covid pandemic; that remained unknown, as it was a fragile situation.

Notwithstanding all of this, however, a budget was produced and the Leader thanked her Cabinet colleagues and officers of the Council who worked hard to get us to this point; it had been a tremendous effort by all.

The Leader reminded those present that, as the 'Administration', decisions would be taken on where to spend the Council's resources and a key part of that was the Council Tax level required to fund that alongside the Revenue Support Grant. Council Tax only made up about 24% of the Council's revenue budget funding but was still an essential part of that. Full Council made the decision on the Council Tax and they would review and consider the recommendations made by Cabinet.

### Our funding

The Councils Revenue Support Grant increased significantly, by nearly £13m, due, in large part, to a correction in the population estimates that drove a large part of the distribution of that grant to Councils. We consulted on a 5% Council Tax increase which added a further £3.2m to potential funding for next year's budget. In total, funding in our draft budget increased by £15.9m.

### Budget savings

We had included £2.7m of new saving proposals for our draft budget. However, most of which; £1.8m, did not impact on services and implementing them increased our flexibility to invest more into front line services to the public and the city. We consulted on proposals that we considered improved services and were part of a wider transformation of those services. The results of the public consultation would confirm this as they agreed strongly with those proposals with the exception of one and the proposed increase in council tax. This was a very positive result and showed we were doing the right things. The increased Council Tax was also not popular in the consultation and we appreciated that in the current climate, this needed to be reconsidered. The Leader went on to say that the public had spoken and we have listened.

The current position and how we will use our current 'balance in hand'

As the report showed in Table one, we had £2.8m of available resources in hand at the draft budget stage still and further efficiency savings were added to that since then; as shown in Table one of the report. The balance in hand for resources to be allocated now stood at £3.98m.

Set out below was a summary on how this final element would be allocated and used first.

	<b>2021/22 £'000</b>
<b>Revised balance in hand</b>	<b>(£3,988k)</b>
<b>New investments:</b>	
<b><u>SOCIAL CARE</u></b>	
<p><b>Provision for the potential risk of higher on-going costs in our Social Care sector, following challenges coming out of both Covid and Brexit at £828k, partly funded by the increase in our 'Social Care Workforce Grant'. Both had the real potential to create permanent cost pressures in this area and this would help in ensuring budgets are robust, help mitigate these risk and crucially, ensure we continue to fund the best care we can for residents.</b></p>	£828k (£500k)
<p><b>This would stabilise and help recruitment into our adult mental health social care teams which is an inherently difficult area in both retention and recruitment. A £40k provision for this would allow us to do this in what is a very challenging and increasingly important area of work.</b></p>	£40k
<p><b>We need to invest in our looked after children care budgets and child protection budgets due to growing demand and this would cost £116k</b></p>	£116K
<p><b>These are additional investments in our social care budgets and demonstrates the Administration's on-going commitment to this area as it deals with continuing demand and challenges. Looking after the most vulnerable members of our communities is a priority.</b></p>	
<b><u>OTHER PRIORITIES</u></b>	
<p><b>We would invest £911k in a number of priority needs and priorities. These include:</b></p> <ul style="list-style-type: none"> <li>- capacity in our project management and business improvement team to support services with projects that would deliver organisational and service changes?</li> <li>- capacity in our functions which would take forward the city's aspiration on sustainable development, highways and de-carbonisation initiatives. This would allow the council to deliver on key projects including any emerging projects and initiatives coming from the Burn's review</li> <li>- developing our workforce planning and capacity. This would include developing and implementing a policy for further traineeships, apprenticeships and similar training roles in our workforce and ensure our residents have the opportunities to develop skills, knowledge, experience and careers with the Council</li> <li>- provision to develop and implement a plan and initiatives to further increase pride in our city, find ways to support local communities within it and connect our communities and wider city.</li> </ul>	£911k
<b><u>ECONOMIC &amp; CITY CENTRE REGENERATION AND SUPPORT</u></b>	
<p><b>The situation in our city centre, like most others, are still challenging and would remain 'fragile' for some time to come. We would make a £1.9m provision in our</b></p>	£1,820k

<p><b>budget to enable us to continue with key regeneration projects such as the refurbishment of the central market and other major projects. This provision shows our commitment to the city centre and the positive outlook, example and leadership the City Council needs to make</b></p> <p><b>This is part of a wider package of investment in support of the city’s future economic development and city centre regeneration, both in our capital programme and what we’ve already announced in our draft budget in January.</b></p>	
<p><b>REMOVAL OF SAVINGS PROPOSAL STR2122/02 - Charges for non-household waste</b></p> <p><b>The Cabinet have considered all the advice and feedback from the public consultation and would not be introducing charges for non-household waste taken to household waste recycling centre (HWRC).</b></p>	£20K
<p><b>COUNCIL TAX</b></p> <p><b>Cabinet consulted on a 5% increase in Council Tax. Newport still has one of the lowest rates in Wales, and indeed the UK. It means a reduction of £9m in funding compared to the average rate in Wales, and that has a number of negative impacts on the services we can deliver. However, Cabinet made clear their intention to listen to residents. They appreciated the tough times that the people of Newport were going through and the uncertainty that still exists. Cabinet, therefore, agreed to reduce the proposed Council tax increase to 3.7% and this would cost £753k.</b></p>	£753k
<p><b>Total remaining to allocate</b></p>	<b>£0</b>

How have we invested our increased resources?

There were three biggest areas of focus, which were:

*For our schools*, the budget allowed for nearly £5m of increased funding. This covered the assessed cost increases in our schools and we intended to fully fund that, up to the provision we have here. As that included an estimate for any pay increases, this element would be retained and considered when we had the final agreed position. The Cabinet intention was to **at least** meet the full amount of cost increases, up to the budget increases included here. Schools with accumulated budget deficits or with current in-year overspending budgets, would still need to resolve these issues with recovery plans and officers were working hard with schools on this and good progress was being made. Our history on schools funding continued to prove we prioritised schools. Excluding any increases in Welsh Government specific grants for schools, which had also grown over the last few years, we have increased schools core funding by some £15m over the last three years, an annual increase of around 5% average. Part of this was for our expanding and new schools as the city grew but also to ensure cost increases were funded.

*Social Care services* demand had continued to grow and we were providing nearly £2.5m of additional funding, over and above pay and pricing increases. In 2021/22, we would be investing nearly £2.5m into children’s and adult services. This included provision to meet potential increased cost in our care homes and domiciliary services resulting from Covid and Brexit risks.

*We are also ‘committed to build back better’* as we led the way in helping the city recover from the last 12 months of impacts from the pandemic. A number of the proposals helped achieve this. Firstly, Cabinet were proposing to invest just over £2m into the financing of the capital programme. The Council’s capital programme was dealt with in another report on this meeting’s agenda but showed, amongst other projects, we were investing in our schools, the city centre, key cultural infrastructure such as the transporter bridge, and of course, a very



exciting new leisure facility which would also pave the way for a new learning campus in the city centre. Secondly, we made £1.8m provision to fund initiatives and regeneration projects in the city centre. Thirdly, as I've announced, we proposed to increase our current efforts to increase the numbers of apprenticeships and traineeships and other schemes in the Council. This would provide valuable opportunities for residents to gain work and training and help the Council grow and develop its workforce.

The detailed policy was nearing completion and the Leader would announce this as soon as she could. Fourthly, Cabinet were going to invest in more resources for those areas that planned and delivered on sustainable development projects, which would also include the emerging Burns review on traffic. The 'green agenda and de-carbonisation' was prioritised and the resources would begin to create the capacity needed to co-ordinate and deliver appropriate projects across the Council, which contributed to this. Lastly, Cabinet were investing resources into the marketing of the City and capacity to deliver more events and local initiatives, which would enable the City to raise its profile for all to engage with.

A key part of this last area was the use of one-off resources. Funding our capital financing budget requirement to the end of the current capital programme period all in 2021/22 was important and needed. It would also, over the next 2-3 years, generate some one-off funding; predicted at about £3m. Alongside the Council's forecasted underspending on this year's budget, it should generate a substantial one-off funding 'pot' which would be used to support this revenue budget and its priorities. This would also be used to invest in special projects to help with the sustainable development objectives highlighted and also would also improve the environment. This included clearing up eyesores, which current budgets could not fund, and improving green spaces as these were more important than ever. Officers were developing plans on these and more details would be announced when work was completed, and with more certainty on the level of one-off resources in the spring. Between the core funding being provided to create capacity and the capital programme and one-off funding, the Leader was confident that a real impact would be made to help instil more pride in our city and make it a better place to be.

The budget dealt with the current position on where day-to-day services and investment was required and it looked forward, starting to plan for the priorities for the environment. This not only included the wider agenda around climate and de-carbonisation but also the 'closer to home' city environment, neighbourhoods, parks and other spaces. And of course, undertaken with a lower Council Tax which was important at this time.

#### Comments from Cabinet Members:

Councillor Jeavons advised that the Waste Team was very effective and dealt with fly tipping as one of its roles, this area would benefit from investment and would help in its statutory duties some of which included:

- Fly tipping removal from PUBLIC LAND/ADOPTED HIGHWAY (removal of fly tipped waste on private land is not the responsibility of Newport City Council but the responsibility of the landowner.)
- Fly tipping investigations and enforcement action which include FPNs, prosecutions
- Illegal waste carrying and disposal including duty of care checks
- Monitoring of household waste collections and engagement with residents

In addition to this:

- Partnership work WG/National Resource's Wales and KWT - benchmarking - sharing of best practices
- Delivery of specific operations/action days with Gwent Police/SW Fire and Rescue to tackle fly tipping and ASB
- Support to volunteer litter picking groups
- We welcome litter picking activities – which are positive for communities and the environment
- Volunteer groups ARE being supported by NCC however:

- We would ask Volunteer groups to comply with rules set out in pre booking/collection agreements available on the Newport City Council website making the process seamless from end to end
- Some groups are currently disregarding rules, which:
  - Puts them at risk for many reasons which I don't need to go into including their own health and safety
  - This also Creates issues for the Council and other organisations dealing with litter/fly tipping/ASB/possible prosecution and collection

Some of these included:

- Not Adhering to social distancing as per government guidelines during this lockdown period
- Following H&S procedures
- Litter picking on private land
- Waste to be sorted into recyclables
- Bags only, with a limit – no bulky waste
- No sharps
- Safe collection points, these are laid out on Newport City Council s web site and include no bags to be collected on roads over 50mph

Littering/fly tipping is a big issue for us all and I urge people to dispose of their waste responsibly.

Councillor Truman noted that this was a listening budget considering the reduction the council tax for the public. Investment was also needed for the city centre. The budget was good news for schools and social services as well as addressing empty properties for the first time, which was outstanding.

Councillor Harvey echoed comments of Councillor Truman regarding the council tax, adding that it was a massive drop, although there had been negative responses from residents regarding the consultation. Councillor Harvey also commended teachers, support staff, back office staff and everyone that helped keep the schools running virtually; providing IT support for pupils, all of whom had not stopped working and wanted to make mention of this considering the public sector pay freeze. Councillor Harvey added that Newport residents should really look at the budget, which was very thorough and thanked the leader for a good budget under the circumstances.

Councillor Davies considered all the wellbeing objectives achieved in this report and money which was carefully allocated to address the needs. Vulnerable residents had been given consideration and support in relation to Covid. The was a collective duty by 2050 to be carbon neutral and we had duty as a city to deliver this, Councillor Davies also welcomed the plan to develop the climate emergency. The empty homes fund would help to develop beautiful homes and extend boundaries and give pride to residents in where we lived.

Councillor Rahman echoed comments from his colleagues about listening to residents. There had been a lower public consultation response than usual. However, reducing the council tax increase and withdrawing the proposed fees and charges for non-household waste meant that the council had listened. Councillor Rahman considered the challenges faced by council; loss of income and additional cost due to pandemic. The city had also changed since the last Census, and Councillor Rahman everyone get involved in the census. There was also still help available for those struggling in the community. This was therefore a budget that we could be proud of and on that would invest in communities and city infrastructure.

Councillor Mayer thanked the Leader on her excellent presentation and echoed Cllr Truman's comments. Cabinet and finance officers would be focussing on next year's budget, as they did every year; always looking forward to invest in Newport. Residents that took part in the leisure complex debate showed that they had trusted the council. Councillor Mayer also met with trade union representatives as in previous years and this year; there were few

comments because employees knew that the council were doing their best to deliver the best possible budget.

Councillor Cockeram referred to Councillor Harvey's comments, there were some negative comments however, he considered that the council had to dig deep and as a result, the budget produced was excellent. On the whole, as there were not as many comments from residents, the silence meant that they must be pleased with what had been achieved.

The Leader thanked Deputy Leader for his guidance adding that Cabinet owed a debt of gratitude to the Heads of Services having to deal with a pandemic and a sustainable budget and thanked them for the work they had put into the report.

The Leader also thanked the finance team for the time they had taken going through the finest points of this budget to help shape the aspirations for the people of Newport. The Leader thanked the Chief Executive for her leadership in relation to the green agenda and responsible recovery for citizens of Newport.

#### **Resolved:**

Cabinet noted/agreed the following:

#### **Budget proposals and medium term projections**

1. Noted formal consultation on the budget as outlined in section 4 and the feedback received, shown in appendices 1 to 4b.
2. Noted equalities impact assessment summary on the budget proposals, shown in appendix 9.
3. Reviewed and confirmed budget proposals (appendix 5 - 6), as currently summarised within the medium term financial plan (appendix 7) and allocate the financial flexibility shown in table 5. In doing so, agreed the implementation of the full medium term savings programme and the use of invest to save as noted in paragraph 6.4 to implement savings as part of the medium term savings requirement.
4. Agreed the 2021/22 fees and charges of the council shown in appendix 11.
5. Noted the budget investment in schools of up to £4,937k, was based on an assumed teachers/ NJC pay increase and provided for a fully funded increase in funding requirement in addition to the cost of new/ expanding school provision as noted in paragraph 3.7 – 3.12. Specifically, Cabinet agreed to confirm and finalise this when there was certainty on Teacher's pay from September 2021 with the intention of at least retaining the objective described above, within the funding provision available.

#### **Overall revenue budget and resulting council tax 21/22**

6. Noted the Head of Finance's recommendations that minimum General Fund balances be maintained at a level of at least £6.5million, the confirmation of the robustness of the overall budget underlying the proposals, and the adequacy of the general reserves in the context of other earmarked reserves and a revenue budget contingency of £1.5million.
7. Noted the current level of council tax for Newport City Council and the monetary value of various percentage increase and how this compared to levels of council tax at other councils as shown in table 6.
8. Recommended an overall net budget and resulting council tax to full Council, noting that a formal resolution including the Police and Crime Commissioner for Gwent and Community Councils' precepts would be presented to Council on the 3 March.
9. Approved expenditure and use of reserves in line with summary shown in appendix 10b, noting they were based on detailed proposals reviewed by Cabinet in their January 2021 meeting.

## **6 Proposed Leisure and Wellbeing Facility**

The Leader introduced the report. In December, the Cabinet agreed to consult with the public on proposals to build a new environmentally sustainable and energy efficient leisure and wellbeing facility on a brownfield site overlooking the River Usk, allocating the existing

Newport Centre land to Coleg Gwent for the purpose of relocation of their further education campus into the city centre.

The Leader invited the Cabinet Member for Leisure and Culture to present the report.

Councillor Harvey advised that it was clear from the over 1,000 separate responses received that the public was excited and engaged in the plans.

The existing Newport Centre building was suffering from a range of structural issues and required significant investment to bring it up to modern day standards.

The building configuration was neither efficient nor sustainable and changes in demand over the decades meant that it was no longer able to compete with modern facilities.

The plans put forward were for a modern leisure pool, with family friendly changing facilities, fitness suite and a roof garden / active roof. The facility would also encompass more informal relaxation areas and be seamlessly connected to the expanding active travel network.

The building of a new facility not only allowed us to provide an enhanced user experience, it also freed up land to re locate Coleg Gwent's further education provision into the city centre, close to the existing high education provision.

The proposals would bring increased footfall into our City Centre and help support retail and hospitality business as it sought to recover from the impact of Covid.

The project would cost £20M, but only £4.5M would come from council funds. Far less than the cost of refurbishing the existing centre.

A large part of the project would be financed from efficiency savings as a result of operating from a modern facility which would attract greater patronage. The council was also seeking capital investment from Welsh Government through its Targeted Regeneration and Investment Fund.

The last year was extremely challenging, but throughout the pandemic, we have not stopped working on plans to improve the City and the lives of our residents, particularly in supporting our City Centre to return stronger.

Based on the consultation feedback officers would now work with cabinet to develop detailed plans and deliver this project for our residents.

#### Comments of Cabinet Members:

Councillor Mayer noted that this was an exciting project and was shocked by the structural damage to the Newport Centre but was pleased that were we in a situation where we would have one of the best leisure facilities in Wales and possibly the UK. 94% of residents thought it was a great idea to build a new leisure centre and 85% agreed that Coleg Gwent should be part of the Knowledge Quarter.

Councillor Davies considered that the level of response from residents was outstanding. The Council was listening to residents, which was integral to what we did. It was pertinent to Councillor Davies' Cabinet Member role in Sustainable Development, that it was environmentally friendly and contributed towards the Council's commitment to reduce carbon footprint. Wellbeing objectives had also been achieved by independent and resilient communities as well as extending the knowledge quarter.

Councillor Truman added that this was fantastic news and welcomed by all residents. It was a logical decision to move further education and higher education into the same location and

would provide an opportunity to help regenerate the city. Councillor Truman welcomed the report.

Councillor Jeavons echoed colleague's comments adding that this was a responsible move to consider the recovery and wellbeing of Newport. In addition, there had been 30 Welsh responses received and overall, a high response rate, which was exciting and proved that we were doing something right for the city.

Councillor Rahman noted that the council clearly had wide ranging support and thanked officers for their contribution. Delivering this project on top of the budget discussed was outstanding, as well as supporting small businesses. Councillor Rahman highlighted that this was what the council tax was contributing towards and that the leisure centre benefitted us all.

Councillor Cockeram congratulated the Leader on the report and considered that the report summary highlighted the objectives succinctly and added that we must not forget the other partners involved in this project who had confidence in us.

The Leader added that the project seamlessly connected to our active travel work and thanked partners Coleg Gwent and Newport Live as well as thanking the Head of City Services and Acting Head of Regeneration, Investment and Housing for their hard work and ongoing contribution.

#### **Resolved:**

Cabinet agreed to the following:

- To proceed with the design and construction of a new leisure and wellbeing facility on the expansion land site, subject to obtaining all necessary consents.
- To approve the capital envelope and proposed funding of £19.7 million to deliver the scheme.
- To the re-appropriation of the Newport Centre site from Leisure provision to regeneration purposes and agree to the disposal of the site to Coleg Gwent by way of a 250-year development lease at net market value, taking account of all demolition and other allowable costs, and on such other terms and conditions to be agreed by the Head of Law and Regulation and Newport Norse, subject to all necessary consents.
- To authorise officers to agree and complete all necessary documentation in relation to the scheme and the disposal.

## **7 Transporter Bridge Funding**

The Leader introduced the report. The National Lottery Heritage Fund approved the Council's application for funding to repair and restore the Transporter Bridge as well as provide a new visitor centre in December. The Council now needed to formally accept the award and fulfil a number of obligations before the Heritage Fund granted 'permission to start'. The award of 8.65 million was the third largest Heritage Fund award made in Wales.

The report sought permission to provide National Lottery with an agreed underwrite for the £365k of unconfirmed matched funding within the project budget. The unconfirmed funding was money that was expected to be raised over the life of the project from direct fundraising, sponsorship and further applications to grant bodies for packages of funding to support a range of events and activities. The maximum exposure to the Council was £365k and would only be required should not a penny more be raised.

The Leader invited the Cabinet Member for Leisure and Culture presented the report.

Councillor Harvey was pleased to inform colleagues on the result of the consultation. The Transporter Bridge was a historical and prominent part of Newport and thanked the Culture

and Continuing Learning Manager for his very hard work, even putting off his retirement to complete the project.

A stage 2 application to the Wolfson Foundation; following a successful stage 1 application was due to be submitted at the end of February. That application was for funding to help cover the existing gap and was not for a specific amount.

### **Key points**

The project team submitted an application to Welsh Government for a further £1.5M support package for the project through Visit Wales' Tourism Investment Support scheme. Welsh Government officials were currently going through a due diligence process and had indicated the money required was available in their capital fund. Welsh Government also provided National Lottery Heritage Fund with a statement that provided sufficient support to enable NLHF to make the award. Welsh Government have indicated that the outcome would be communicated the week commencing 15 February 15, however a note received Thursday confirmed the necessary ministerial decision would not be taken until the week commencing 22 February. Nevertheless, it was important to proceed to confirm this with the underwriter, as it was important that permission to commence was granted for two reasons:

1. The capital works associated with the Bridge repairs and the new visitor centre were tendered, and any significant delay was likely to increase costs.
2. The target date for reopening was March 2023. There was some timetable contingency built into the project plan, however there was significant benefit to opening the bridge at the beginning of the season.

National Lottery Heritage Fund would not grant permission to start until Welsh Government agree their portion of the funding.

The project underpinned by a significant National Lottery Heritage Fund award would enable some much needed repair and restoration to the structure and would stabilise the structure. The new visitor centre and improved interpretation would offer visitor facilities and enabled the Bridge to develop new tourist markets that in turn would contribute to overall sustainability.

### Comments from Cabinet Members:

Councillor Mayer commented that in the 'fifties, the Transporter Bridge was not valued and not even included in the murals at the Civic Centre. It had been a hard fight to keep the Transporter Bridge on the agenda. Original plans had been found in Gwent Archives two years ago, which was also an amazing find. Councillor Mayer mentioned that this pleased the Cabinet Member for Leisure and Culture, who cared greatly for the project.

Councillor Jeavons echoed comments and thanked all the officers involved as well as the Cabinet Member, for their hard work.

Councillor Cockeram mentioned that the lights of the Transporter Bridge added to the Newport Skyline and also gave Newport a personal history.

Councillor Truman added that the Transporter Bridge was in Newport's DNA, it was an iconic structure and intricate piece of engineering and also thanked the Welsh Government and Heritage Lottery Fund for their financial support.

Councillor Davies mentioned that the Transporter Bridge was an integral part of Newport and was pleased that Councillor Harvey, the Culture and Continuing Learning Manager and all officers involved who worked very hard to preserve the bridge for future generations to enjoy.

Councillor Rahman echoed the comments of his colleagues.

Cabinet member colleagues also gave their personal experiences over the years which involved the Transporter Bridge and once again thanked the Councillor Harvey and all officers for this positive report.

The Leader also thanked Friends of Newport Transporter Bridge (FONTB) for their passion and commitment and also extended her thanks to former councillor David Hando for his continued involvement and hard work, which had contributed to the restoration of the Newport Transporter Bridge.

**Resolved:**

Cabinet resolved to

- i) Accept the award of £8.7 million, subject to Welsh Government confirming the Tourism Investment Support Grant as matched funding; and
- ii) Provide National Lottery Heritage Fund with an agreed underwrite for the unconfirmed matched funding

## 8 **Guidance on Socio-Economic Duty**

The Leader introduced the report to Cabinet. The Socio-economic Duty as set out in the Equality Act 2010 required specified public bodies, when making strategic decisions, such as deciding priorities and setting objectives, were to give due regard to the need to reduce the inequalities of outcome that resulted from socio-economic disadvantage.

Inequalities of outcome were felt most acutely in areas such as health, education, work, living standards, justice and personal security, and participation.

The Leader invited the Cabinet Member for Sustainable Development to present the report.

Welsh Government had the powers to enact this part of the Act, and intended to do so on the 31 March 2021. The duty was intended to complement and not compete with, or override, other statutory duties, for example the Public Sector Equality Duty and the Well-being of Future Generations (Wales) Act.

The overall aim of the Duty was to deliver better outcomes for those who experienced socio-economic disadvantage by ensuring that those taking strategic decisions engaged with relevant communities, welcomed challenge and scrutiny, and drove a change in the way decisions were made.

This Cabinet Report proposed short and medium term steps in order to effectively embed the Duty across council decision making processes. This included amending our existing equality impact assessment, providing training to decision makers, and incorporating appropriate measures in our existing performance monitoring frameworks.

### **Key points**

There were close links between the Duty and our existing Strategic Equality and Wellbeing Plans, all of which aimed to reduce inequalities for our most vulnerable or disadvantaged citizens. It also recognised the intersectionality that exists across socio-economically disadvantaged groups and people that shared protected characteristics, for example, we know that BAME and disabled people were also more likely to be experiencing hardship and financial difficulties.

We recognised the impact of socio-economic disadvantage on people's opportunities and life outcomes in terms of employment, health and participation. The Duty would ensure that we focussed on those people who were living in poverty in Newport, and took steps to lessen this divide which was more important than ever given the impact that COVID-19 had on our communities.

The report highlighted the importance of embedding the Duty in our decision making processes, avoiding tokenism, and ensured our engagement with the Duty is meaningful, with positive outcomes

The Cabinet Member reinforced to Cabinet that this Duty applied to strategic decisions, and was incumbent on those who make decisions at the highest level.

Cabinet Members were encouraged to familiarise themselves with the requirements of the Duty and engage with any training opportunities offered

#### Comments of Cabinet Members:

Councillor Mayer had been in discussion with the Cabinet Member for Sustainable Development regarding the report and agreed that the Welsh Government was forward thinking in introducing this Duty and was looking forward to seeing this in action to make sure that everyone done in Newport impacted on the disadvantaged more than it did at present. The difficulty was embedding this and how to undertake this Duty should not be a bolt on but second nature to everyone.

Councillor Davies wanted to thank the officers for their hard work and the support they would give Cabinet to ensure that the Socio-Economic Duty would be carried out going forward.

#### **Resolved:**

Cabinet approved the suggested recommendations included in this report.

## 9 **Covid-19 Recovery Update**

The Leader presented the report to Cabinet. The report was an update on the Council's and its partner's response to the Covid-19 crisis supporting the City (Residents and Businesses) to comply with the current restrictions and progress in the Council's Strategic Recovery Aims.

It was over a year since the UK first reported Covid-19 cases and eight weeks (20 December 2020) since Wales entered into the current Alert Level Four restrictions.

In this last year we saw the impact that Covid-19 had on our families, communities, businesses, schools and services delivered in the City.

Sadly, we continued to see our loved ones taken from us due to Covid but we have also seen the resourcefulness and resilience of our communities to support our most vulnerable residents.

In our response and recovery from this crisis, we endorsed four Strategic Recovery Aims that ensures we respond to immediate and future needs of our communities and businesses.

- Strategic Recovery Aim 1 – Supporting Education & Employment;
- Strategic Recovery Aim 2 – Supporting the Environment and the Economy;
- Strategic Recovery Aim 3 – Supporting the Health & Wellbeing of Citizens; and
- Strategic Recovery Aim 4 – Supporting Citizens post Covid-19.

Since the implementation of the Alert Level Four restrictions in December, Newport and the wider southeast region saw a reduction in the case rate of Covid-19 cases.

We understood the difficulty that these restrictions posed on our normal ways of life whether visiting close friends and family, children going to school, exercising in our local gyms or shopping in the City.

Without these restrictions, however, the Health service would have struggled and many more may have died or been affected by Covid and its new variants.



The rollout of the vaccine by the NHS in Gwent and Wales was remarkable with over 600,000 people receiving their first dose in Wales.

It was as important now than it was at the start of the current restrictions that we continued to follow the Welsh Government guidance to help the cases reduce further and ensure we can return back to normality.

The Leader went on to say that she was sure many families with young children were pleased to see the phased return of infant pupils back into school from today (22 February 2021).

Since December, it was difficult for both Teachers and parents to support their children with home schooling and schools supporting children of key workers and the vulnerable.

It was important that we continued to support the City's schools in returning back safely and help those children impacted by the restrictions to catch up and reduce any disadvantages over this last year.

The economy in Newport and Wales was impacted significantly by the Covid restrictions. This last year has been extremely difficult for retailers and traders on the high street, small to medium sized business and the hospitality / entertainment sectors seeing many people lose their jobs.

As highlighted in this report the Council and its partners (Newport Live) have been providing support to help those who have lost their jobs to re-train, find new work and gain new skills.

Also in the last couple of months, we launched the consultation (alongside Newport Live and Coleg Gwent) on the new Leisure and College development in the city centre; and received £8.75 million towards the Transporter Bridge Transformation project from the Heritage Lottery Fund.

The report continued to highlight the ongoing work, challenges faced by services and achievements being delivered by Newport Council.

#### Comments from Cabinet Members:

Councillor Cockeram thanked the vaccination programme service manager appointed to oversee the work involved for Newport Centre, which was exceptional.

Councillor Harvey added that the stark reality of figures from Public Health Wales remembering those people in Wales who died; Lockdown was to protect people from this. Councillor Harvey thanked residents for following the rules as well as carers and hospital workers who worked very hard.

Councillor Jeavons mentioned that Newport City Council staff were not Covid exempt, with some staff also shielding. Councillor Jeavons also mentioned the hard work of City Services staff, including the recent cold weather, with gritters out on the roads still continuing to maintain Newport roads.

Councillor Truman thanked environment health and trading standards officers under his portfolio, for their continued hard work.

Councillor Davies thanked staff for the preparation of these monthly reports and asked residents to read the reports which detailed what was being undertaken. The history from the monthly reports were also a vital record of importance going forward. Councillor Davies

encouraged people from all communities as well as BAME communities to take up the vaccine.

Councillor Mayer thanked City Services for their hard work and Waste Savers who never stopped during the pandemic. The Neighbourhood hubs also supported residents; Councillor Mayer thanked all those involved in providing these services.

Leader personally thanked the Chief Executive for the report and invited her to comment.

The Chief Executive thanked the Leader and added that the work carried out during the pandemic was a testament to the Senior Leadership Team and staff across the council. The Chief Executive also added that we would not be in this position today without each and every individual member of staff who also showed their emotional resilience, especially as staff were not immune to Covid. This was not business as usual and we might have to live with the virus for a very long time. The Chief Executive thanked the Corporate Management Team, Finance colleagues as well as those involved in the Leisure Project and Transporter Bridge, adding her gratitude towards the Cabinet Members and all of the Heads of Service.

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**Resolved:**

Cabinet considered the contents of the report and noted the progress being made to date and the risks that were still faced by the Council.

## 10 **Brexit Update**

The Leader presented the report to Cabinet. This was the Cabinet Report update of the new UK-EU trade relationship since 31 December 2020.

### **Trade Negotiations Update**

- Since the last Cabinet Report (8 January 2021) the United Kingdom officially left the European Union (EU) and the Single Market.
- The UK and EU now had a trade agreement that enabled tariff free trade between both areas. However, UK and EU businesses had to comply with new custom rules that required importers and exporters to complete additional documentation.
  - Nationally, many businesses had voiced the difficulties faced in meeting these new requirements and in some instances goods failing to be delivered either in the UK or EU.
- Now that we had entered into this new relationship, it was important that Wales, Newport and the region positioned itself to ensure that existing businesses could sustainably thrive into the future; new, home grown entrepreneurs were supported and that we could promote new global investment into the area.
- The UK Government promised that regions across the UK including Newport and the South East Wales would receive investment through new frameworks such as the Shared Prosperity Fund and the proposed Subsidy Regime.
- As with many cities and towns in Wales, the gap between the rich and the poor was increasing, which had been made all too prominent during this pandemic.
  - With any additional funding that Wales received through the new frameworks, we must ensure that Newport was able to use this investment to support communities not just to 'level up' but to also ensure that communities were able to become more resilient and thrive in the long term.
- New immigration rules also came into place from 1 January which ended free movement between the UK and Europe.
- Newport had and always would be an inclusive city where people from all nations are welcomed to live, work and be part of our communities that contributed towards the sustainable growth of the city.
- For EU citizens, their families and friends already living in Newport it was important to apply to the EU Settled Status before the 30 June deadline.
  - The Council's and Welsh Government websites have all the necessary information to help people apply.
- It was also good to see how the Council and its partners over the last four years were working with EU communities to support the most vulnerable and ensure people were able to apply.
- As the report highlighted, many EU citizens were facing barriers and uncertainty over their rights, and issues of hostility. As representatives of Newport's wards it was important that we supported our communities, Council officers and partners raising any issues or concerns.
- The report also highlighted the UK enabling Hong Kong citizens to apply for Visas to live, work and study in the UK. As Newport is a multi-cultural city it was expected that we would welcome Hong Kong citizens into the City.
  - The Council alongside its Housing, Educational and multi-agency partners were already considering what support, resources and requirements would be needed to help people settle into our communities.

### **Progress Update as outlined in the Report**

- In the first two months of the new arrangement, Newport Council's services did report any initial issues and/or concerns in the supply of goods and services.
- However, prices of some goods and services increased and the Council's Procurement / Finance teams would monitor the impact on budgets over the course of this and next year's budgets.
- Newport Council identified only one scheme (Inspire to Achieve) that directly received its funding from the EU and was due to naturally close in December 2023. After this date, the Council would support the Welsh Government with any new initiatives that would help people access the necessary training, support and work which the Inspire to Achieve programme already offered.
- The Council's Communications team continued to promote the EU Settled Status scheme to residents on social media (Facebook and Twitter) and the Council's own website.
- The Council's Regulatory Services were supporting businesses in Newport with necessary support to comply with the new requirements and ensured all necessary EU Health Certificate checks were completed.
- In addition to the Community Cohesion work that was highlighted earlier, the team continued to offer support to the vulnerable and communities where they had no resource to public funds. The Council would also be offering small grants to food banks / organisations that were impacted by Covid and Brexit.
- The table in Appendix 1 of the report provided full details across the areas covered by the Task and Finish Group.

### **Resolved:**

Cabinet considered the contents of the report and noted the Council's Brexit preparations.

## **11 Work Programme**

Cabinet accepted the updated work programme

Mae'r dudalen hon yn wag yn

# Report

## Cabinet

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### Part 1

Date: 10 March 2021

**Subject** Pay and Reward Policy 2021/22

**Purpose** Cabinet to consider the Pay and Reward Policy for 2021/22

**Author** Rhys Cornwall, Head of People and Business Change

**Ward** All

**Summary** The Localism Act 2011 required English and Welsh local authorities to produce a “pay policy statement”, initially for the financial year 2012-13, and then on an annual basis. The legislation outlined a number of statutory requirements which must be included in any pay policy statement.

The Pay and Reward Policy 2020/21 has been reviewed and no changes are proposed this year.

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

**Action by** Chief Executive/Head of People and Business Change

**Timetable** Immediate

This report was prepared after consultation with:

- Chief Executive
- Head of Law and Regulation
- Head of Finance
- HR&OD Manager
- Trade unions

**Signed**

## Background

The Localism Act 2011 required English and Welsh local authorities to produce a 'pay policy statement,' initially for the 2012-13 financial year, and then on an annual basis. Items which must be included in the statutory pay policy statement are as follows:

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

The Act also specifies that the pay policy statement:

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

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

## Pay and Reward Policy

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

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

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



## Updates since April 2020

The Chancellor has announced a pay freeze for all public sector workers with the exception of NHS staff and those earning less than £24,000 per annum. The local government employers are not bound by the announcement and are able to negotiate directly with national trade union representatives but there has been no further information provided to date.

The pay award for teaching staff will apply from 1<sup>st</sup> September 2021 but the review body on teacher pay has not yet made a recommendation for consultation.

From November 2020 the Real Living Wage has increased to £9.50 per hour and the Council will therefore apply a supplement to pay for those employees whose contractual pay falls below this rate. This pay supplement will take effect from April 2021.

The Council's recognised trade unions have been consulted on the proposed policy but as there are no proposed changes, no comments have been received.

## The Gender Pay Gap

In accordance with the Equality Act (Gender Pay Gap Information) Regulations 2017, the Council is required to publish its gender pay gap information on its website and upload them onto a national Government website by 31<sup>st</sup> March 2020. As the Pay and Reward Policy for 2020/21 was only recently published, the gender pay gap report has not altered in time for the Pay and Reward Policy 2021/22, and the data will be run after 31<sup>st</sup> March 2021, the identified snapshot date at which the data is collated.

We have 2,315 relevant employees (excluding schools) for the purpose of establishing the gender pay gap, of which 69.2% are women and 30.8% are men. The median pay gap increased very slightly from 0% to 0.57% whilst the mean pay gap decreased further from 3.6% in 2019, to 1.92% in 2020.

Newport City Council has one of the smallest gender pay gaps from amongst local authorities in Wales and compares favourably to the national average of 17%. Our gender pay gap report is published on the Council's transparency page each year [here](#) and will be updated in April 2021.

### Our Mean pay gap

- Our average hourly rate for women is £13.98
- Our average hourly rate for men is £14.25
- Our mean pay gap between men and women is 1.92%. This means that, on average, a woman's hourly rate of pay is 1.92% lower than a man's.

### Our median pay gap

- Our median hourly rate for women is £12.35
- Our median hourly rate for men is £12.43
- Our median pay gap between men and women is 0.57%. This means that the median (or midpoint) hourly rate for a woman is 0.57% lower than a man's.

### Our bonus pay gap

Following the implementation of Single Status Pay and Grading Arrangements in 2015, the Council no longer makes any bonus payments to either men or women.

### Our pay quartiles

We must report the percentage of men and women in each pay quartile. Quartiles are created by listing the rates of pay for all employees from lowest to highest, before splitting that list into four equal sized groups and calculating the percentage of men and women in each quartile.

	FEMALE	MALE	TOTAL
LOWER	74%	26%	100%
LOWER MIDDLE	68%	32%	100%
UPPER MIDDLE	68%	32%	100%
UPPER	70%	30%	100%

## Pay Relativities within the Council

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

As part of its commitment to pay transparency, and following the recommendations of the Hutton Review, the Council will publish information on pay relativities on an annual basis in the Pay and Reward Policy. This information for **2020-21** is as follows:

Multiple of Salary	Ratio
<ul style="list-style-type: none"> <li>the multiple between the annual salary of the lowest paid Council employee and the Chief Executive (full-time equivalent basis) as a ratio</li> </ul>	1 : 8:0
<ul style="list-style-type: none"> <li>the multiple between the annual salary of the lowest paid Council employee and the average Chief Officer (full-time equivalent basis) as a ratio</li> </ul>	1 : 5:3
<ul style="list-style-type: none"> <li>the multiple between median earning of Council employees and the Chief Executive (full-time equivalent basis) as a ratio</li> </ul>	1 : 4.4
<ul style="list-style-type: none"> <li>the multiple between median earning of Council employees and the average Chief Officer (full-time equivalent basis) as a ratio</li> </ul>	1 : 2.4

Note:

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

## Financial Summary

There are no financial implications contained in the updated *Pay and Reward Policy*, as the policy confirms the current pay and reward arrangements in place in the Council.

## Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Failure to comply with statutory requirement to approve and publish a "pay policy statement" on an annual basis	H	L	Produced an updated <i>Pay and Reward Policy</i> which meets the statutory requirements and which is recommended for approval by Council	Chief Executive / Head of People and Business Change

\* Taking account of proposed mitigation measures

## Links to Council Policies and Priorities

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

## Options Available

The options available are as follows:

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

## Preferred Option and Why

For the Cabinet to agree to recommend the updated Pay and Reward Policy to full Council for approval in order to meet the statutory requirements for a 'pay policy statement' to be published on an annual basis.

## Comments of Chief Financial Officer

The Council's Budget is based on the overall pay structures in place, as outlined in the updated *Pay and Reward Policy*. There are therefore no direct financial implications contained in the report.

## Comments of Monitoring Officer

The Council has a statutory duty under Section 38 of the Localism Act 2011 to approve and publish its Pay Policy on an annual basis. The proposed Pay and Reward Policy has been prepared in accordance with the legislation and Welsh Government Guidance. The policy has to be approved by full Council on an annual basis, in order to comply with the statutory requirements, albeit that this process was delayed last year due to the Covid-19 lock-down restrictions. Therefore, Cabinet will need to make a recommended to full Council to approve and adopt the final Pay and Reward Policy as from April 2021. Once adopted, the Pay and Reward Policy will need to be published and the Annual Statement of Accounts will also need to include details of the remuneration of individual Chief Officers, to comply with the requirements of the Audit (Wales) Regulations.

## **Comments of Head of People and Business Change**

As the report author, the comments of the Head of People and Business Change are contained within the main body of the report.

The report outlines how the sustainable development principle has been considered in developing the Pay and Reward policy.

## **Comments of Cabinet Member**

Council previously approved the Pay and Reward Policy in November 2020. The updated policy reflects the current position in relation to pay arrangements for employees of the Council. I have agreed that the policy be presented to the Cabinet for consideration, and subject to Cabinet's approval, be recommended to full Council.

## **Local issues**

N/A

## **Scrutiny Committees**

N/A

## **Equalities Impact Assessment**

N/A

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

N/A

## **Wellbeing of Future Generations (Wales) Act 2015**

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

The five ways of working have been applied when considering this proposal. The Council is required to publish a Pay Policy Statement each financial year and this updated policy meets this requirement. This policy provides a framework for decision making on pay and allows the Council to demonstrate its key approaches to pay and reward for employees, ensuring resources are managed effectively both in the short and longer term.

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

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

## **Crime and Disorder Act 1998**

N/A

## **Consultation**

As outlined within the report.

## **Background Papers**

Pay and Reward Policy 2021/22

**Dated: 3 March 2021**

Mae'r dudalen hon yn wag yn

## Introduction

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

## Aims of Policy

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

## Scope

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

## School Based Employees

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

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

## To be read in conjunction with

Annual Statement of Accounts 2020/21  
Job Evaluation Scheme  
School Teachers' Pay and Conditions Document/School Pay Policies  
Market Supplement Guidance  
Early Retirement and Redundancy Payments Guidance  
Out of Hours/Additional Duties/Detriment Schemes  
Travel and Subsistence Policy

## Principles

This is Newport City Council's 2021/22 annual Pay and Reward Policy for the period 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022. This Pay and Reward Policy provides the framework for decision making on pay and in particular decision making on senior pay.

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

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

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

In addition to this Pay and Reward Policy, remuneration reporting is included in the Council's Annual Statement of Accounts. The 2020/21 information can be found [here](#)

The Council's senior posts are defined as:

Chief Executive  
Strategic Director – People  
Strategic Director – Place  
Chief Education Officer  
Head of Finance (Section 151 Officer)  
Head of Law and Regulation (Monitoring Officer)  
Head of People and Business Change  
Head of Children and Young People's Services  
Head of Adult and Community Services  
Head of Regeneration, Investment and Housing  
Head of City Services



## **1.0 Legislative Framework**

### **1.1 General**

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

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

### **1.2 Pay in schools**

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

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

## **2.0 Responsibility for Pay Decisions**

### **2.1 Responsibility for the Approval of the Pay and Reward Policy**

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

### **2.2 Responsibility for Council Pay Structure and Employment Terms and Conditions**

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

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

### **2.3 Delegated Authority**

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

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

**Decisions marked with \* are subject to a formal business case and consultation with the Head of Law and Regulation, Head of Finance and Head of People and Business Change. Any dispute will be determined by a Strategic Director.**

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

### 3.0 Terms and Conditions of Service

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

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

### 4.0 National pay bargaining arrangements

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

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

## 5.0 Process for grading posts

The Council utilises the Newport City Council Job Evaluation scheme as the basis for its local grading structure. This determines the salaries of the majority of employees including non-teaching staff in schools. The pay and grading structure was agreed through a collective agreement with the recognised trade unions and implemented with effect from 1<sup>st</sup> April 2015.

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

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

## 6.0 Senior Management Remuneration

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

- Chief Executive
- Strategic Director – People
- Strategic Director – Place
- Chief Education Officer
- Head of Children and Young People's Services
- Head of Adult and Community Services
- Head of Law and Regulation
- Head of Finance
- Head of People and Business Change
- Head of Regeneration, Investment and Housing
- Head of City Services

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

### 6.1 Recruitment and appointment of Chief Officers

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

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

## 6.2 The role of the Chief Executive

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

The role of the Chief Executive is a full time and permanent appointment. Post holders are selected on merit, against objective criteria, following public advertisement. They are appointed by the Council's Appointments Committee. As head of the paid service, the Chief Executive works closely with elected members to deliver Newport's corporate plan.

The Chief Executive routinely works evenings as well as the standard Monday to Friday business week. The Chief Executive also heads the 'on call' arrangements particularly to cover emergency planning requirements.

## 6.3 Chief Executive Pay

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

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

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

The notice period for the role is 3 months.

## 6.4 Proposals to change the Chief Executive's salary

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

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

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

## 6.5 Joint Appointments

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

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

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

## 7.0 Pay Relativities within the Council

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

The lowest paid persons employed under a contract of employment with the Council are employed at spinal column point 1 of the National Joint Council pay spine for Local Government Services which is £9.25 per hour with a pay supplement of 0.05p per hour to match the foundation living wage hourly rate of £9.30 per hour (£9.50 with effect from 1<sup>st</sup> April 2021)

The Council employs Apprentices (and other trainees) who are not included within the definite of lowest paid employees as they are not employed under Contracts of Employment.

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

The salary utilised for the Chief Officer calculations of all the pay multiple data is £127,411.

As part of its commitment to pay transparency and following the recommendations of the Hutton "Review of Fair Pay in the Public Sector" (2011), the Council will publish information on pay relativities on an annual basis. The information for 2019/20 is as follows:

Multiple of Salary	Ratio
<ul style="list-style-type: none"> <li>the multiple between the annual salary of the lowest paid Council employee and the Chief Executive (full-time equivalent basis) as a ratio</li> </ul>	1 : 8:0
<ul style="list-style-type: none"> <li>the multiple between the annual salary of the lowest paid Council employee and the average Chief Officer (full-time equivalent basis) as a ratio</li> </ul>	1 : 4:5
<ul style="list-style-type: none"> <li>the multiple between median earning of Council employees and the Chief Executive (full-time equivalent basis) as a ratio</li> </ul>	1 : 4:4
<ul style="list-style-type: none"> <li>the multiple between median earning of Council employees and the average Chief Officer (full-time equivalent basis) as a ratio</li> </ul>	1 : 2:4

Note:

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



In relation to the gender pay gap, the Council's Gender Pay Gap 2019 report outlines the gender pay gap between men and women in the Council. As at April 2019 the Council had a mean gender pay gap of 1.92% and a median gender pay gap of 0.57%. There is no bonus paid to any employee, therefore no bonus gender pay gap exists, and our quartiles are as follows:

	FEMALE	MALE	TOTAL
<b>LOWER</b>	<b>74%</b>	<b>26%</b>	<b>100%</b>
<b>LOWER MIDDLE</b>	<b>68%</b>	<b>32%</b>	<b>100%</b>
<b>UPPER MIDDLE</b>	<b>68%</b>	<b>32%</b>	<b>100%</b>
<b>UPPER</b>	<b>70%</b>	<b>30%</b>	<b>100%</b>

## 8.0 Starting Pay

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

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

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

## 9.0 Annual Pay Progression arrangements

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

Appendix A: NCC NJC Salary Structure with Effect from 1 April 2020 (Applicable to National Joint Council for Local Government Employees)

Appendix B: Chief Officer Pay Scales

Appendix C: Soulbury Pay Scale

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

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

### 9.1 NJC for Local Government Employees

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

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

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

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

### 9.2 Chief Officers – Chief Executive and Strategic Directors

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

### 9.3 Chief Officers – Heads of Service

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

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

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

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

### 9.4 Employees on Soulbury salary scales

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

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

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

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



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

### **9.5 Withholding an increment**

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

### **9.6 Teachers and School Leaders**

Progression for teachers paid on the main or upper pay ranges will be in accordance with the provisions of the STPCD (Wales) 2019; any pay movement, where awarded, applies from 1 September each year. Teachers employed on the Leadership spine (Head Teachers, Deputies and Assistant Head Teachers) are eligible to progress within the pay range for their post on 1 September each year until the maximum point is reached. Progression is subject to meeting the requirements for movement set out in the STPCD (Wales) 2020.

### **10.0 Pay on Promotion or Transfer**

#### **10.1 Move to a new post at the same level**

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

#### **10.2 Pay on promotion**

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

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

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

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

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

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

### **12.0 Additional Payments – All Employees**

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

### 12.1 Additional Duties Scheme

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

N.B. Under the School Teachers' Pay and Conditions Document (Wales) 2019, there are no provisions which allow for the payment of honoraria to teachers.

### 12.2 Professional Fees

The Council does not pay or reimburse professional/registration fees.

### 12.3 Market Supplements

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

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

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

### 12.4 Additional Payments under the STPCD (Wales) 2019

The STPCD (Wales) 2020 makes provision for the following additional allowances/payments for teachers, subject to the necessary criteria being met:

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

Where the Council has centrally employed teaching staff, it may make use of the above allowances, subject to meeting the relevant provisions of the STPCD (Wales) 2020.

### 12.5 Travel and Subsistence Expenses

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

### 13.0 Returning Officer

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

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

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

### 14.0 Employee Benefits

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

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

### 15.0 Detriment Arrangements

### 15.1 All employees except Teaching staff

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

### 15.2 Teaching Staff

There are specific statutory arrangements in place for teachers whose posts are downgraded as a result of implementing structural change or because of the implementation of school reorganisations. These provisions are outlined in the STPCD (Wales) 2020.

### 16.0 Termination of Employment

#### 16.1 Payments on Termination

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

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

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

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

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

#### 16.2 Re-employment following termination

The Council will not re-employ ex-employees who have been made voluntarily redundant (or left in the

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

The Council will not re-employ staff whose termination of employment is covered by a Settlement Agreement or COT3. The same restriction will apply in respect of the placement of such ex-employees via Employment Agencies or as self-employed consultants under a contract for services. Delegated authority will be given to the Chief Executive, Strategic Directors (for posts in their respective services), Head of People and Business Change and the Head of Law and Regulation to consider any pre or post termination requests to waive this policy provision on a case by case basis. A number of factors will be relevant in considering requests to waive this policy provision including, financial, working relationships and trust and confidence (this is not an exhaustive list). In the event that a request to waive is agreed, ex-employees will not be able to recommence employment with the Council (after an open advertisement and successful outcome from a recruitment and selection process) until a period of time has elapsed that is equal in length to the number of weeks’ pay their compensation payment equates to.

#### **17.0 Confidentiality**

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

#### **18.0 Workforce Information**

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

#### **19.0 Partnership with Trades Unions**

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

#### **20.0 Publication**

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

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

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

## 21.0 Policy Review

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

This Pay and Reward Policy is updated and approved by Council on an annual basis. This statement will come into immediate effect once fully endorsed by Council at its meeting in March 2021.

<b>Created By:</b>	Rachael Davies
<b>Date Created:</b>	March 2021
<b>Reviewed By:</b>	Rachael Davies
<b>Date Reviewed:</b>	08/02/2021
<b>Current Version:</b>	November 2020

## Document Control

Version	Date	Author	Notes/Changes
V2.1	03/03/2021	Rachael Davies	Amended to include reference to Restriction of Public Sector Exit Payments Regulations 2020
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Appendix A: **NJC FOR LOCAL GOVERNMENT WORKERS SALARY RATES**  
**1 APRIL 2021**

Spinal Column Point	Annual Salary £	Monthly Salary £	Weekly Salary £	Hourly Rate (37) £		
1	17842	1486.79	342.17	9.2477	Grade 1	
2	18198	1516.50	349.00	9.4325	(210-253)	
3	18562	1546.52	355.98	9.6210		Grade 2
4	18933	1577.73	370.36	9.8133		(254-297)
5	19312	1609.32	370.36	10.0098	Grade 3	
6	19698	1641.52	377.77	10.2101	(298-341)	
7	20092	1674.31	385.32	10.4141		
8	20493	1707.79	393.02	10.6223		Grade 4
9	20903	1741.96	400.89	10.8348		(342-397)
10	21322	1776.81	408.91	11.0515		
11	21748	1812.34	417.09	11.2726		
12	22183	1848.56	425.42	11.4978		
13	22627	1885.55	433.93	11.72.79		
14	23080	1923.31	442.62	11.9628	Grade 5	
15	23541	1961.75	451.47	12.2019	(398-453)	
16	24012	2000.97	460.50	12.4458		
17	24491	2040.96	469.70	12.6946		
18	24982	2081.80	479.10	12.9486		
19	25481	2123.41	488.67	13.2074		
20	25991	2165.88	498.45	13.4716		Grade 6
21	26511	2209.21	508.42	13.7411		(454-509)
22	27041	2253.39	518.59	14.0159		
23	27741	2311.79	532.03	14.3791		
24	28672	2389.37	549.88	14.8616	Grade 7	
25	29577	2464.72	567.22	15.3303	(510-565)	
26	30451	2537.58	583.99	15.7835		
27	31346	2612.16	601.15	16.2474		
28	32234	2686.14	618.18	16.7075		Grade 8
29	32910	2742.48	631.15	17.0580		(566-621)
30	33782	2815.18	647.87	17.5101		
31	34728	2894.04	666.02	18.0006		
32	35745	2978.72	685.51	18.5274	Grade 9	
33	36922	3076.85	708.09	19.1377	(622-677)	
34	37890	3157.51,	726.66	19.639494		
35	38890	3240.82	745.83	20.1576		
36	39880	3323.36	764.83	20.6710		Grade 10
37	40876	3406.33	783.92	21.1871		(678-743)
38	41881	3490.08	803.19	21.7079		
39	42821	3568.42	821.22	22.1952	Grade 11	



40	43857	3654.73	841.09	22.7321	(744-809)	
41	44863	3738.56	860.38	23.2535		
42	45859	3821.62	879.49	23.7701		Grade 12
43	46845	3903.73	898.39	24.2808		(810-875)
44	48014	4001.17	920.81	24.8869		
45	49220	4101.69	943.95	25.5121	Grade 13	
46	50453	4204.44	967.60	26.1512	(876-941)	
47	51709	4309.08	991.68	26.8020		
48	53002	4416.79	1016.46	26.4720		Grade 14
49	54323	4526.91	1041.81	28.1569		(942-1007)
50	55685	4640.45	1067.94	28.8631		
51	57079	4756.55	1094.66	29.5853	Grade 15	
52	58504	4875.32	1121.99	30.3240	(1008+)	
53	59961	4996.73	1149.93	31.0792		

**Appendix B: CHIEF OFFICER SALARY RATES – 1 APRIL 2021**

JOB TITLE	GRADE	SCALE	ANNUAL SALARY £
CHIEF EXECUTIVE	MD01	001	127,411
		002	133,881
		003	140,352
		004	146,824
STRATEGIC DIRECTORS	CD01	001	106,993
		002	110,954
		003	112,667
		004	116,547
HEADS OF SERVICE	HDS01	001	78,937
		002	80,914
		003	82,933
		004	85,001

## Appendix C: SOULBURY SALARY RATES – 1 SEPTEMBER 2020

## i) EDUCATIONAL IMPROVEMENT PROFESSIONALS (EIPs)

SPINE POINT	SALARY FROM 1.9.20	SPINE POINT	SALARY FROM 1.9.20
1	36,419	26	67,257
2	37,723	27	68,419
3	38,955	28	69,597
4	40,203	29	70,777
5	41,443	30	71,956
6	42,684	31	73,124
7	43,998	32	74,311
8	45,243*	33	75,498
9	46,705	34	76,714
10	48,009	35	77,927
11	49,295	36	79,174
12	50,541	37	80,402
13	51,951**	38	81,642
14	53,209	39	82,866
15	54,598	40	84,089
16	55,854	41	85,318
17	57,114	42	86,546
18	58,350	43	87,773
19	59,625	44	89,006
20	60,283***	45	90,236
21	61,549	46	91,468
22	62,653	47	92,705
23	63,867	48	93,930****
24	64,956	49	95,160****
25	66,121	50	96,392****

## NOTES:

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

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

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

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

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

## ii) EDUCATIONAL PSYCHOLOGISTS

EDUCATIONAL PSYCHOLOGISTS - SCALE A	
SPIKE POINT	SALARY FROM 1.9.20
1	38,197
2	40,136
3	42,075
4	44,012
5	45,951
6	47,889
7	49,714
8	51,538
9	53,247*
10	54,959*
11	56,554*

## NOTE:

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

## ii) SENIOR EDUCATIONAL PSYCHOLOGISTS

SENIOR AND PRINCIPAL EDUCATIONAL PSYCHOLOGISTS (B) SALARY RANGE			
SPIKE POINT	SALARY FROM 1.9.20	SPIKE POINT	SALARY FROM 1.9.20
1	47,889	10	60,880
2	49,714	11	62,090
3	51,538*	12	63,233
4	53,247	13	64,577
5	54,959	14	65,790**
6	56,554	15	67,061**
7	57,209	16	68,318**
8	58,433	17	69,585**
9	59,646	18	70,850**

## NOTES:

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

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

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

## Appendix D: TEACHERS' SALARY RATES – 1 SEPTEMBER 2020

## i) TEACHER PAY RANGES

QUALIFIED TEACHERS – pay rate from 1/9/20 – 31/8/21	WALES	UNQUALIFIED TEACHERS – pay rate from 1/9/20 – 31/8/21	WALES
MAIN RANGE	£ p.a.		£ p.a.
Minimum	27,018	Minimum	18,169
Maximum	37,320	Maximum	28,735
UPPER PAY RANGE	£ p.a.		
Minimum	38,690		
Maximum	41,604		

## NOTE:

From 1 September 2013, the qualified and unqualified teacher pay scales were replaced by the ability for the relevant body to pay such salary as it determines within the above Qualified and Unqualified Teacher Pay Ranges.

## ii) ADDITIONAL ALLOWANCES / PAYMENTS

TEACHING AND LEARNING RESPONSIBILITY (TLR) PAYMENTS	ANNUAL ALLOWANCE £		ANNUAL ALLOWANCE £	
TLR 3 BAND (fixed-term award only)	Minimum	571	Maximum	2,833
TLR 2 BAND	Minimum	2,873	Maximum	7,017
TLR 1 BAND	Minimum	8,291	Maximum	14,030
SPECIAL EDUCATIONAL NEEDS (SEN) ALLOWANCES	ANNUAL ALLOWANCE £			
SEN RANGE	Minimum	2,270	Maximum	4,479

## iii) PAY SPINE FOR THE LEADERSHIP GROUP 1/9/2020 – 31/8/2021

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

LEADERSHIP PAY – 1/9/20 – 31/8/21	
	WALES
MAIN RANGE	£ p.a.
Minimum	42,195
Maximum	117,197



# Report

## Cabinet

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### Part 1

Date: 10 March 2021

**Subject** **Welsh Government White Paper and Consultation – Rebalancing Care and Support**

**Purpose** To present to Cabinet an overview of the Welsh Government White Paper on *Rebalancing Care and Support* and the Council's response as part of its role in the Gwent Regional Partnership Board (GRPB) to the consultation paper.

**Author** Head of Adult and Community Services  
Head of Children and Young People Services

**Ward** All

**Summary** The Welsh Government has published a White Paper on *Rebalancing Care and Support* and is consulting on proposals to introduce new legislation to improve social care arrangements and strengthen partnership working to achieve the vision set out in the Social Services and Well-being (Wales) Act 2014. The proposals include setting out a clear national framework to support services to be planned regionally and delivered locally; formation of a 'national office' including a Chief Social Care and Social Work Officer; and for the strengthening of existing regional partnership arrangements.

As a member of the Gwent Regional Partnership Board it is important for the Council to contribute towards the consultation that will assist in shaping and developing the new legislation.

**Proposal** Cabinet is asked to consider the contents of the report and agree the consultation response for submission by the closing date of 6<sup>th</sup> April 2021.

**Action by** Head of Adult and Community Services  
Head of Children and Young People Services

**Timetable** Consultation closes on 6<sup>th</sup> April 2021

This report was prepared after consultation with:  
Cabinet Member for Social Services  
Heads of Service(s)

### Signed

## Background

The delivery of social care services (Adults and Children) has been making significant progress in the last ten years transforming the delivery of social care through the Social Services and Well-being (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016. Both of these Acts are aligned and shaped by the Well-being of Future Generations Act 2015 which strives towards the Well-being Goal 'A Healthier Wales' and having an integrated health and social care system.

The Welsh Government (WG) has recognised the fragility of the sector that has become more apparent in the Covid-19 pandemic and the complexity of the care and support landscape which has a market place of over 1,000 providers (mostly from the independent sector) competing for the same contracts. In context the White Paper has set the case for change as Follows

- **Population change and need:**
  - Projected increase in the number of people aged over 75 (up by 53% by 2040); aged over 65 (one in four by 2050); people with complex care needs, including severe dementia (to double to 53,700 by 2040)
  - Projected increase of people with long-term, life limiting and chronic conditions (up by 57% in people aged over 75 by 2035), and adults with a learning difficulty living with elderly parents (29,000 in the UK currently).
  - Rising numbers of looked after children despite LAC reduction expectation plans put in place covering a 3-year period (2019-21) with a rise of 6.9%.
  - Numbers of unpaid carers (370,230 providing at least 1 hour of care and 157,794 providing at least 20, as identified by the 2011) projected to rise as a result of covid-19; with unpaid carers who provide high levels of care being twice as likely to be permanently sick or disabled themselves.
- **The funding challenge**
  - Funding provision recognised as the biggest challenge facing the sector in the context of increasing and more complex demand, with commissioning costs and wage inflation accounting for a significant proportion of demands on local authority social services departments.
- **The care and support market**
  - Dependency on small private providers with narrow margins and limited financial reserves. In 2019 there were 1076 adult care homes, 229 children's care homes, 570 domiciliary support services. Only 23 were provided by local authorities or health boards, and 75% owned by a single owner, owner of one home, or owner of less than 5 homes. Just 8% were owned by large group providers.
- **Commissioning and complexity**
  - 29 main commissioners of care in Wales (22 local authorities, 7 health boards) Complexity of the market and reduced capacity due to austerity, means challenges for commissioners in developing all parts of the commissioning cycle
- **Workforce sustainability**
  - High staff turnover rate for all the adult social care workforce in Wales – reported by the ONS at 30%. Current issues also include high vacancy rates, costly recruitment and training of new staff, growing use of (more expensive) agency staff, and churn within the sector. Competition from employers outside the social care sectors (e.g. retail) providing similar or better pay and less responsibility. Competition within and between social care employers and the NHS also thought to contribute to retention problems in the social care workforce.

The White Paper recognises that there is now a case to rebalance the social care system to co-producing better outcomes with people by moving:

- Away from complexity and towards simplification;
- Away from price and towards quality and social value;
- Away from reactive commissioning and towards managing the market;
- Away from task-based practice and towards an outcome based practice; and
- Away from an organisational focus and towards more effective partnership.

There are four specific proposals set out in the paper for consultation. These are:

1. Development of a **national framework** which will set fee methodologies; standardise commissioning processes; ensure social value commissioning; increase transparency of service performance; and implement future recommendations, e.g. of the Social Care Forum.
2. Establish a **national office** to develop and deliver the framework – either through developing a function within WG or setting up a small arms-length body of WG. The national office will maintain an overview of market stability; drive national policy initiatives; consolidate activity of other national fora including the National Commissioning Board; and work with Social Care Wales to support service improvement.
3. Introduce a **Chief Social Care and Social Work Officer** located within WG to function as the national, professional voice for the social care and social work workforce
4. Establish **Regional Partnership Boards as corporate legal entities** and enhance their functions to enable RPBs to directly employ staff; ensure transparent accountability in relation to pooled budgets and joint commissioning by local authorities and health boards; hold integrated budgets; undertake direct commissioning of health and care with agreement from local partners; establish a planning and performance monitoring framework within each RPB; and be required to report to Welsh Ministers on progress of joint delivery against integrated priorities.

The White Paper also states that local authority commissioning functions will continue to be accountable locally providing care and support. Based on the proposals in the paper, it states that in future local authorities and local health boards will exercise these functions in accordance with the national framework ensuring the full and fair use of its methodologies.

The White Paper has not set out a timeframe as to when the legislation will come into practice.

## Impact on Newport City Council and its Consultation response

The Consultation set out by The Deputy Minister for Health and Social Services seeks views on the proposals to introduce the new legislation to improve social care arrangements and strengthen partnership working. The Deputy Minister is seeking views that will be considered in developing any new legislation and responses must be submitted by **6<sup>th</sup> April 2021** at the latest. The consultation has set out 12 questions covering all aspects of the proposals. The Council's draft response to the Consultation questions are outlined in **Appendix 1**.

Full details of the consultation paper can be found here: <https://gov.wales/improving-social-care-arrangements-and-partnership-working>

Attached at **Appendix 1** is NCC's draft response to the consultation.

Attached at **Appendix 2** is the Consultation Document including the proposals.

Attached at **Appendix 3** is the Consultation Document (Easy Read Version).

## Financial Summary

There are no direct financial implications at this time as we are responding to a consultation. The changes outlined would, if implemented, have potentially significant financial implications and would need to be assessed when the details of the changes, in particular the Regional Partnership Board becoming a legal entity, are known.

## Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Not properly considering and preparing for the implications of the proposals set out in the white paper.	High	Low	Cabinet will receive update reports as the consultation and programme progresses and respond to consultations accordingly.	Chief Executive Director of People Services Head of Adult & Community Services Head of Children and Young People Services

\* Taking account of proposed mitigation measures

### Links to Council Policies and Priorities

The White Paper and consultation impact on the following Council Policies and Priorities:

- Corporate Plan 2017-22;
- Gwent Regional Partnership Board 'Regional Area Plan'; and
- Population Needs Assessment 2017

This also links into the Council's requirement to comply with the Well-being of Future Generations Act 2015, Social Services and Well-being (Wales) Act 2014 and Regulation and Inspection of Social Care (Wales) Act 2016.

The proposed changes being considered may require changes to Council policies and priorities as outlined in the report and proposed response.

### Options Available and considered

1. To note the proposals as outlined in the White Paper and endorse the proposed response to the consultation (Appendix 1).
2. To amend the response to the consultation and respond to Welsh Government by the consultation deadline.

### Preferred Option and Why

To endorse the proposed response to the consultation.

### Comments of Chief Financial Officer

There are no direct financial implications to consider at this stage, as Cabinet is required to respond to the consultation only. The intention of the White Paper is to improve social care arrangements and strengthen partnership working, which is a positive change. There is already a requirement to work towards standardising fee methodologies regionally which could pose a risk to budgets.

Reshaping RPB's as a legal entity to employ staff, hold budgets and undertake significant joint commissioning will add a layer of complexity. It also cannot be quantified whether in future funding that would have come direct to local authorities in the form of grants may go directly to the RPB's as they have a legal status to employ, hold budgets and commission which could remove some choice and decisions at local authority level. The financial implications will need to be considered when further clarification around funding arrangements is available.



## **Comments of Monitoring Officer**

There are no specific legal implications at this stage as the Cabinet is being asked to endorse the proposed consultation response to the Welsh Government White Paper on Rebalancing Care and Support. For the most part, the underlying principles of the White Paper are to be supported, to the extent that they seek to improve social care provision and strengthen partnership working. However, there are aspects of the proposals that require further details and clarification, particularly in relation to how the national framework would operate, the role of the national office, joint funding and commissioning of services. The proposal to re-constitute the RPB as a corporate body would effectively put it on the same footing as corporate joint committees, albeit with health involvement, and it would become an autonomous decision-making body. Further clarification is required in terms of roles, statutory responsibilities and funding and the relationship with local authorities.

## **Comments of Head of People and Business Change**

There are no specific HR issues with respect to this consultation from Welsh Government. The Consultation aligned with the Well-being of Future Generations goals and also the Social Services and Well-being Act. The response included in Appendix 1 demonstrates the progressive work that the Council has made in the last five years in collaborating with providers, the care sector market, other Gwent Local Authorities and Aneurin Bevan to improve the value and delivery of services to residents. Any new legislation that comes into place will need to build on and strengthen this work already in place.

## **Comments of Cabinet Member**

The Cabinet Member for Social Services is engaged in the consultation on the development of the Council's response to the White Paper.

## **Local issues**

None.

## **Scrutiny Committees**

NA

## **Equalities Impact Assessment**

Not applicable.

The White Paper proposals are being led by Welsh Government as part of its drafting of the new legislation.

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

The proposals set out in the Welsh Government consultation paper take into account the Children & Families Measure as part of its considerations.

## **Well-being of Future Generations (Wales) Act 2015**

The proposals set out in the White Paper and consultation questions are considering the Goals that are set out in the Well-being of Future Generations Act. The Well-being Goal 'A Healthier Wales' is at the forefront of the proposals to simplify the health and social care sector that will support future legislation. Any new legislation that is introduced by Welsh Government will be based upon the sustainable development principle.

The Council has considered the Act and the sustainable development principle in the response to this proposal as outlined in the report.

## **Crime and Disorder Act 1998**

Not applicable.

## **Consultation**

Comments received from wider consultation with the Gwent RPB, Corporate Management Team.

## **Background Papers**

<https://gov.wales/improving-social-care-arrangements-and-partnership-working>

**Dated: 10 March 2021**

## **Appendix 1 – NCC Response to the Draft White Paper Questions**

### **Question 1: Do you agree that complexity in the social care sector inhibits service improvement?**

#### **Response outline:**

*The social care sector is by its nature an extremely complex landscape involving a wide range of partner agencies such as the Police, Education, Health and the voluntary sector. The workforce issues are very challenging and recruitment and retention of social care staff a constant challenge especially given the disparity with NHS terms and conditions.*

*Budget challenges and the increasing pressures on local government has been a critical factor in delivering on our commitments. There have been initiatives that have been supported through the regional collaboration approach as set out in the SSWB Act, such as engagement activity with the provider sector.*

*It could be argued that some of the complexity has come from an historic pattern of having to manage budgets at a local level and not looking at shared approaches across local authorities and partner health boards. However there are examples of excellent practice that can be built on.*

### **Question 2: Do you agree that commissioning practices are disproportionately focussed on procurement?**

#### **Response outline:**

*The commissioning of social care services is not heavily impacted by procurement as the approach is more driven by effective commissioning and procurement is only the final stage in this process.*

*For example there has been an increasing focus on commissioning for outcomes and as a means of planning and designing services. However a focus on the quality of services and the experience of people with care and support and carers is essential in making sure we have the right range of services and care and support in place for the residents of Newport.*

*It would be a very positive step to encourage strategic partnership with the not for profit sector but it should be noted that this sector has not developed at the pace that was anticipated following the publication of the SSWB Act.*

### **Question 3: Do you agree that the ability of RPBs to deliver on their responsibilities is limited by their design and structure?**

#### **Response outline:**

*RPB's are very health outcomes focussed because of the funding streams and how these are categorised and distributed. Funding is targeted at groups of people based on their conditions e.g. Dementia, ASD or on supporting people to leave hospital e.g. Winter Planning and D2RA funding. This lead to an inequity of service and it should also be noted that the RPB's have not been focussed on Children's Services and it has taken considerable effort to push this up the agenda. Local Authorities need to be confident that the proposals in the white paper redress the balance of funding between health and social care and raise the profile of social care and not perpetuate the current situation.*

*The Social Services and Wellbeing Act provides 'enabling' legislation to allow for better integration and partnership working between local authorities, health boards and with provider organisations/third sector bodies. Creating a positive environment that encourages collaboration and partnership is an evolving process that cannot be driven solely by legislation. On the other hand the RPB would become a more powerful body which could better hold the Health Boards to account.*

### **Question 4: Do you agree a national framework that includes fee methodologies and standardised commissioning practices will reduce complexity and enable a greater focus on service quality?**

**Response outline:** Such an approach has been explored widely for many years and has previously seen provider legal challenges if methodologies have been perceived to be inequitable in any way. There is already a good level of shared commissioning practice and this is best enabled and incentivised through encouragement and feedback rather than trying to legislate and impose process. There is no 'silver bullet' and it would be unrealistic to expect that a national framework will be a panacea for all perceived difficulties in commissioning within the social care sector. As an example the national 4 C's Children's Commissioning Framework is well developed but has not been able to fundamentally improve the range or affordability of commissioned services for children and young people. A national framework may contribute to improving the situation but there is a high risk that this will inhibit creativity and innovation. The way in which this is developed and put into practice will be as important as what it contains. The statutory responsibilities would still remain with the Local Authorities regardless of any national framework and this may impact on their ability to shape services based on their local population needs and achieve a best fit with other services that work within communities' e.g. third sector, community resources.

**Question 4a: - What parts of the commissioning cycle should be reflected in the national framework?**

**Response outline:** The first parts of the commissioning cycle, population needs assessment and market position statements and demand modelling can be used to shape any national framework. High level outcomes could also be covered including workforce sustainability which could include reference to terms and conditions. The delivery models should be developed locally as there are very different profile of needs in Newport as opposed to Ceredigion for example.

**Question 5: Do you agree that all commissioned services provided or arranged through a care and support plan, or support plan for carers, should be based on the national framework?**

**Response outline:** Not completely. If there are innovative approaches to service delivery and/or provision then these may not feature in a national framework, but require implementation and evaluation before being shared more widely. If a national framework sets out principles and broad guidance, then there will be greater applicability to all commissioned services, but if it seeks to be detailed and directive, then it may be more restrictive. It is not clear where Direct Payments sits in this landscape as there is a risk these would be squeezed out in a move to standardise the whole social care and support system. It is worth noting that there is no reference to Direct Payments or self-funders in the document at all.

**Question 5a- Proposals include NHS provision of funded nursing care, but do not include continuing health care; do you agree with this?**

**Response outline:**—The arguments either way are not fully explored. It seems that a pragmatic approach is being suggested, recognising that funded nursing care is a clearly defined element of service provision, that is consistent and tied closely to the type of care provision that requires this nursing care component. Continuing Health Care is more contentious as there are varying thresholds applied across different groups of people for example children and those with a complex learning difficulty. However for fundamental service reform, bringing Continuing Health Care funding into partnership funding arrangements would be a positive opportunity to make real change.

**Question 5b- Are there other services which should be included in the national framework?**

**Response outline:** In principle, the sensible approach is to start with one or two agreed service areas and to build on this if the national framework approach starts to become more successful and better understood by all stakeholders – including providers as well as commissioners. However there can't be one framework for Childrens and Adults as the services and provider market are completely different.

**Question 6: Do you agree that the activities of some existing national groups should be consolidated through a national office?**

**Response outline:**

*Social Care needs to have a strong voice at the heart of WG but we need to understand the function and purpose of any national office and its relationship with other organisations such as , CIW, Social Care Wales and those that represent people who use services and the other professional bodies that make up social care.*

*Is not clear how this might be done, as the paper recognises that several bodies already exist – such as National Commissioning Board. What is unclear is whether this be an administrative function for such existing bodies, or a policy development body. However the definition of what is done at national level and what at regional level needs greater clarity and whether this will be yet another body holding Local Authorities to account and making demands on officers.*

**Question 6a- If so, which ones?**

**Response outline:** *See comments above. Clarity on scope and role of national office – and how it would link with LA's, NHS and RPB's – needs to be set out.*

**Question 7: Do you agree that establishing RPBs as corporate legal entities capable of directly employing staff and holding budgets would strengthen their ability to fulfil their responsibilities?**

**Response outline:** *This may support greater consistency of purpose and a shift away from grant funding dispersal and more emphasis on overall needs assessment and taking a full partnership approach. However, much of what RPB's should do is already in legislation (the SSWB Act) and creating RPB's as legal entities will significantly change the dynamic of the partnership by establishing a new corporate body. At present partners have to share and contribute resources and staff to the running of RPB's. The Legal and Governance arrangements would have to be very clearly defined especially their relationship to Local Authorities and Health Boards. The cost is likely to be significant and it is not clear that this would add any value.*

**Question 7a- Are there other functions that should be considered to further strengthen regional integration through RPBs?**

**Response outline:** *Overall it would be sensible to have consistency nationally on what sits with the RPB and what remains outside. An example could be the Housing Support Grants/RCC's and Area Planning Boards. However there is a significant risk that the RPB becomes too large to effectively deliver on its responsibilities.*

**Question 8: Do you agree that real-time population, outcome measures and market information should be used more frequently to analyse needs and service provision?**

**Response outline:** *Yes, however there is a need to balance up long term planning and shorter term review and evaluation, so that overall direction is clear but services are designed with a level of flexibility to be adjusted to meet changing demand patterns. It is equally important to understand how people will want their care and support to be provided in the future as this is changing rapidly as technology solutions become available and so any model needs to be sufficiently flexible to evolve and adjust. This flexibility needs to be built in order to be responsive to demand changes and reflect learning from experience.*

**Question 8a- Within the 5 year cycle, how can this best be achieved?**

**Response outline:** *Maintaining regular and continuous dialogue with providers and with citizens, being honest as to any change drivers so as to develop a culture of openness and trust would be key considerations.*

**Question 9: Do you consider that further change is needed to address the challenges highlighted in the case for change?**

**Response outline:** *The most obvious one is urgent clarification on paying for care, which will be fundamental in meeting aspirations to improve the quality of care and support rather than cost. This is referenced but is essential for effective transformation change.*

**Question 9a- what should these be?**

**Question 10: What do you consider are the costs, and cost savings, of the proposals to introduce a national office and establish RPBs as corporate entities?**

*Response outline: It would be unrealistic to expect that any change will be cost neutral particularly if the deficit in pay and conditions for the social care workforce is to be addressed. There is little if any cost saving likely with a national commissioning approach for the care pathway for older people, as the paper acknowledges, there has been a long term drive down of costs with consequent reduction in terms and conditions. At present some Section 33 arrangements are in place from local authorities and health boards has been used to fund regional support arrangements that sit under RPB's. Creating a new corporate entity may lead to partners seeking to withdraw from pooled arrangements to support their own organisation budget pressures.*

**Question 10a- Are there any particular or additional costs associated with the proposals you wish to raise?**

*Response outline: Whilst very hard to assess in cost terms, reputation and 'creating identity' costs, legal costs and risk of 'losing' partner commitment are all factors that should be considered.*

**Welsh language**

**Question 11: We would like to know your views on the effects that a national framework for commissioning social care with regionally organised services, delivered locally would have on the Welsh language, specifically on opportunities for people to use Welsh and on treating the Welsh language no less favourably than English.**

**What effects do you think there would be? How positive effects could be increased, or negative effects be mitigated?**

*Response outline: Any national framework approach should lead to greater consistency in language and terminology. This in turn should allow for consistency in use of the Welsh language and consistency in translation, as needed.*

**Question 12: Please also explain how you believe the proposed policy to develop a national framework for commissioning social care with regionally organised services, delivered locally could be formulated or changed so as to have positive effects or increased positive effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language, and no adverse effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.**

*Response outline: similar comment as at Q11.*

**Number: WG41756**



Llywodraeth Cymru  
Welsh Government

Welsh Government  
**White Paper**

## Rebalancing care and support

A consultation on improving social care arrangements and strengthening partnership working to better support people's well-being.

Date of issue: 12 January 2021  
Action required: Responses by 06 April 2021

Mae'r ddogfen yma hefyd ar gael yn Gymraeg.  
This document is also available in Welsh.

**Overview** This consultation document seeks views on proposals to introduce new legislation to improve social care arrangements and strengthen partnership working to achieve the vision set out in the Social Services and Well-being (Wales) Act 2014 for people who need care and support and carers who need support. Proposals include setting out a clear national framework to support services to be planned regionally and delivered locally, and for the strengthening of partnership arrangements.

Your responses will be considered in developing any new legislation.

**How to respond** Responses to this consultation should be e-mailed or posted using the online response form to the respond address below. All consultation responses must arrive by 6 April 2021 at the latest.

**Further information and related documents** **Large print, Braille and alternative language versions of this document are available on request.**

The consultation documents can be accessed from the Welsh Government's website at <https://gov.wales/consultations>

**Contact details** For further information:

Futures and Integration Division  
Social Services and Integration Directorate  
Health and Social Services Group  
Welsh Government  
Cathays Park  
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CF10 3NQ

email: [socialcarefutures@gov.wales](mailto:socialcarefutures@gov.wales)

**Also available in Welsh at:** <https://llyw.cymru/ymgyngoriadau>



## **General Data Protection Regulation (GDPR)**

The Welsh Government will be data controller for any personal data you provide as part of your response to the consultation. Welsh Ministers have statutory powers they will rely on to process this personal data which will enable them to make informed decisions about how they exercise their public functions. Any response you send us will be seen in full by Welsh Government staff dealing with the issues which this consultation is about or planning future consultations. Where the Welsh Government undertakes further analysis of consultation responses then this work may be commissioned to be carried out by an accredited third party (e.g. a research organisation or a consultancy company). Any such work will only be undertaken under contract. Welsh Government's standard terms and conditions for such contracts set out strict requirements for the processing and safekeeping of personal data.

In order to show that the consultation was carried out properly, the Welsh Government intends to publish a summary of the responses to this document. We may also publish responses in full. Normally, the name and address (or part of the address) of the person or organisation who sent the response are published with the response. If you do not want your name or address published, please tell us this in writing when you send your response. We will then redact them before publishing.

You should also be aware of our responsibilities under Freedom of Information legislation. If your details are published as part of the consultation response then these published reports will be retained indefinitely. Any of your data held otherwise by Welsh Government will be kept for no more than three years.

### **Your rights**

Under the data protection legislation, you have the right:

- to be informed of the personal data held about you and to access it
- to require us to rectify inaccuracies in that data
- to (in certain circumstances) object to or restrict processing
- for (in certain circumstances) your data to be 'erased'
- to (in certain circumstances) data portability
- to lodge a complaint with the Information Commissioner's Office (ICO) who is our independent regulator for data protection.

For further details about the information the Welsh Government holds and its use, or if you want to exercise your rights under the GDPR, please see contact details below:

Data Protection Officer:

Welsh Government

Cathays Park

CARDIFF

CF10 3NQ

e-mail: [Data.ProtectionOfficer@gov.wales](mailto:Data.ProtectionOfficer@gov.wales)

The contact details for the Information Commissioner's Office are:

Wycliffe House

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Wilmslow

Cheshire, SK9 5AF

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## Ministerial Foreword

Throughout the Covid-19 pandemic the social care sector has dealt with unprecedented levels of challenge, supporting many of the most vulnerable people in our society. Local innovation has developed at pace and services have worked together. I want to take this opportunity to thank personally each and every member of the social care workforce for their ongoing contribution to our local communities.

The Welsh Government remains committed to our vision of securing well-being for people who need care and support and carers who need support. Significant progress has been made in the nearly ten years since our first White Paper on social care, *Sustainable Social Services: A Framework for Action 2011*, which marked the beginning of our transformational journey. The Social Services and Well-being (Wales) Act 2014<sup>(1)</sup> was co-produced with the sector and people who need care and support and carers who need support, and it has reshaped the nature of the sector. It shares with the Well-being of Future Generations (Wales) Act 2015<sup>(2)</sup> a focus on well-being, an ethos of prevention and early intervention and the imperative of co-production and cross-sector working. *A Healthier Wales – our Plan for Health and Social Care* also broke new ground in setting out in a national plan a single system approach to health and social care.

This White Paper therefore builds on strong foundations. However, the pandemic has put the social care system under great strain and made the fragility of the sector more visible. Years of UK-wide austerity has made its mark on public finances, and a further challenging period lies ahead of us. That is why we must increase the pace of our transformational work to make social services sustainable.

To be fit for the future we are proposing legislative changes that we believe are essential to secure our vision. We intend to develop a national framework for commissioning social care that will rebalance care and support. It will reduce complexity and ensure that quality is the key determinant of success in the social care market. We know that continuity of the social care workforce has a significant impact on the achievement of people's outcomes, and therefore there will be a strong link between the national framework and action to support the workforce.

We remain committed to Regional Partnership Boards and want to support them to build on their successes to strengthen integration across Wales. We will enhance Regional Partnership Boards by providing them with a sharper set of tools to deploy, to better plan and deliver care and support where collective action is essential in order to improve people's well-being.

In setting out these proposals I want to assure locally elected representatives that I am strongly committed to local democratic accountability, and therefore to decisions about local services being made as close as possible to local people. In making that clear statement, it is not contradictory to point to the complexity in the social care commissioning landscape, nor to the benefits of regionally integrated planning and delivery.

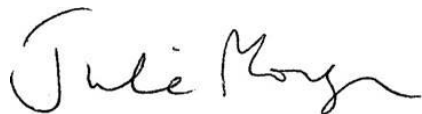
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<sup>1</sup> [The Social Services and Well-being \(Wales\) Act 2014](#) (2014 anaw 4)

<sup>2</sup> [The Well-being of Future Generations \(Wales\) Act 2015](#) (2015 anaw 2)

We recognise that there are significant pressures on the sector due to the pandemic, but it is important to look to the future and how we may build back better. These proposals are not about short term structural changes, they are about long term solutions to enhance our system and ensure sustainable social services in Wales that support people to achieve well-being. We believe our proposals will provide a better basis for future improvement to the social care sector, including by supporting the workforce.

I welcome your views on our proposals, and look forward to working together with you to deliver our ambitions for better social care in Wales.

A handwritten signature in black ink, reading "Julie Morgan". The signature is written in a cursive, flowing style.

**Julie Morgan, MS**  
Deputy Minister for Health and Social Services

## Executive Summary

### Introduction

At the time of publication of this White Paper, social care services are grappling with enormous challenges on a daily basis because of Covid-19. The pandemic has made more apparent the sector's fragility. How then as a social care sector we can build back better is both an opportunity and a necessity.

Landmark legislation in the form of the Social Services and Well-being (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016<sup>(3)</sup> has unanimous support across the sector. *A Healthier Wales*<sup>4</sup> remains central to our vision of an integrated health and social care system. All our work as a government is shaped by the Well-being of Future Generations Act 2015.

However, the description in the social services well-being statement, of the outcomes people should experience with support from care and support services, is still not uniformly the experience of people who need care and support, and carers who need support. A range of environmental and system factors offer explanations for this.

### Analysis

There is growing need for care and support in all population groups. This relates to the biggest underlying challenge which is the sector's funding position. Years of austerity have made their mark on public finances, and the impact of Covid-19 is creating a further challenging period. The Welsh Government's Inter Ministerial Group on Paying for Social Care is examining options for the future resourcing to be made available to the adult social care sector as part of the package of funding available for a future social care promise. Future financial implications will need to be met from within the future settlements set by forthcoming budget rounds, and all governments will face difficult decisions in the face of very tight budget outlooks.

Complexity is the overriding feature of the care and support landscape. Social care in Wales is provided through a market place of over 1,000 providers, mostly from the independent sector, who often compete for the same contracts. People's care and support is commissioned through local authorities, local health boards or directly by themselves. It is funded through national and local government and through fees and charges people may pay to their local authority or directly to a care provider.

In this context of a fragmented system, partners working together is vital. There is evidence of good practice here, but equally there are concerns about the progress of integration. There is little space for social value organisations, and limited data sharing as a basis for system-wide learning. This is the system we have, rather than the system that would be designed by choice.

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<sup>3</sup> [The Regulation and Inspection of Social Care \(Wales\) Act 2016](#) (2016 anaw 2)

<sup>4</sup> [A healthier Wales: long term plan for health and social care](#)

## Design

From the case for change, three critical areas emerge where focused action is needed to deliver improvement:

- refocusing the fundamentals of the care market – away from price towards quality and value;
- reorientation of commissioning practices – towards managing the market and focusing on outcomes; and
- evolution of integration mechanisms – simplifying joint planning and delivery.

Through action in these three areas, this White Paper seeks to rebalance the care and support market based on a clear national framework where services are organised regionally and delivered locally. In doing so we aim to rebalance social care so that there is neither an over reliance on the private sector, nor a monopoly in the other direction. This White paper defines 'rebalancing' broadly as a set of descriptions of the system change we want to see.

### **Rebalancing means...**

...Away from complexity. Towards simplification.

Away from price. Towards quality and social value.

Away from reactive commissioning. Towards managing the market.

Away from task-based practice. Towards an outcome-based practice.

Away from an organisational focus. Towards more effective partnership...

**... to co-produce better outcomes with people.**

In shaping these proposals we have drawn on guiding frameworks which emphasise a long term perspective, the importance of collaboration and seeking opportunities to reduce complexity.

### **Overview of proposals**

A national framework for commissioning care and support for children and adults will be developed to rebalance the market with the aim of improving quality. The national framework will set fee methodologies, develop more standardised commissioning processes, and increase transparency of service performance. Fee methodologies must be flexible enough to reflect factors including size and location and the resourcing of providers at different stages of their own business cycle. The framework can be a platform for implementing future recommendations of the Social Care Forum in relation to improved terms and conditions across the sector in Wales.

A 'national office' for social care should be established to develop and deliver the national framework. This may be either through developing a function within government, or setting up a small arms-length body of the Welsh Government. In both options, governance arrangements will ensure full engagement with local authorities, health boards, the independent sector and other key partners.

The national office will maintain an overview of the stability of the market for care and support, and be a basis for driving national policy initiatives. It will consolidate activity of some national fora, including the National Commissioning Board, working with Social Care Wales, the workforce regulator with responsibility for supporting service improvement in Wales. Separately, national direction will be strengthened through establishing a professional voice for the social care and social work workforce at a national level within Welsh Government.

Local authority commissioning functions will continue to be accountable locally. Based on the proposals in this paper, in future local authorities and local health boards will exercise these functions in accordance with the national framework, ensuring the full and fair use of its methodologies.

Regional Partnership Boards (RPBs) will be provided with a sharper set of tools to deploy to deliver their core aims of jointly assessing and planning for population needs. This responds to external reviews, and to the feedback from RPB members about how the current configuration of these partnership arrangements can sometimes limit their ability to act collectively and decisively. Specifically, we propose that RPBs should be established as corporate legal entities. Re-shaped RPBs, with functions to employ staff and hold budgets, would be expected to undertake significant joint commissioning and more directive market shaping.

Current planning and reporting arrangements will be consolidated, and these arrangements will be a better basis to evidence accountability to local and regional partners, as well as Welsh Ministers in respect of any national resources allocated to RPBs.

## **Conclusion**

The proposals outlined in this White Paper will strengthen the arrangements of the social care sector and improve quality of care. They are based on an analysis of the weaknesses in the market for care and support, and limitations in current partnership structures.

The proposals will reduce complexity, increase sustainability, and strengthen integration. They will increase transparency rather than obscure local accountability. The changes proposed can rebalance the provision of care and support profoundly.

The focus is on the way the system is arranged, but the clear purpose is achieving our vision for social care through improving outcomes for people who need care and support and carers who need support.

## Introduction

### Overview

Social care helps people who need care and support, such as older people, children who have physical or social needs, disabled people, and their families and carers. Care and support might include support to communicate, protection from abuse or neglect, help to maintain or develop family or other significant personal relationships or help with everyday living (e.g. getting in and out of bed, cooking and laundry).

People in need of care and support and carers who need support must be enabled to use their strengths to achieve what matters to them, and they must have real voice and control over their lives, so that they can make a full contribution to the community and draw on it for support. Prevention is at the heart of this approach, this requires a whole system approach with an emphasis on improvement, well-being, co-production, prevention and early intervention, and on using new and emerging technology effectively.

The organisation, arrangement and delivery of social care is complex. That was the case before the emergence of Covid-19, but the pandemic has reconfirmed fragility within parts of the sector, for example across domiciliary and residential care. It has also shown how we can collectively address unnecessary complexity in order to increase the focus on quality and person-centred care. This White Paper proposes that current arrangements for social care need to be strengthened and re-aligned to respond to the range of challenges facing the sector, and to achieve the vision for social care set out in the Social Services and Well-being (Wales) Act 2014, supporting people to achieve their well-being outcomes. These challenges form the basic rationale for the proposals in this White Paper, which will provide a better basis for the future of social care.

### The vision for social care

It is almost ten years since the Welsh Government's White Paper '*Sustainable Social Services for Wales: A Framework for Action*' set the Welsh Government's commitment to reform social care in Wales and marked the beginning of a transformational journey. The Social Services and Well-being (Wales) Act 2014 ('the Act') and the Regulation and Inspection of Social Care (Wales) Act 2016 were co-produced with the sector and people in Wales.

This landmark legislation embodies the Welsh Government's vision and core principles for social care, building on people's strengths to support them to achieve well-being and this continues to be right for social care in Wales. For older people this means living longer, healthier and happier lives, being able to remain active and independent, in their own homes, for as long as possible. For adults this means being able to exercise control over their lives and participate in work and other activities that are important to them. For children and families this means being supported to stay together, where this is in the best interests of the child.

Section 5 of the Act includes a definition of well-being. "Well-being", in relation to a person, means well-being in relation to any of the following—



- a) physical and mental health and emotional well-being;
- b) protection from abuse and neglect;
- c) education, training and recreation;
- d) domestic, family and personal relationships;
- e) contribution made to society;
- f) securing rights and entitlements;
- g) social and economic well-being; and
- h) suitability of living accommodation.

In relation to a child, “well-being” also includes—

- a) physical, intellectual, emotional, social and behavioural development; and
- b) “welfare” as that word is interpreted for the purposes of the Children Act 1989.

In relation to an adult, “well-being” also includes—

- a) control over day to day life; and
- b) participation in work.

This definition was further developed through the social services well-being statement for people who need care and support and carers who need support<sup>5</sup>. The statement sets out what well-being means for people. This is about giving people a stronger voice and greater control over decisions that affect them and ensuring people get the care and support they need to lead fulfilled lives.

The core principles of the vision are set out as overarching duties in section 6 of the Act. These are:

- to ascertain and have regard to the individual’s views, wishes and feelings, in so far as is reasonably practicable;
- to have regard to the importance of promoting and respecting the dignity of the individual;
- to have regard to the importance of providing appropriate support to enable the individual to participate in decisions that affect them to the extent that is appropriate in the circumstances, particularly where the individual’s ability to communicate is limited for any reason; and
- to have regard to the characteristics, culture and beliefs of the individual (including, for example, language).

Specifically in relation to adults, these are:

- to have regard to the importance of beginning with the presumption that the adult is best placed to judge their well-being; and
- to have regard to the importance of promoting the adult’s independence, where possible.

Specifically in relation to children, these are

- to have regard to the importance of promoting the upbringing of the child by the child’s family, in so far as doing so is consistent with promoting the well-being of the child; and

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<sup>5</sup> [Well-being statement for people who need care and support and carers who need support](#)

- to ascertain and have regard to the views, wishes and feelings of the persons with parental responsibility for the child where a child is under 16, in so far as doing so is a) consistent with promoting the well-being of the child and b) reasonably practicable.

The Welsh Government has a longstanding commitment to rights and has put the United Nations Principles for Older Persons and the United Nations Convention on the Rights of the Child in Section 7 of the Act. The Welsh Government has also included a duty to have regard to the United Nations Convention on the Rights of Persons with Disabilities in the Code of Practice for Part 2 of the Act.

The Older People's Commissioner for Wales<sup>6</sup> has noted that growing older and living in an ageing society is something most of us will experience. Improving this experience therefore benefits us all, and we must continue to ensure that the human rights of older people are protected, both now and in the future. People's rights must be at the heart of action and decisions about what happens in our care homes, in the wider social care system and in our communities<sup>7</sup>. The Welsh Government is committed to create a Wales where everyone looks forward to growing older. The Strategy for an Ageing Society<sup>8</sup> sets out to create an age friendly Wales that upholds older people's rights and promotes intergenerational solidarity.

In 2011 Wales became the first country in the UK to incorporate children's rights into domestic law with the introduction of the Rights of Children and Young persons (Wales) Measure 2011. The Measure embeds consideration of the United Nations Convention on the Rights of the Child (UNCRC) and the optional protocols into Welsh law. The main duty within the Measure, under section 1, requires Ministers to have due regard to the UNCRC when exercising any of their functions. The Welsh Government believes that all children – without discrimination in any form – must have their human rights protected. Any persons carrying out functions under the Act in relation to children with needs for care and support, child carers with needs for support and persons in respect of whom functions are exercised under Part 6 (looked after and accommodated children), must have due regard to the United Nations Convention on the Rights of the Child.

In addition the Act, for the first time, gives carers equivalent rights to the people that they care for by extending their right to an assessment for support. The duty to assess applies regardless of the authority's view of the level of support the carer needs or the financial resources he or she has or the financial resources of the person needing care. The assessment must include an assessment of the extent to which the carer is able and willing to provide the care and to continue to provide the care, the outcomes the carer wishes to achieve both in terms of themselves and the extent to which support, preventative services, or the provision of information, advice or assistance could assist in achieving the identified outcomes. The Welsh Government is currently consulting on a national plan for carers<sup>9</sup>.

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<sup>6</sup> [Older People's Commissioner for Wales Strategy 2019-22- Making Wales the best place in the world to grow older](#)

<sup>7</sup> [Joint Statement by the Older People's Commissioner for Wales and Equality and Human Rights Commission in Wales](#)

<sup>8</sup> [Welsh Government consultation on the strategy for an ageing society: age friendly Wales](#)

<sup>9</sup> [Welsh Government consultation on a national plan for carers](#)

## Progress in achieving the vision

The quality of people's experience of care and support is impacted by the behaviour of those providing services, such as warmth, kindness, empathy, respect, genuineness and love<sup>10</sup>. In September 2020, 75 per cent of people who responded to the National Survey for Wales<sup>11</sup> agreed that the care and support they received had improved their quality of life.

Alongside this broadly positive account, we know progress in achieving the vision of the Act can be inconsistent. For example the Care Crisis Review<sup>12</sup> reported that some children, young people and families say they are not getting the early offers of help they want to stop problems escalating. A recent study of citizens' views<sup>13</sup> showed many respondents felt like they need to fight for services, and that there was an expectation that they will accept and fit in with whatever support they are given. Carers were more likely to report a far higher incidence of 'negative' or 'very negative' experiences than those who receive care and support.

This legislation is still relatively new, and its implementation, including the shift to a new way of working to support people to achieve well-being, continues to be a journey. The Welsh Government's evaluation of the Act findings suggest that the ethos and principles of the Act are supported and have led to real change in social care, even despite austerity, but it is still very much regarded as an ongoing process. Given the variations in people's experiences, the challenges facing the sector described in the Case for Change section of this paper, and reflecting from the impact of the Covid-19 pandemic, the present moment is an important time to take stock and plan for the future.

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<sup>10</sup> [The King's Fund blog- Quality in social care: we need an ear for stories as well as an eye for data](#)

<sup>11</sup> [National Survey for Wales: results viewer](#)

<sup>12</sup> [Care Crisis Review- A sector-led Review of the rise in applications for care orders and the number of children in care](#)

<sup>13</sup> [Measuring the Mountain- our findings](#)

## **The case for change**

The Welsh Government has commissioned a partnership between academics across four universities in Wales and expert advisers to deliver the evaluation of the Act. Evidence from this evaluation suggests that the legislation has promoted change, and progressed local authorities' relationships with key partners in health, the voluntary sector and the independent sector. Four years after the Act came into force, there is considerable evidence of the difference made. However, a key theme running throughout the evaluation was the reference to the difference still to be made and the implementation of the legislation being seen as a continuous journey of change<sup>14</sup>.

The following section builds on the preceding analysis by setting out important challenges facing care and support in Wales in the time ahead. This 'case for change' provides a basis for the proposals in the final sections of this White Paper.

## **Population change and need**

The proportion of people over the age of 75 in Wales is projected to increase by more than 53 per cent by 2040. Likewise, those over 65 will rise to one in four of the population before 2050. Although future demand for formal care cannot simply be linked to an ageing population, the projected growth in the numbers of older people with complex care needs (including severe dementia) is highly likely to result in increased pressure on formal care services – for example, the number of older adults living with severe dementia is predicted to double to 53,700 by 2040<sup>15</sup>.

There has tended to be a perception in the sector of a reluctance to engage with social care amongst some Black Asian and Minority Ethnic communities as some families have preferred to support older family members themselves. However, more families are reported to say they cannot offer the support needed and therefore it is expected that significantly more Black Asian and Minority Ethnic older people will need to access social care services in the future. Current national data on adults receiving care and support provided to Welsh Government is not broken down by ethnicity. The Welsh Government is collaborating with key stakeholders in the social care sector on the development of a more comprehensive routine census of adults receiving care and support. The Welsh Government is also developing a Race Equality Action Plan to stimulate culture change in Welsh Government, in public services in Wales, in business and in Welsh society, to address structural and systemic racism. The Race Equality Action Plan will aim to transform the experiences and life chances of Black, Asian and Minority Ethnic people in Wales. Enabling access to appropriate and culturally sensitive social care provision has emerged as a priority for Black, Asian and Minority Ethnic people in the early co-construction of the Plan. Social Care Wales and Health Education and Improvement Wales have developed a workforce strategy<sup>16</sup> for health and social care which includes developing targeted recruitment schemes for under-represented groups.

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<sup>14</sup> [Evaluation of the Social Services and Well-being \(Wales\) Act 2014](#)

<sup>15</sup> [The future of care in Wales: Resourcing social care for older adults report by Wales Fiscal Analysis 2020](#)

<sup>16</sup> [Social Care Wales and Health Education and Improvement Wales' 10 year workforce strategy for health and social care](#)

Numbers of people with long term, life limiting and chronic conditions are increasing, largely due to the ageing population. There will be a 57% increase in people age over 75 with life limiting long term illness by 2035<sup>17</sup>. Older age is the leading cause of deafblindness, this is likely to increase as the over 85 population continues to grow. In the UK, 29,000 adults with a learning disability live with parents aged 70 or over, many of whom are too old or frail to continue in their caring role.

Local authority expenditure increased far more over the last 10 years for children's services than adult's services, even though the population of children in Wales remained relatively constant. The number of looked after children has risen significantly. Since 2003 the number of looked after children in Wales has risen by 63 per cent. In addition, more expensive care and support interventions are also needed to meet the increasingly complex needs of families, including those where children and young people who are disabled or who have severe chronic illnesses are living longer.

Tackling the continuing rise in numbers of looked after children in Wales has been a key priority throughout the course of this Government. To help stem the rise in looked after children numbers, the First Minister asked for a targeted approach to be developed with local authorities. Local authorities have developed reduction expectation plans over a 3 year period (2019-2021). However since the introduction of these plans, further increases have been seen with a 6.9 per cent increase in numbers of looked after children across Wales. At 31 March 2019 looked after children from Black, Asian and Minority Ethnic group population were over represented, making up 8.6 per cent of looked after children<sup>18</sup>, compared with 6.6 per cent of all children from the Black, Asian and Minority Ethnic population group in Wales.

Carers should be enabled to lead a life alongside their caring, and through supporting carers the demands on public services can be reduced. The most recent official statistics on the numbers of carers in Wales are reported through the 2011 Census<sup>19</sup>. There were 370,230 unpaid carers (both children and adults) in 2011 providing at least one hour of unpaid care. Of those, 157,794 were providing at least 20 hours of unpaid care. Carers UK has noted an increase in unpaid carers due to the coronavirus pandemic. Unpaid carers providing high levels of care are twice as likely to be permanently sick or disabled themselves. Unpaid care is by far the largest source of adult care provision<sup>20</sup>.

## **The funding challenge**

The Welsh Government recognises the biggest challenge facing the social care sector is the funding position in the context of increasing and more complex demand on services. Social services continues to make up an increased percentage of overall local government expenditure. Commissioning costs and wage inflation account for a

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<sup>17</sup> [National population needs assessment report for care and support in Wales](#)

<sup>18</sup> [Looked after children census, at 31 March 2019.](#)

<sup>19</sup> [Office for National Statistics- official labour market statistics](#)

<sup>20</sup> [The future of care in Wales: Resourcing social care for older adults report by Wales Fiscal Analysis](#)

significant proportion of increased demands on local authority social services departments across Wales<sup>21</sup>.

There is uncertainty over future budgets. The Welsh Government received a one year budget settlement for 2021-22. The Welsh Government has increased local government budgets by £172 million in 2021-2022 on a like-for-like basis compared to the current year. Setting aside additional spending because of the Covid-19 pandemic, this budget plan represented an above inflation increase of more than £400 million in health and social care, bringing the total investment in the health and social care system in 2021-22 to more than £8.7billion. This includes an increased special grant of £50 million to local authorities to address pressures on social care and more than £130 million provided through the Integrated Care Fund. But even with this additional funding the projected future funding need looks challenging. Any future financial implications will need to be met from within the future settlements set by future budget rounds.

The Health Foundation estimates that pressures on social care will rise by around 4.1 per cent a year in real terms between 2015 and 2030-31, due to demography, chronic health conditions and rising costs. This will require the budget to almost double by 2030-31 to match demand. This rate of growth is higher than that expected for the NHS, as social care is heavily concentrated on the frail elderly, often with co-morbidity, and a much smaller but growing (and ageing) population of people with learning disabilities.

Analysis undertaken for the Welsh Government shows potential funding requirements for social services in Wales in the short to medium term. LE Wales presented five potential scenarios, projecting net expenditure requirements up to 2022-23. While it is difficult to predict expenditure patterns, since publication, 2018-19 data shows an annual increase of 5.7 per cent on 2017-18 net current expenditure, which is closest to the high cost scenario estimate. These scenarios were predicted before Covid-19, with an increase in demand from the pandemic, it is likely that the expected projections will be an underestimate.

The Inter-Ministerial Group on Paying for Care ('the IMG') has been considering the possibility of raising additional funding for adult social care in the context of Professor Holtham's<sup>22</sup> proposals for a hypothecated levy to create a social care fund. For contributing in this way he envisaged people receiving a "social care promise" or clear benefit of some kind. The IMG's work has been delayed by the pandemic, but is progressing. The IMG has considered a range of options for the potential use of any additional funds raised. This included all personal care and accommodation free, along the lines of the NHS. However, an initial cost of this is an estimated additional £700 million a year, well beyond the Welsh Government's ability to provide. As a result, the IMG has focused on developing funded options that are potentially sustainable and deliver better quality care.

## **The care and support market**

The care estate is large and varied, consisting mostly of smaller private providers with narrow margins and limited financial reserves. On 22 December 2019, there were 1076

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<sup>21</sup> [At the tipping point? Welsh local government and austerity report by Wales Centre for Public Policy](#) 2019

<sup>22</sup> Paying for social care- An independent report commissioned by the Welsh Government 2018



care home services for adults, 229 care home services for children and 570 domiciliary support services, registered with Care Inspectorate Wales (CIW). Of the 570 domiciliary support services, 23 were provided by local authorities or local health boards. The majority (75per cent) of care homes for older people in Wales are owned by a single owner who own one care home or an owner who has less than five care homes. A much smaller percentage of homes are owned by larger group providers (8per cent)<sup>23</sup>.

More adults are receiving care and support at home wherever possible, in line with what matters to them. This has created a level of demand that outweighs the volume of domiciliary care provision available. Often the greatest proportion of delayed transfers of care from hospitals has been attributable to people waiting to return to their homes with packages of domiciliary care services in place.

Implementation of the Regulation and Inspection of Social Care (Wales) Act 2016 has changed the framework under which the care market is regulated and inspected. New regulations have been made covering each of the regulated services listed in that Act. The regulations were made in three phases – an explanation of the regulations (and relevant links) may be found on the Social Care Wales information and learning hub<sup>24</sup>.

The purpose of these regulations and CIW is to ensure safety of care and support, to drive up improvement so that people can achieve well-being and the outcomes that are important to them. It is an offence for a service provider to fail to comply with a specified provisions of these regulations, and CIW is able to take action against providers and responsible individuals when necessary. The regulations focus on six key areas: information, person-centred care, safeguarding, environment (including premises), staffing and governance.

### **Commissioning and complexity**

The *Let's Agree to Agree Toolkit*<sup>25</sup> used the term commissioner to describe the staff from the local authority or the health board who have responsibility for ensuring that the right range and type of care is available for people in their area. Social care commissioners analyse need, plan and design appropriate service provision, secure that provision (often but not exclusively through procurement activity) and monitor the quality and delivery of the provision on an ongoing basis. There are 29 main commissioners of care in Wales through 22 local authorities and 7 local health boards.

The *Let's Agree to Agree Toolkit* describes procurement as the process of ensuring that a fair price is paid from the public purse for those people whom the state arranges or provides care for. Commissioners in Wales mainly procure services and undertake contract management arrangements. Due to the complexity of the market, and reduced capacity because of austerity, it is challenging for commissioners to develop all parts of the commissioning cycle, for example, designing, capacity building, managing relationships and analysing. This can be seen in excessive residential care beds and service gaps across Wales, for example limited availability of care and support through the Welsh Language, particularly in the provision of nursing care.

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<sup>23</sup> [Rapid Review for Care Homes in Relation to Covid-19 in Wales by Professor John Bolton](#) 2020

<sup>24</sup> [Social Care Wales learning hub](#)

<sup>25</sup> [Lets agree to agree- A toolkit for commissioners and providers to agree the cost of residential and nursing care for older people in Wales, August 2018](#)

There has been limited progress on creating a more diverse provider base and rebalancing the market by supporting alternative models of care. The Parliamentary Review of Health and Social Care in Wales 2018<sup>26</sup> noted that the commissioning role needs to be strengthened and used to incentivise local reshaping of seamless health and care services with greater focus on health and well-being responsibilities. Although innovative multi-agency approaches are being developed the scale and pace needs to increase to meet changing population needs.

To support the sector in their commissioning role, the National Commissioning Board was set up. It is made up of key representatives of the sector and plays a central role in building vision and setting a national direction for the commissioning of health, social care and well-being services in Wales. The Board:

- Provides a national perspective on the care and support market;
- Influences national policy;
- Drives implementation of good practice in regions; and
- Supports Regional Partnership Boards (RPBs) to fulfil their duties in relation to effective regional commissioning and pooling of funds.

Whilst the Board does not direct or determine the work programmes of individual local authorities, local health boards or RPBs, its purpose is to provide an authoritative voice and actively seek to promote a coherent approach to commissioning practice and the collation of good practice across Wales.

Despite the focus in the Act on collaborative approaches to commissioning through shared population needs assessments and area plans (and, when implemented, market stability reports), few areas have achieved a truly partnership approach across all aspects of the commissioning cycle. Even with the consensus built through the National Commissioning Board, the *Let's Agree to Agree Toolkit*<sup>27</sup> has not secured the buy-in to be adopted across Wales.

The current structure of the social care market for adults can be referred to as a monopsony – where there are a small number of purchasers and a large number of providers. Local authorities are the main buyer of the social care market; in the context of austerity, this market structure and pressurised budgets has caused a driving down of fees and costs. Care providers are often competing within the same local area by minimising costs to win contracts. With the main costs for providers being labour, pay and terms and conditions are seen as a cost to be minimised to ensure providers can win contracts. This has led to downward pressure on pay and on terms and conditions.

Fragmentation also makes it much more difficult for the sector to play its part in consistently adopting effective environmental practices. Whilst individual providers may have ambitious aims and plans to significantly reduce their carbon emissions, a galvanised whole-sector approach is more difficult to identify.

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<sup>26</sup> [The Parliamentary Review of Health and Social Care in Wales 2019](#)

<sup>27</sup> [Lets agree to agree- A toolkit for commissioners and providers to agree the cost of residential and nursing care for older people in Wales, August 2018](#)



The evaluation of the implementation of the Act<sup>28</sup> suggest that although there were some positives there were also shortcomings in commissioning practices. The findings suggest that there is a sense that practice had evolved such that commissioning for the principles and outcomes of the Act had been realised, but there was considerable progress still to be made. Through discussions with the sector, the main issue identified with commissioning during the implementation of the Act was the lack of co-ordination between local authorities leading to 22 distinct and different ways of doing things.

In contrast progress has been made by the Children's Commissioning Consortium Cymru (4Cs) which was created in 2012 and consists of all 22 local authorities who have joined together to address concerns about the variable standards evident in placement commissioning for looked after children. The Consortium work collaboratively with partners to match vulnerable children who need to be looked after with the best possible placement.

The vision is to deliver improved outcomes, as well as better value for money, through excellent standards of care with trusted, quality assured providers, maximising the benefit of standardised contracts, terms and conditions, and purchaser economies of scale. As well as significant cost savings, benefits include improved management information, consistent and secure collaborative tools and processes across authorities to facilitate individual placement matching, contract award and contract monitoring, collaborative risk management, and quality assurance of providers; sustained reduction in prices; and an environment of partnership with the independent sector to commission new sustainable care models. It also rationalised processes for all participant authorities ensuring a consistent placement process fit for purpose by focusing on the needs of the child.

The Consortium has established social care frameworks for looked-after children's foster and residential placements and only those who offer the best quality placements and value for money can become Framework providers. These Frameworks provide a strategic procurement solution for independent sector looked after children placement needs. For the life of the contract provider quality, cost per placement, terms conditions and specifications are determined and agreed. This has eliminated the need for a full procurement process for each and every placement and removed options of 'opportunistic' pricing which previously existed for some urgent requirements. It also rationalised processes for all participant authority ensuring a consistent placement process fit for purpose by focusing on the needs of the child.

### **Workforce sustainability**

The delivery of social care is rightly labour-intensive and the availability of a skilled workforce plays a key role in delivering high quality of care<sup>29</sup>. People who use social care have reported they value the continuity and familiarity of people who often provide very personal care, and that it is important to build up a rapport as it makes people feel more secure<sup>30</sup>. The development of positive relationships is essential for safe, effective and high quality care and it matters to everyone, children and adults.

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<sup>28</sup> [The evaluation of the implementation of the Act](#)

<sup>29</sup> [The future of care in Wales: Resourcing social care for older adults by Wales Fiscal Analysis](#)

<sup>30</sup> Home care in Wales: Views and experiences of older people. Welsh Institute for Health and Social Care report for the Older People's Commissioner for Wales, 2012.

The social care workforce is typically ageing and gendered, with the vast majority of staff of commissioned care providers are female and over a half of the workforce is aged over 40<sup>31</sup>. The Institute for Fiscal Studies in its analysis for England and Wales notes that particular ethnic minorities are more likely to be employed in critical worker roles. They indicate that, across England and Wales, Black African employees are much more likely than other ethnic groups to be employed as critical workers, and particularly in health and social care. Analysis produced by Welsh Government<sup>32</sup> indicates that half of Black, African, Caribbean and Black British employees work in critical occupations and that more than half of employees of Bangladeshi ethnicity are critical workers.

The staff turnover rate for all of the adult social care workforce in Wales is reported by the ONS at 30 per cent in Wales<sup>33, 34</sup>. In addition to high turnover, current issues include high vacancy rates, costly recruitment and training of new staff, growing use of (more expensive) agency staff, and churn within the sector with staff frequently moving between employers often for financial incentives or improved working conditions. Recent research by the Welsh Institute for Health and Social Care<sup>35</sup> noted there is competition from employers outside the social care sectors (e.g. retail). These employers are considered to provide similar or better pay, with roles carrying less responsibility. Competition within and between social care employers and the NHS was thought to contribute to retention problems in the social care workforce.

The social care workforce in Wales makes up an important part of the Welsh foundational economy, representing 6 per cent of the total employment in Wales. The Economic Value of Adult Social Care Report 2018<sup>36</sup> notes that the combined annual Gross Value Added (GVA) plus the indirect impact supply chain multiplier and the wage multiplier for the sector (induced impact) is estimated to generate £2.2 billion in Wales. The report states that there are 72,100 jobs in the adult social care sector in 2000+ sites across Wales (in residential care, domiciliary care, day care and other settings which include central support services) which equated to 54,100 Full Time Equivalents (FTEs) in 2016. Most of the care sector is on national minimum wage. The average earnings for those in the adult social care sector in Wales were estimated to be £16,900 per FTE, compared with average earnings across all industries of those in Wales of £29,200 in 2016.

As part of the Fair Work Commission, the *Fair Work Wales*<sup>37</sup> report noted that despite the sector being a core industry that contributes to individual and social well-being, it is a sector which displays various features associated with insecurity and poor working environment. In response to the recommendations of the report, the Welsh Government has recently convened a Social Care Forum which is considering how best to improve pay and other conditions of employment in the social care sector.

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<sup>31</sup> [Report on the factors that affect recruitment and retention of domiciliary care workers 2016](#)

<sup>32</sup> [Coronavirus and employment: analysis of protected characteristics](#)

<sup>33</sup> [Employee turnover levels and rates by industry section, UK, January 2017 to December 2018](#)

<sup>34</sup> [Factors that affect the recruitment and retention of domiciliary care workers and the extent to which these factors impact upon the quality of domiciliary care](#)

<sup>35</sup> [Research on the terms and conditions of social care employment contracts in Wales](#)

<sup>36</sup> [The Economic Value of the Adult Social Care sector Wales](#)

<sup>37</sup> [Fair Work Wales- Report of the Fair Work Commission](#), March 2019

Research indicates that pay, terms and conditions are regarded as key factors that relate to job satisfaction, and there is an important link between job satisfaction, service quality and the achievement of outcomes<sup>38</sup>. Improving pay, terms and conditions is considered to be an important part of attracting, recruiting and retaining workers in the sector particularly for domiciliary care where anecdotally we know that salaries are lower and working hours less reliable than in other parts of the sector<sup>39</sup>.

Recent analysis by LE Wales of the adult social care workforce data and ratings of care establishments in England (inadequate, requires improvement, good and outstanding) from the Care Quality Commission England indicates a link between wages of care workers and quality of care. The analysis suggests that a £1 increase in hourly wages for care workers reduces the proportion of establishments in need of improvement by about 4.5 percentage points, for both residential and domiciliary care. Although equivalent quality ratings for settings in Wales are not currently available, this relationship is assumed to hold in Wales.

The Welsh Government has taken steps through the Regulation and Inspection of Social Care (Wales) Act 2016 to help improve the quality of the care and support provided by the domiciliary care workforce, by requiring an increase in the separation between travel and call time. These provide further opportunities to establish domiciliary care as an attractive, supported and rewarding long term career. Measures have also been taken to limit the use of zero hours contracts by requiring domiciliary care service providers to give workers a choice after three months of employment as to whether they are employed on zero hours or fixed hour contracts.

However, the *Measuring the Mountain* evaluation project<sup>40</sup> reported in 2019 that among those who have regular engagement with social care, either through a social worker or through carer workers coming into their home, the turnover of staff continued to be a cause of uncertainty and anxiety. Individuals often did not know which care workers they should expect or if they would have met them previously. The report noted two key factors that contribute to when people are most likely to feel out of control, namely working with multiple services or sectors and staff turnover.

## Children

The Act reinforces the principle of supporting families in caring for children with an emphasis on helping parents develop their own ability to identify and manage problems, keeping families together in a safe, supportive and stable environment. Preventative services have a key role to play in meeting the needs of children by preventing circumstances that might lead to a child or young person being looked after by a local authority.

The *Care Crisis Review 2018*<sup>41</sup> noted that research continues to raise questions about the level and effectiveness of support available for parents of children who receive care and support, and identifies that a significant proportion of spend by the state is on 'late

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<sup>38</sup> [Fair care, a workforce strategy for social care](#), March 2019

<sup>39</sup> [Fair care, a workforce strategy for social care](#), March 2019

<sup>40</sup> [Measuring the mountain-report on what really matters to in social care to individuals in Wales?](#)

<sup>41</sup> [Care Crisis Review- Factors contributing to national increases in numbers of looked after children and applications for care orders](#) (June 2018)

intervention' for children and families, with one of the largest single items the cost of children who are taken into care. Placing the focus for repairing families on statutory social services is often too late. The Welsh Government's 'reduction expectations' work has, over the past two years, provided further evidence that although socio-economic factors explain variation in demand between local authorities, there is also considerable local variation in practice when it comes to preventing children being in care.

The number of looked after children continues to increase year on year, despite policy supporting children to remain with their families and out of care, including prevention and early intervention schemes. Also too often children are placed far from home at great expense, removing them from their families and sourcing appropriate, regulated placements is often difficult. Alongside this the secure accommodation system often is unable to meet young people's needs and there continues to be a lack of investment in expanding residential care for looked after children with complex needs, to support them to remain close to home and transition to independent living.

The Children's Commissioner visited each of the seven Regional Partnership Boards during 2019, and produced a report, *No Wrong Door: bringing services together to meet children's needs*<sup>42</sup>, it focused on children with complex emotional wellbeing or mental health needs and young people with learning disabilities transitioning to adult services. The report found that children are waiting too long to receive the help they need, and are being 'bounced' between services which cannot agree who is responsible for their care. The Commissioner concluded that there is a pressing need for a 'No Wrong Door' approach, where the child's needs and circumstances are responded to in a holistic, multi-agency, wraparound way, and children and young people feel confident that wherever they go for help should be able either to provide support directly, or to point them in the right direction for support.

This report added further evidence to the need to develop joint social care and health commissioned residential provision for children with complex emotional wellbeing and mental health needs. To respond to this evidence and lack of investment, Regional Partnership Boards have been identified as the collective vehicle for delivering therapeutic, multi-disciplinary services. Regional Partnership Boards are supporting a small number of developments which will enable young people placed away to return closer to home.

The Commissioner also found that young people with learning disability still have complicated and stressful transition to adulthood. An earlier report, *'Don't Hold Back'*, 2018 had found that young people and their families were not involved enough in their own care, there were different thresholds across services, and every service had a different way of managing transition from child to adult services. Although there were promising signs, there had not been much change on the ground. As the Commissioner noted, Regional Partnership Boards should be ideally placed to broker arrangements between child and adult services to ensure integrated transitions for young people with learning disability.

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<sup>42</sup> [The Children's Commissioner for Wales report- No wrong door: bringing services together to meet children's needs](#)

## Public services working together

Individuals, their families and carers may require care and support from more than one professional or organisation. Where this is the case, services should be effectively co-ordinated and delivered to meet needs. When all partners work effectively together it improves outcomes for people. It also means that resources are used in the most effective and efficient way. The key aims of partnership and integration can be described as follows:

- To improve care and support, ensuring people have more voice and control;
- To improve well-being outcomes;
- To provide co-ordinated, person centred care and support; and
- To make more effective use of resources, skills and expertise.

*A Healthier Wales* reinforces the critical importance of public services working together and the role the Welsh Government should play to enable that. In considering how social care is arranged, its relationship with healthcare remains important. The housing and education sectors also have key roles to work in partnership to support people.

The Act set clear expectations and sought to provide equally clear means for partners with a direct role in arranging or delivering care and support, to work together effectively at a strategic level, including to set pooled budgets to deliver truly integrated services. Part 9 of the Act and section 25 of the Children Act 2004 together require local authorities and relevant partners to co-operate, it also provides for partnership arrangements between local authorities and local health boards for the discharge of their functions and a requirement for formal partnership arrangements through Regional Partnership Boards (RPBs).

The Welsh Government has made two key grant funding streams available to RPBs to support them to drive forward integration; the Transformation Fund and the Integrated Care Fund. Recent reviews of these funds provide useful evidence about the progress of partnership working at the regional level.

- An Audit Wales report about the Integrated Care Fund <sup>43</sup> was published by Audit Wales in July 2019. The aim of the Integrated Care Fund is to drive and enable integrated working between social services, health, housing and the third sector and independent providers to develop sustainable services. It is distributed to RPBs, which oversee and manage the fund in their area, and there are capital and revenue-based allocations each year. RPBs approve revenue projects and submit an annual Revenue Investment Plan to Welsh Government. Capital proposals are submitted to Welsh Government for approval and are grant-funded. Overall, Audit Wales concluded that the fund has a positive impact, and is provided an impetus for partners to develop integrated services and move to joint funding arrangements in the context of wider policy and legislation.
- The Transformation Fund was established to speed up the development and scaling up of new models of health and social services provision. It focused on three areas: seamless alignment of health and social care; local primary and community-based health and social care delivery; and new integrated

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<sup>43</sup> [Integrated Care Fund \(Auditor General for Wales, July 2019\)](#)



preventative services and activities. It is delivered via RPBs, and 30 projects have been supported across the seven regions. A mid-term report<sup>44</sup> in April 2020 noted that the fund seems to be having a positive impact in getting partners to work together and there is some initial evidence across regions where staff are starting to think differently and change their working culture.

Although the evidence suggests that regions are effective in working collaboratively to deploy Welsh Government allocated grant budgets, progress to share or pool budgets and action in order to achieve added value and better performance has varied. A report into the use of pooled budgets in older people's residential care, which was produced for Welsh Government by KPMG in 2020<sup>45</sup>, has shown only moderate progress, and notes that RPBs are predominantly meeting the minimum requirements. The report identifies a number of areas for development, including:

- Many RPBs do not physically pool budgets and where they do, the majority are not actively prioritising and managing the budgets as a single fund;
- RPBs are concerned about the risk of cross-subsidisation across local authority boundaries. Currently none of the RPBs share financial risks although there is increased transparency of activity, expenditure and risks;
- RPBs can only make recommendations and not decisions as they are not legal entities;
- RPBs are concerned about managing a diverse cohort of need across localities; and
- Identified good practice such as the establishment of a pooled funds manager to maximise operational and financial performance should be shared.

A thematic review by CIW, *Prevention and promotion of independence for older people*<sup>46</sup>, in September 2020, based on inspections and fieldwork undertaken during 2019, found that progress towards partnership and integrated service delivery for older people remains very mixed. There is evidence of integrated partnership approaches in some areas but overall a 'red' status for partnership working and integration was awarded. The report details numerous examples of joint community resource teams working as equal partners, and in some areas jointly funded posts and management teams across health and social services. Whilst this does not necessarily mean better integration, it clearly provides opportunity to communicate, recognise common ground and shared responsibility. In addition strategic commissioning through population assessments and area plans is still in its infancy and delivering limited impact. The report says that partners do not share a clear strategic vision of sustainable health and social care services, and leaders and senior managers are still focusing on service delivery within their own areas of control, rather than on people and outcomes.

RPBs ability to meet their responsibilities could be regarded as limited in that they do not have all the functions that may be needed to deliver integration. They have no directly accountable staff or controllable budget. The Welsh Government's formal evaluation on the implementation of the Act concluded that a priority for further

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[Mid-point evaluation of 'A Healthier Wales' Transformation Fund \(research, for Welsh Government, April 2020\)](#)

<sup>45</sup> [Report on Regional Partnership Boards' use of pooled budgets for care home accommodation](#) by KPMG 2020

<sup>46</sup> [Care Inspectorate Wales report on prevention and promotion of independence for older adults, September 2020](#)

implementation included the continuation and development of integration and partnerships, monitoring and evidencing outcomes, and the infrastructure to facilitate integrated working. Given the mixed progress identified above and the legislative limitations of Part 9 of the Act, RPBs need further support to achieve the optimum benefit from their collective capacity to lead change.

## **Prevention**

Prevention is at the heart of the Welsh Government's programme of change for social services. There is a need to focus on prevention and early intervention to make social services sustainable into the future. It is vital that care and support services do not wait to respond until people reach a crisis point. Section 14 of the Act requires that local authorities and local health boards jointly carry out a strategic assessment of needs for care and support and support needs for carers. That assessment must also assess the range and level of services necessary to deliver preventative services. Section 15 of the Act requires local authorities to provide or arrange for the provision of these preventative services.

There is no one definition for what constitutes preventative activity. It can be anything that helps meet an identified need and could range from wide-scale measures aimed at the whole population to more targeted individual interventions, including mechanisms to enable people to actively engage in making decisions about their lives.

Some key progress has been made, supported through partners deploying the Integrated Care Fund and Transformation Fund, in developing new models of preventative service delivery. The third sector in particular have helped to bring this focus and capability for prevention to the RPB agenda. However, competing priorities and increased demand for services to meet more complex needs often means a focus of commissioning and delivery on the acute services, which are more costly and which squeeze the capacity for preventative work. This is particularly noticeable for care and support for children.

## **Lessons from other parts of the UK**

Although health and social care systems have evolved in different ways and at a different pace across the UK since devolution, there is much experience and innovation that can be shared and lessons learned between the four nations, with regard to collaborative working and integration. What the systems all have in common is a drive to rebalance care away from the acute hospital setting towards prevention and support within the community and at home.

Northern Ireland is unique in the UK in having arranged health and social care within the same organisational structure through the Health and Social Care (Reform) Act (Northern Ireland) 2009. A recent report by the Nuffield Trust<sup>47</sup> has shown having an integrated system does not in itself result in social care being accorded a higher priority or in smoother working across the sectors. The Northern Irish experience reinforces the message that effective leadership and scrutiny, within a culture that promotes

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<sup>47</sup>[Change or Collapse: Lessons from the drive to reform health and social care in Northern Ireland by the Nuffield Trust, July 2019](#)

innovation and genuine partnership working, are ultimately more important than structures.

In England a partnership approach is evolving based around Integrated Care Systems (ICSs), which take collective responsibility for managing resources and delivering health and social care. These are yet to be given legal status and it is expected that the UK Government will publish proposals and draft legislation on ICSs in the first part of 2021. The Kings Fund 2020<sup>48</sup> noted there is wide variation in the maturity of partnership working across these systems. The systems that are furthest ahead are those that have given priority to strengthening collaborative relationships and trust between partner organisations and their leaders. This has often been achieved by leaders from different organisations spending time together to work through the challenges facing the system and individual organisations, clarifying a shared purpose for working together, and undertaking focused development work with their leadership groups. The Kings Fund also noted that collaborating across the NHS and local government is not easy, and requires local leaders (including NHS leaders as well as officers and elected members in local government) to better understand each other's challenges, to recognise and respect differences in governance, accountabilities, funding and performance regimes, and to find ways to manage these differences.

The majority of Scottish local health and social care partnerships have adopted a model of where arrangements are delegated to a third body, known as an Integration Joint Board (IJB), through the Public Bodies (Joint Working) (Scotland) Act 2014. The IJBs are responsible for the governance, planning and resourcing of social care, primary and community healthcare, and unscheduled hospital care for adults. Some have also integrated additional services including children's services, social work, criminal justice services and all acute hospital services. A report from the Ministerial Strategic Group for Health and Community Care (Scottish Government, February 2019)<sup>49</sup> reviewed progress on the Health and Social Care integration and noted Scottish Integration Joint Boards have struggled to exert influence on the budget-setting process as partners are unwilling to give up financial control. Partners must be empowered to use the totality of their resources to do things differently. The report noted that joint resources held must lose their original identity and become a single budget.

As this brief review has shown, the other UK countries continue to strengthen collaborative relationships, however no one country has found the answer. Similar to Wales, England and Scotland have taken a partnership arrangement approach, as opposed to a structural one. The key lessons from their progress that can be applied to any partnership arrangement is clear. Organisations have different governance, accountability funding and performance requirements, this must be recognised and partners must find ways to manage these differences to do things differently. Proposals set out in this paper should avoid structural disruption where it is not needed and instead focus on strategic enhancement that will strengthen current arrangements to secure well-being for people who need care and support and carers who need support.

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<sup>48</sup> [The King's Fund- Integrated care systems explained: making sense of systems, places and neighbourhoods](#)

<sup>49</sup>

[Health and Social Care integration: progress review – final report from the Ministerial Strategic Group for Health and Community Care \(Scottish Government, February 2019\)](#)



# Achieving the vision

## Design

Based on the challenges outlines in the Case for Change section of this paper, three critical areas emerge where additional focused action could deliver system-wide improvement to secure the vision for social care:

- refocussing the fundamentals of the care market – away from price towards a value measure based upon service quality and overall cost;
- reorientation of commissioning practices – managing the market and focusing on outcomes; and
- evolution of integration mechanisms – reducing barriers to joint planning and delivery.

In forming this frame of reference we have drawn on important guiding frameworks. The five ways of working set out in the Well-being of Future Generations (Wales) Act 2015 call on us to balance the short term and long term, and in terms of collaboration to test whether our arrangements help us work together effectively. *A Healthier Wales* design principles compel health and social care system leaders to “[develop] services which are less complex and better co-ordinated for the individual; [where there should be] close professional integration, joint working, and information sharing between services and providers.”

Through action in the three areas identified above, this White Paper seeks to rebalance the care and support market based on a clear national framework where services are organised regionally and delivered locally. In doing so we aim to rebalance social care so that there is neither an over reliance on the private sector, nor a monopoly in the other direction. This White paper defines ‘rebalancing’ broadly as a set of descriptions of the system change we want to see.

### Refocussing the fundamentals of the care market

<p><b>Rebalancing means...</b></p> <p>... Away from price. Towards quality and social value...</p> <p><b>... to co-produce better outcomes with people.</b></p>
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The majority of care and support is provided through a market structure known as a monopsony<sup>50</sup>. This market structure, in the financial context of austerity, has resulted in ‘price’ becoming its dominant feature. If the vision is for high quality social care that supports people to achieve their outcomes, the price-orientated market structure that has evolved over time is not the route to achieving that. This was recognised in the Welsh Government’s recent *Strengthening Social Partnerships White Paper*<sup>51</sup>, which

<sup>50</sup> Definition of monopsony is where there are a small number of purchasers and a large number of providers. Local authorities are the main buyer of the social care market; in the context of austerity, this market structure and pressurised budgets has caused a driving down of fees and costs.

<sup>51</sup> [Welsh Government White Paper- A More Equal Wales: Strengthening Social Partnerships](#) 2019

said that the modern era of our social partnership arrangements has been dominated, and shaped by our response to economic crisis and the challenges of chronic UK public sector austerity.

Value for money will remain important, and care and support that is commissioned by local authorities and local health boards will continue to need to demonstrate efficient use of tax payers' resources. Value for money in this context is about delivering effective services, at a cost which delivers strong social outcomes<sup>52</sup>.

To do this, we look to service commissioners to focus on specifying, scoring and measuring against providers' ability to deliver multiple outcomes against the overarching duties set out in the Act to achieve quality services and secure well-being, balanced against value for money. Commissioners should continue to define the sort of capabilities and experience required of tendering organisations, and procurement teams should work with commissioners on how they build this into the procurement assessment process<sup>53</sup>.

Critically, the rebalancing towards a market which incentivises quality will require the Welsh Government and all local commissioners to work together to agree and implement robustly a common framework. Learning from the Children's Commissioning Consortium Cymru's approach to focussing on quality placements that are affordable should be applied to the development of a proposed framework.

More predictable, standardised approaches to fee setting can reduce provider competition for staff through marginal pay differences. The case for change highlighted the relationship between pay, terms and conditions on staff turnover and the impact of staff turnover on service quality. Greater consistency of the workforce providing care and support and less turnover allows people to build relationships with people that provide care and support, feel safe and more secure, thus improving quality of social care and well-being outcomes. Therefore clear expectations for improved terms and conditions including pay, should be a core part of determining the funding methodologies. The Welsh Government has accepted the recommendations of the Fair Work Commission<sup>54</sup> and is committed to working with partners towards implementing the Real Living Wage across social care. Fair work means a more productive, happier workforce, greater levels of commitment and engagement, less absenteeism and lower staff turnover<sup>55</sup>.

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<sup>52</sup> [Welsh Government White Paper- A More Equal Wales: Strengthening Social Partnership](#) 2019

<sup>53</sup> [Wales Co-operative Centre report- Supporting Care Commissioners and Procurers to promote social value models 2020](#)

<sup>54</sup> [Fair work commission- terms of reference](#)

<sup>55</sup> [Welsh Government White Paper- A More Equal Wales: Strengthening Social Partnership](#) 2019

## Reorientation of commissioning practices

### Rebalancing means...

...Away from complexity. Towards simplification.

Away from task-based practice. Towards an outcome-based practice.

Away from reactive commissioning. Towards managing the market....

**... to co-produce better outcomes with people.**

Whilst the Act has provided greater focus on securing well-being for people, the case for change has highlighted that commissioning practices can still be task-orientated. The evaluation of the implementation of the Act identified a significant challenge to arranging and delivering care and support because of the lack of co-ordination between local authorities leading to twenty two potentially different ways of doing things.

Critically, with an environment that favours quality, and where procurement is based on a simpler approach, commissioners will be freer to innovate to support the creation of the new models of care that are needed for changing population needs. Commissioning practice will therefore shift away from task management, and multiple small procurements and associated time-consuming management activity, towards social value based commissioning that secures well-being for people. In doing this, commissioners and planners are enabled to develop all the important parts of the commissioning cycle<sup>56</sup>, such as capacity building, market development and market relationships.

A common framework will enable a greater degree of joint-commissioning. As a basis for closer partnership working, it can ensure service delivery outcomes align with what matters to people and on Foundational Economy and social value initiatives. Whilst there is no single, agreed definition of “social value”, Social Enterprise UK define social value as the additional benefit to the community from a commissioning/ procurement process over and above the direct purchasing of goods, services and outcomes. In social care in Wales it has been used to create phrases like “social value organisations” and “social value forums”. These phrases have come to be used as short-hand for organisations referenced in section 16 of Part 2 of the Act, which sets out models for care and support that strive to deliver on the principles of the Act.

Progress can be made towards a more diverse provider base and rebalancing the market by supporting alternative models of care. Focusing on social value commissioning will create an environment in which not-for-profit providers can grow, including co-operatives, whilst simultaneously encouraging all providers to develop their capacity for delivering social value. The whole sector will be better placed to engage in consistently effective co-production from the earliest stages of assessing, planning, delivering and evaluating care and support.

Providers also have much to gain from this new approach. The removal of much complexity will enable providers to increase their focus on supporting people to achieve their personal outcomes.

The case for change described the care and support market as large and varied, consisting mostly of smaller private providers with narrow margins and limited financial reserves. Within these new arrangements, small providers will be encouraged to work together to respond to local commissions. This could be achieved by the development of a collective approach to enabling shared activities, such as marketing, procurement, HR and IT support. This approach will contribute to the rebalancing of the care and support market to fewer individual providers competing for contracts, reducing time-consuming activity and complexity.

**Evolution of integration mechanisms**

**Rebalancing means...**

... Away from an organisational focus. Towards more effective partnership

**... to co-produce better outcomes with people.**

The interdependency of social care and healthcare is at the heart of *A Healthier Wales*. For adults, the necessity for close alignment of these services enables people to live as independently as possible and is critical to prevention and early intervention. Close joint working enables people to return to their home after a period in hospital, and is fundamental to the success of the new *Discharge to Recover and Assess Model of Care*.

The relationship between social care, the NHS, housing organisations and the education sector is particularly important to provide coordinated person centred care and support. At a regional level, these partners can make more effective use of resources, skills and expertise to improve well-being outcomes. RPBs bring partners together along with representatives of citizens, carers and other important voices. RPB members recognise the emerging benefits from their partnership and want to build on joint commissioning arrangements<sup>57</sup>. RPBs’ role is complementary to other regional and local partnerships, and better alignment between these partnerships is the subject of ongoing work.

The case for change pointed to progress made by RPBs and a number of achievements. It also outlined areas where progress has been more challenging, for example residential care for children. The Welsh Government’s evaluation of the Act points to the infrastructure of the RPBs requiring priority action to better facilitate integrated working. Therefore it is proposed that the current design of RPB functions are strengthened to enable them to deliver effectively.

The approaches to partnership and integration adopted by other parts of the UK to enable the closer alignment of social care and health services (for example delegation

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<sup>57</sup> [Report on Regional Partnership Boards' use of pooled budgets for care home accommodation](#) by KPMG 2020

of budgets to a third party where some members are provided with voting powers through IJBs in Scotland) provides a basis to consider the strengths and weaknesses of different potential arrangements.

The fundamental role of RPBs should remain as bringing partners together to jointly review population needs and plan the models of care and support that people will need. Joint analysis and planning, should, in areas where partners need to align services to achieve better outcomes, lead to joint commissioning of provision. Reflecting on independent reports and direct feedback from the sector, we believe that to do this most effectively RPBs need to be equipped with additional tools to better align planning and organisation of services, and tangible organisational capacity to fully deliver to this mandate.

## **Putting it into practice**

### **How can we do it?**

Current arrangements for social care need to be strengthened and re-aligned to respond to the range of challenges facing the sector, and to achieve the vision for social care set out in the Act, supporting people to achieve their well-being outcomes. The following set of proposals flow from a systems-thinking perspective and an analysis of the deficiencies in the market for social care provision and some limitations in current partnership structures. The changes advocated can reshape the organisation of social care profoundly and in the clear interests of those receiving care and support. It is proposed legislation is introduced to deliver the required change.

A national framework for commissioning care and support for both children and adults can forge a more balanced market of better quality provision. The framework will help to ensure social value commissioning that supports people to achieve their outcomes, and fully utilises the assets that exist in local communities.

A national framework can be a platform for implementing future recommendations of the Social Care Forum, across the sector in Wales. A national framework will set fee methodologies, develop more standardised commissioning processes, and increase transparency of service performance.

Enhanced regional planning and a greater degree of joint commissioning across health and social care and across regional footprints would reduce complexity and duplication and improve consistency and capacity. This would enable commissioners to refocus on meeting changing population need through more directive market shaping. It is proposed therefore that the future of high quality social care that support people to achieve their outcomes is arranged through a structure comprising a national framework, where care and support is planned regionally and delivered locally.

Strengthened regional organisation will enable greater integration and action amongst social care and its partners, including health care and the voluntary sector, along with education and housing. This approach would support social care as a part of the foundational economy and better enable integrated delivery, for example through the development of housing with care alongside community hubs. This will also help to maintain focus on preventative services and opportunities for alignment with Public Service Boards.

In addition to addressing current sectoral challenges, the proposals would provide a better basis for the implementation of long term policy objectives. These include ensuring improved pay, terms and conditions for workforce to support a reduction in turnover and improvement in quality of care and a more resilient workforce and long-term aspiration for a system that is closer to the NHS principle of healthcare free at the point of need.

It will also enable the sector to reduce its environmental impact. The Welsh Government has set out its ambition for the public sector to be carbon neutral by 2030. Indirect carbon emissions from care and support providers are not directly controlled by local authorities, however dramatically cutting indirect emissions from the delivery of these

services can be achieved through more effective procurement. Decarbonisation can be ensured through consistent procurement expectations requiring raised environmental standards from all organisations providing care and support. The same tools can deliver foundational economy benefits through incentivising local sourcing of goods.

## **Rebalancing the national framework**

It is not proposed that any current functions are transferred from local authorities or local health boards to be undertaken nationally. It is proposed that a national framework is developed that set the terms through which services for people who need care and support and carers who need support are commissioned – by developing a set of common commissioning practices and a range of fee methodologies that commissioners will be required in law to use, simplifying procurement and ensuring greater visibility of service standards.

This is not to say there should be one price for care and support that is procured, but rather an agreed set of fee methodologies that all commissioners work with in future. Fee methodologies must be flexible enough to reflect local circumstances, for example different geographic factors, and be able to respond to the capacity and resourcing requirements of providers at different stages of their own business cycle. For example, new care models, particularly where capital investment is involved, will require different levels of support.

Through the Act, a local authority is required to prepare a care and support plan for people whose needs meet the eligibility criteria, following a needs assessment. The care and support plan (or support plan for carers) describes how a person's needs for care and support will be met, including detailing services that are to be arranged or provided by the local authority. Where services detailed in the plan are commissioned by the local health board, it is proposed that those services will also be commissioned using the national framework (for example NHS Funded Nursing Care).

To develop and deliver a national framework, it is proposed that a 'national office' for social care is established either through:

- developing a function within government, or
- setting up an arms-length body, led by a small executive team.

In both options, full engagement with local authorities, health boards, the independent sector and other key partners will be secured through an advisory board.

The national office will maintain an overview of the stability of the social care market and be a basis for driving national policy initiatives. It will consolidate activity of some national fora including the National Commissioning Board, working with Social Care Wales, with responsibility for supporting social care research and service improvement in Wales.

The voice of the social care profession must be fully reflected in national discourse, so that national policy set by the national office is based on a full understanding of delivery challenges. The function of a Chief Social Care and Social Work Officer will be located within the Welsh Government to champion the voice of the social care and social work profession within Government.

## Strengthening regional organisation

Local authorities and local health boards are required through section 14 of the Act to develop population needs assessments, area plans and market stability reports. These functions are discharged through partnership arrangements described in Part 9 of the Act and section 25 of the Children Act 2004, specifically through RPBs. These reports are intended to assist RPBs in jointly planning and commissioning quality care and support at a strategic level for their populations.

In addition, the objectives of Regional Partnership Boards are to:

- undertake and respond to the population assessment carried out in accordance with section 14 of the Act (and, when implemented, prepare market stability reports under section 144B of the Act);
- implement the joint area plans which local authorities and local health boards are required to prepare and publish under section 14A of the Act;
- ensure the partnership bodies provide sufficient resources for the partnership arrangements, in accordance with their powers under section 167 of the Act; and
- promote the establishment of pooled funds where appropriate.

RPBs are required to report on the extent to which the board's objectives have been achieved annually<sup>58</sup>.

This paper has suggested that RPBs should be provided with a more refined set of tools to enable them to better meet their core aims of jointly assessing and planning for population needs. It is proposed that RPBs should be strengthened by legislating to establish them as corporate legal entities. Strengthened RPBs with the tools of being able to directly employ staff and hold budgets would be capable of undertaking joint health and care commissioning more directly where local partners agree that would maximise resources and have the greatest benefit for delivering better outcomes.

Specifically, in addition to the functions already set out in the Act, RPBs functions will be extended so that they would:

- be enabled to employ staff to enable the full discharge of their functions (this is intended to boost joint planning, but the power could be used by RPBs in other ways);
- have clear governance arrangements in place where shared accountability of decisions made by local authorities and local health boards in relation to the pooling of budgets and joint commissioning is transparent and in line with their statutory responsibilities;
- set their own priorities for regional commissioning and delivery using intelligence from their population needs assessments, joint area plans and market stability reports;
- be enabled to hold integrated budgets to deliver integrated regional services;
- monitor progress against agreed regional priorities, sharing data between partners where appropriate; and

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<sup>58</sup> [Social Services and Well-being \(Wales\) Act 2014- Codes and guidance: Part 9 Statutory Guidance \(Partnership Arrangements\)](#)



- establish within each RPB a planning and performance monitoring framework that refines the 5 year strategic planning cycle and makes use of up to date population, outcome, and market information.

In line with the action in *A Healthier Wales*, RPBs would also be made subject to joint inspection and review by CIW and Healthcare Inspectorate Wales in relation to the effectiveness of joint working, including partnership working, pooled budgets and joint commissioning.

The current planning requirements for a long cycle of population needs assessments and area plans is a broad framework, but does not always reflect a rapidly changing world. Real-time population data, outcome measures and market information should be used to enable more frequent needs analysis and impact measurement. Plans should be revisited whenever significant changes occur in the care and support environment. To support this, a new approach to planning and reporting is intended. It will be less intensive, but a more frequent process of evaluating and responding to population needs.

Clear regional integration priorities should provide a focus for the work of RPBs. Priority areas should define where collective action is the optimum means of improving delivery, and these areas must be considered for regional joint commissioning.

The work of RPBs should be viewed by partners and stakeholders as being fully transparent and accountable. The changes proposed in this White Paper can be a basis for further strengthening of arrangements which support accountability. They will enable resources to be held within the partnership, overseen by RPB staff, with clear arrangements created for reporting fully to member organisations.

RPBs will also be required to report to Welsh Ministers on the progress of joint delivery against the integrated priorities agreed. There should not be a growth in reporting requirements, rather it is proposed that reporting requirements are streamlined, including by consolidating current national requirements as part of the consideration of the future of national funding support.

The proposal to strengthen RPBs as an existing part of the health and social care collaboration landscape must work alongside arrangements for Public Service Boards (PSBs). RPBs and PSBs have complementary functions. In the context of the ongoing requirements of respective legislation, regions and localities should align these partnerships in a way that works best in their circumstances.

The proposals set out in this White Paper do not preclude any future extension of the functions of Corporate Joint Committees (CJCs) in relation to social care. CJCs could be a useful future mechanism to enable strategic local authority social care functions to be delivered more effectively across local authority boundaries.

### **Impact on local authority and local health board commissioning of care and support**

Local authorities and local health boards will remain the principal commissioning bodies for social care services. Local services should be delivered as close as possible to local

people. By reducing complexity a national framework will support local delivery without obscuring accountability. Based on the proposals in this paper, in future local authorities and local health boards will exercise their commissioning functions either directly or delegating them to the RPB. Commissioning activities will be undertaken in accordance with the national framework, ensuring the full and fair use of national framework methodologies.

## Annex 1: Summary of the impacts

The Welsh Government is preparing an integrated impact assessment on the proposals outlined in this White Paper, including the social, economic, cultural and environmental effects represented in the Well-being Goals of the Well-being of Future Generations (Wales) Act 2015. A Regulatory Impact Assessment (RIA) will also be developed and this consultation is being used to gather evidence to inform that assessment.

In developing the proposals, the Welsh Government has considered the ‘five ways of working’ set out in the Well-being of Future Generations (Wales) Act 2015 which requires a focus on the long term, and in terms of collaboration to test whether our arrangements help us work together effectively. The Welsh Government has also considered *A Healthier Wales* design principles to develop services which are less complex and better co-ordinated for the individual; where there should be close professional integration, joint working, and information sharing between local authorities, local health boards and providers.

This annex includes a summary of some of the impacts of the proposed changes on people, the workforce and social care services in Wales.

### People who need care and support and carers who need support

- Supporting the sector to respond to the implementation gap in relation to the Welsh Government’s vision for social care will better drive outcomes for people in Wales. This paper highlighted the variable and sometimes negative experience that people have with care and support, which impacts on the vision of securing well-being. The Act puts a duty on local authorities and their partners to promote the well-being of people who need care and support and carers who need support in Wales. The Act sets out the definition of well-being. The Act also places a duty on Welsh Ministers to issue a statement of well-being outcomes to be achieved. The well-being statement defines well-being outcomes for all people who need care and support and carers who need support in Wales, which include people in protected groups. The proposals set out in this White Paper aim to better services to deliver their functions so that people who need care and support and carers who need support can achieve their well-being. An RIA was developed for the Act and the impacts on people are the same as the proposals in this paper. The proposals aim to increase the pace at which those impacts are realised. The RIA can be found in the Explanatory memorandum available below:  
<https://business.senedd.wales/mglIssueHistoryHome.aspx?lId=5664>
- The aim of the Act is to put into law the rights and responsibilities of people who need care and support and carers who need support. The social care sector will use the statement of well-being to design and deliver services with people. This will be an important driver in the shift to an approach which puts people at the centre, the outcomes they wish to achieve, and in giving them greater voice and control. The case for change section of this White Paper outlines how change is needed to make a difference to the people of Wales. The Welsh Government worked extensively with people to develop the well-being statement. The approach to engagement is detailed in the equality impact assessment for the national outcomes framework<sup>59</sup>.

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<sup>59</sup> [Social services national outcomes framework- equality -impact assessment](#)

## The social care workforce

- The case for change highlighted the relationship between pay, terms and conditions on staff turnover and the resulting impact of staff turnover on service quality. Greater consistency of the workforce providing care and support and less turnover allows people to build relationships with people that provide care and support, feel safe and more secure, thus improving quality of social care and well-being outcomes. People are more likely to see the same person, increasing ability to maintain relationships, and reduce loneliness and isolation, leading to higher quality of care. Standardised and improved pay and terms and conditions, which could be achieved through a national framework, would positively impact:
  - Women. The workforce is typically ageing and gendered, with the vast majority of staff of commissioned care providers being female. On 5 March 2019, the Deputy Minister and Chief Whip, Jane Hutt AM, outlined the Welsh Government's vision for gender equality in Wales, which stated that "...a gender equal Wales means an equal sharing of power, resources and influence for all women, men and non-binary people. This is a vision where the government aims to create the conditions for equality of outcome for all."
  - Attracting young people to social care. Over a half of the workforce is aged over 40<sup>60</sup>. There may be a reduction of those wishing to enter social care as school leavers, especially women, become more highly educated and there is greater competition from other sectors, such as retail, where pay is often slightly higher for less demanding work and the regulatory requirements on, for example, qualifications are lower.
  - Black, Asian and Minority Ethnic workers who are overrepresented in the social care workforce and account for 7.2 per cent of the workforce in Wales<sup>61</sup>.

## Services

- Standardising and simplifying through a national framework supports an approach to make better use of collective resources, across local authority boundaries, in response to population needs and outcomes. The removal of some duplication and inefficiencies in the commissioning process can free up commissioners' time to develop other elements of the commissioning cycle.
- A national framework that sets out terms through which care and support is commissioned must consider pay, terms and conditions of the workforce. Improvement to pay, terms and conditions will in part reflect the overall resources available to the sector and potentially progress decisions made in future by the Social Care Forum.
- Strengthening RPBs will better support effective joint planning and delivery of care and support where collective capacity leads to better outcomes for people, supporting statutory bodies to better deliver their current functions.

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<sup>60</sup> [Factors that affect the recruitment and retention of domiciliary care workers and the extent to which these factors impact upon the quality of domiciliary care](#)

<sup>61</sup> [Welsh Government analysis of the Annual Population Survey - Coronavirus \(COVID-19\) and the Black, Asian and Minority Ethnic \(BAME\) population in Wales](#)

## **Annex 2: Summary of the consultation questions**

The Welsh Government welcome comments on all aspects of the proposals. We are particularly interested in responses to the questions. A summary of the questions is provided below.

**Question 1:** Do you agree that complexity in the social care sector inhibits service improvement?

**Question 2:** Do you agree that commissioning practices are disproportionately focussed on procurement?

**Question 3:** Do you agree that the ability of RPBs to deliver on their responsibilities is limited by their design and structure?

**Question 4:** Do you agree a national framework that includes fee methodologies and standardised commissioning practices will reduce complexity and enable a greater focus on service quality?

Question 4a: - What parts of the commissioning cycle should be reflected in the national framework?

**Question 5:** Do you agree that all commissioned services provided or arranged through a care and support plan, or support plan for carers, should be based on the national framework?

Question 5a- Proposals include NHS provision of funded nursing care, but do not include continuing health care; do you agree with this?

Question 5b- Are there other services which should be included in the national framework?

**Question 6:** Do you agree that the activities of some existing national groups should be consolidated through a national office?

Question 6a- If so, which ones?

**Question 7:** Do you agree that establishing RPBs as corporate legal entities capable of directly employing staff and holding budgets would strengthen their ability to fulfil their responsibilities?

Question 7a- Are there other functions that should be considered to further strengthen regional integration through RPBs?

**Question 8:** Do you agree that real-time population, outcome measures and market information should be used more frequently to analyse needs and service provision?

Question 8a- Within the 5 year cycle, how can this best be achieved?

**Question 9:** Do you consider that further change is needed to address the challenges highlighted in the case for change?

Question 9a- what should these be?

**Question 10:** What do you consider are the costs, and cost savings, of the proposals to introduce a national office and establish RPBs as corporate entities?

Question 10a- Are there any particular or additional costs associated with the proposals you wish to raise?

### **Welsh language**

**Question 11:** We would like to know your views on the effects that a national framework for commissioning social care with regionally organised services, delivered locally would have on the Welsh language, specifically on opportunities for people to use Welsh and on treating the Welsh language no less favorably than English.

What effects do you think there would be? How could positive effects be increased, or negative effects be mitigated?

**Question 12:** Please also explain how you believe the proposed policy to develop a national framework for commissioning social care with regionally organised services, delivered locally could be formulated or changed so as to have positive effects or increased positive effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language, and no adverse effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.



# Improving care and support

## Working together for better care services for people in Wales



This document was written by **Welsh Government**. It is an easy read version of **Rebalancing Care and Support. White Paper**.

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Some words may be hard to understand. They are in **bold blue writing**. They have been explained in a box below the word.



If the hard word is used again it is in **normal blue writing**. You can check what they mean on **page 19**.



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Welsh Government

Where the document says **we**, this means **Welsh Government**. For more information contact:

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# Introduction



Care and support services are organised and provided by:

- Local authorities
- and Local Health Boards.



They help people who need extra care and support. This could be older people, children and families, or disabled people.



Care and support services help people with things like:

- living in their own homes and care homes



- **communication**

**Communication** means the way we share our thoughts and feelings. For example, through talking, writing, sign language, smiling.



- coping and dealing with family and relationship problems



- everyday living, like cooking, shopping and washing



- and they also protect people from harm.

Organising and providing care and support is becoming more difficult because:



- more people need care and support



- Covid-19 has meant that even more people need support



- care and support is costing more money



- Care and support is difficult for services to organise because it is done differently across every local authority in Wales



- staff working in care and support are changing too often because staff are leaving and new staff are hired



- health and care services could be better supported to work together.



This document is about the changes we think need to be made to help services improve care and support.



It is an easy read version of our **White Paper** consultation called “**Rebalancing Care and Support**”.



A **white paper** is a document that sets out ideas for changing laws or making new laws.



We want to know what you think about our ideas for a new law that will:



- help services improve care and support



- help services work better together

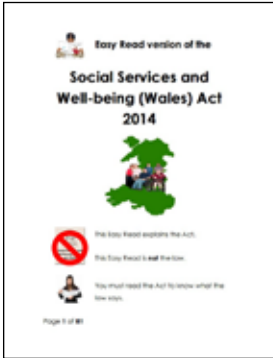


- help services meet their duties in the **Social Services and Well-being (Wales) Act 2014**



Please read this document and then tell us what you think by answering the questions in the response form.

# What care and support services should do



The **Social Services and Well-being (Wales) Act** is a law that aims to improve the health and **well-being** of:

- people who need care and support
- carers who need support.



**Well-being** means a person is happy, healthy and is comfortable with their life and what they do.



This law tells services what they must do to support people to improve **well-being** in Wales.



To help services further, we have also written the [Well-being Statement for Wales](#).



The **Well-being** statement helps us understand what good **well-being** looks like. And what support a person needs to be happy and healthy.

**For older people this means supporting them to:**



- live longer, healthier and happier lives



- keep active



- live in their own homes for as long as they can.



**For adults this means supporting them to:**



- have control over their own lives



- be able to work



- do the things that are important to them

**For children and families this mean supporting them to:**



- live safely with their family



- stay happy, safe, and well.



# What we need to do to make social care better



Services are supporting people to achieve good **well-being**. But we want to make it easier for them to do this.

To help with this, we want to **rebalance** care and support services. This means:



- Make the way we organise services more simple



- Focus more on the quality of support rather than on how much it costs.



- Manage our services better by providing services that help to stop problems happening or getting worse.



- Planning services based on the needs of people and what they want to achieve.



- Organisations and people working together more, and not so separately. For example, the NHS, councils and carers.

# How we will do it



We want to have a clear guide for organising services.

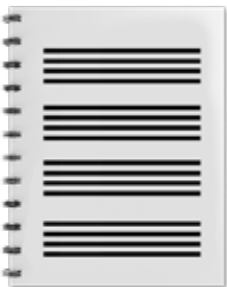


We want services to be organised **regionally**. This means the services in each region (or area) of Wales will be organised by that region, for the whole region.



The services for each region will be provided locally – near to where people live.

To do this we will:



1. We will set up a **National Framework** for organising care and support for children and adults.



A **National Framework** is a document with a set of rules and ideas to help people who are making important decisions.

The **national framework** will help make sure that:



- care and support is organised and delivered in the same way across Wales



- there is a clear guide for how much care and support in Wales should cost



- care and support organisations are doing their job well



- services are good value for money



2. A group of people will be set up to create and manage the **national framework**. This will be called the **National Office**.



3. Welsh Government will have someone to speak up for the people that provide care and support. They will be called the **Chief Social Care and Social Work Officer**.



4. Each area of Wales has a group of people who make sure partners who organise and provide care and support work well together.



These groups plan how care and support should be provided to people who need it in their area. They are called **Regional Partnership Boards**.

Every **Regional Partnership Board** will:

- Be set up as a separate organisation by law, so different services can come together as 1 group. The groups will have it's own rights and responsibilities.





- Employ new staff to help them plan care and support in their area.



- Make decisions together about supporting people.



- Plan and pay for new services that give care and support.



- Write a plan for the things they want to work on for the next 5 years.



- Check on how things are going and share information with others.

- Have **inspections** from **Care Inspectorate Wales (CIW)**. **Care Inspectorate Wales inspect** all social care organisations.



An **inspection** is a check to make sure that organisations are doing their job properly.



5. Local councils and health boards will carry on providing care and support.



They will do their best to make sure local people get the care and support they need in the area they live.



# What do you think?



We want to know what you think about our ideas for improving care and support.



Please fill out the response form and send it back to us. You can ask someone to help you.



# Hard words

## Communication

Communication means the way we share our thoughts and feelings. For example, through talking, writing, sign language, smiling.

## Continuing NHS Healthcare

Continuing NHS Healthcare is ongoing care that is arranged and paid for by the NHS. It can be provided anywhere, including your own home and care homes.

## Funded nursing care

Funded nursing care is a service that provides extra money for nursing care if you live in a nursing home.

## Inspection

An inspection is a check to make sure that organisations are doing their job properly.

## National Framework

A National Framework is a document with a set of rules and ideas to help people who are making important decisions.

Mae'r dudalen hon yn wag yn

# Report

## Cabinet

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### Part 1

Date: 10 March 2021

### **Subject** Quarter 3 2020/21 Corporate Risk Register Update

**Purpose** To present the Council's Corporate Risk Register for the end of quarter 3 (1<sup>st</sup> October to 31<sup>st</sup> December 2021).

**Author** Head of People and Business Change

**Ward** All

**Summary** The Council's Corporate Risk Register monitors those risks that may prevent the Council from achieving its Corporate Plan or delivering services to its communities and service users in Newport.

At the end of quarter 3, there were 18 risks recorded in the Corporate Risk Register that are considered to have a significant impact on the achievement of the Council's objectives and legal obligations. At the end of quarter three, there were no new or escalated risks from service area risk registers; and one risk was closed. Overall, there are 10 Severe risks (risk scores 15 to 25); 6 Major risks (risk scores 7 to 14) and 2 Moderate risks (risk scores 4 to 6) that are outlined in the report.

**Proposal** Cabinet is asked to consider the contents of the quarter three update of the Corporate Risk Register.

**Action by** Corporate Management Team and Heads of Service

**Timetable** Immediate

This report was prepared after consultation with:

- Corporate Management Team

**Signed**

## Background

The Well-being of Future Generations (Wales) Act 2015, requires Newport City Council to set Well-being Objectives in its Corporate Plan 2017-22. In the delivery of the Corporate Plan and Council services there will be risks that may prevent, disrupt or impact on the Council's objectives. The Council's Risk Management Policy and Corporate Risk Register enables the Council to identify, manage and monitor those risks to ensure effective mitigation action is taken to minimise or prevent the risk from impacting on services, communities and citizens. The current Risk Management Policy was approved in July 2020.

Following the Covid-19 outbreak, service areas were asked to review their service plans and consider any new and/or emerging risks that could impact on the delivery of their services. Additionally as part of the Council's quarterly monitoring process, service areas have reviewed their risks considering the impact of Covid-19.

In accordance with the Council's Risk Management Policy, any new, escalated / de-escalated and closed risks in the Corporate Risk Register are presented to the Council's Chief Executive and Corporate Management Team for decision.

### Summary of NCC risks for Quarter 3 2020/21

At the end of quarter three, across the Council's eight service areas there were 52 risks recorded in their risk registers. The table below provides a summary of all risks and changes to risk scores between quarter 2 ([Reported to Cabinet in December 2020](#)) and quarter 3.

Service Area	Q3 Risks	Risk Scores Increased since Q2	Risk Scores Decreased since Q2	No Change since Q2	New Risks (Since Q2)	Closed Risks (Since Q2)
Adult & Community Service	3	0	0	3	0	0
Children & Young People Service	4	1	1	2	0	0
City Services	7	0	1	6	0	0
Education	8	3	4	1	0	2
Finance	7	0	0	7	0	0
Law & Regulation	3	0	0	3	0	0
People & Business Change	12	2	2	8	0	0
Regeneration, Investment & Housing	8	2	1	5	0	2
<b>Total</b>	<b>52</b>	<b>8</b>	<b>9</b>	<b>35</b>	<b>0</b>	<b>4</b>

The Council's Corporate Risk Register includes 18 of the 52 risks that are considered to pose the most risk to the delivery of Council services and achievement of its Corporate Objectives. The 18 Corporate Risks consisted of:

- 10 Severe risks (15 to 25);
- 6 Major Risks (7 to 14); and
- 2 Moderate Risks (4 to 6).

In comparison to the quarter two (2020/21) risk register, there were no new risks or risks escalated risks from service area risk registers. There was one corporate risk closed and no risks de-escalated back into service area registers for monitoring. At the end of quarter 3, there was two risk scores had increased, three had decreased, and 13 risks had remained the same as quarter two.

## **Closed Risk - Pressure on Housing Risk**

At the end of quarter two, Regeneration Investment and Housing undertook a review of two Corporate Risks: Pressure on Housing Service; and Pressure on Homelessness Services. The service area proposed that the two risks were merged to reflect due to the close links between both areas and the impact that each other has on the overall service delivery. A proposal was taken to the Council's Corporate Management Team in December 2020 where it was agreed.

## **Change in direction of risk score (Quarter Three)**

<b>Risk</b>	<b>Service Area Cabinet Member</b>	<b>Q2 Risk Score</b>	<b>Q3 Risk Score</b>	<b>Commentary</b>
Demand for ALN (Additional Learning Needs) and SEN (Special Educational Needs) provision	Education / Cabinet Member for Education & Skills	12	16	During the Sept-Dec period 139 Formal Assessment requests were received. This increase has caused a pressure on Inclusion services. There is a growing number of pupils with complex needs entering our Schools, due to the pandemic some of these pupils did not access nursery or reception which has further delayed their progress. Due to the lack of capacity in the Inclusion service there is a very limited amount of preventative work offered to Schools. The Special Schools and the majority of primary Learning Resource Bases are at capacity. The ALN Implementation group will reconvene in the spring to review SEN funding to Schools.
Newport Council's Property Estate	Regeneration Investment & Housing / Cabinet Member for Assets	8	12	Increased probability of risk due to having undertaken the majority of condition surveys throughout NCCs operational estate.
Brexit	People & Business Change / Leader of the Council / Cabinet	16	12	The risk score for Brexit has reduced from 16 to 12 reflecting the fact that the UK Government and EU agreed a tariff free trade deal. However, there remains risks in relation to the post Brexit arrangements and ensuring EU citizens living in the UK apply for EU Settled Status by 30 <sup>th</sup> June. Additionally, the economy remains in a precarious position due to Covid and new trade arrangements which could impact on short to medium term stability of business, labour market and consumer confidence from 2021 onwards.
Education Out of County Placements	Education / Cabinet Member for Education & Skills	12	9	The Out of County budget and placements are very carefully monitored on a monthly basis. Additional local placements have been commissioned from Newport Live and Catch 22. Plans are being developed to expand Ysgol Bryn Derw to provide additional Foundation Phase placements.
Schools Finance / Cost Pressures	Education / Cabinet Member for Education & Skills	16	12	Total sector budgets are now £2 million pounds in surplus due to schools being closed for prolonged periods of time. However without careful budget management school are still at risk of developing deficit positions. The total number of schools in deficit remains the same.

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

**Appendix 2** – Newport Council's Corporate Risk Register for Quarter 3.

## Financial Summary

There are no direct costs associated with this report.

## Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
The Council does not achieve its objectives as corporate level risks are not adequately managed and monitored.	M	L	Risk Management Strategy has been adopted and mechanisms are in place to identify, manage and escalate emerging and new risks / mitigation strategies.  Audit Committee oversight of risk management process.	Directors, Heads of Service and Performance Team

\* Taking account of proposed mitigation measures

## Links to Council Policies and Priorities

Corporate Plan 2017-22

Service Plans 2020/21

## Options Available and considered

1. To consider the contents of the Corporate Risk Register and to continue monitoring progress of actions taken to address the risks identified in the report.
2. To request further information or reject the contents of the risk register

## Preferred Option and Why

To consider the contents of the Corporate Risk Register and monitor the progress of actions taken to address the risks identified in the report. This will give the Cabinet sufficient assurance and oversight of the main overarching risks that the council faces in delivering the objectives of the Corporate Plan.

## Comments of Chief Financial Officer

There are no direct financial implications arising from this report. The corporate risk register forms an important part of the governance and budget setting arrangements for the council and the risk register is used to guide the internal audit plan. Risks that result in financial pressures will be reflected in established ongoing monitoring arrangements.

## Comments of Monitoring Officer

There are no specific legal issues arising from the report. As part of the Council's risk management strategy, the corporate risk register identifies those high-level risks that could impact upon the Council's ability to deliver its corporate plan objectives and essential public services. The identification of corporate risks within the risk register and monitoring the effectiveness of the mitigation measures are matters for Cabinet. No new corporate risks have been included for the third quarter and no additional corporate risks have been escalated from service area risk registers. One corporate risk has been closed, and combined with a related housing service risk, but no risks have been de-escalated back into service areas or monitoring. Therefore, there are no changes to the corporate risks, although some of the individual risk scores have changed since the last quarter.

## **Comments of Head of People and Business Change**

Risk Management in the Council is a key area to implementing Well-being of Future Generations Act (Wales) 2015. Effective monitoring and reporting against the Council's Corporate Risk Register is essential in minimising and preventing the likelihood and impact of risks against our objectives. The recent changes made to our risk management processes and system will ensure officers at all levels of the organisation have greater control and oversight of their risks taking the necessary action to mitigate their impact and escalate where necessary to senior management.

## **Comments of Cabinet Member**

The Chair of Cabinet is consulted on the corporate risk register and has agreed that this report goes forward to Cabinet for consideration.

## **Local issues**

None.

## **Scrutiny Committees – Audit Committee**

The Council's Audit Committee received an update on the Council's Quarter 2 Corporate Risk Register in January 2021. The Audit Committee welcomed the report and commented on the usefulness of the report and its supporting documents to provide an overview of the Council's risk management activity across the Council.

The Corporate Risk Register for quarter three will be presented to the Council's Audit Committee for information and comment in March 2021.

## **Equalities Impact Assessment**

Not applicable.

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

Not applicable.

## **Well-being of Future Generations (Wales) Act 2015**

Under the Well-being of Future Generations Act (Wales) 2015 and its 5 ways of working principles this report supports:

Long Term – Having effective risk management arrangements will ensure that the opportunities and risks that will emerge consider the long term impact on service users and communities.

Preventative – Identifying opportunities and risks will ensure the Council is able to implement necessary mitigations to prevent or minimise their impact on Council services and service users.

Collaborative – The management of risk is undertaken throughout the Council and officers collaborate together within service areas, Corporate Management Team and the Council's Cabinet to ensure decisions are made in a timely manner and are evidence based.

Involvement – The Council's Risk Management process involves officers across the Council's service areas and Cabinet Members.

Integration – Risk Management is being integrated throughout the Council and supports the integrated Planning, Performance and Risk Management Framework. The Framework ensures that planning activities consider the opportunities and risks to their implementation and overall supports the delivery of the Council's Corporate Plan and legislative duties.

## **Crime and Disorder Act 1998**

Not applicable.

## **Consultation**

As above, the Risk Register is also considered by Audit Committee.

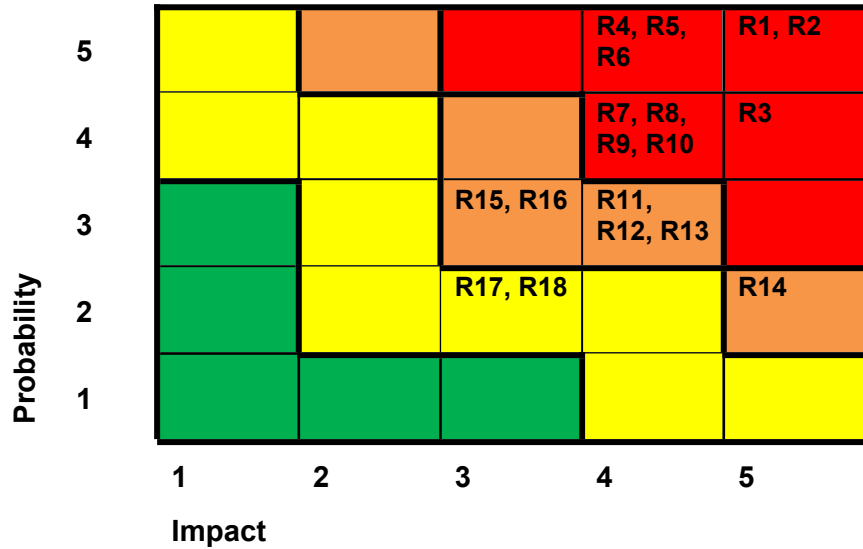
## **Background Papers**

[Q2 Corporate Risk Register, Cabinet 16<sup>th</sup> December 2020](#)  
[Risk Management Policy 2020-22](#)

**Dated: 3 March 2021**



Appendix 1 - Quarter 3 Corporate Risk Heat Map



Corporate Risk Heat Map Key (Quarter 3 2020/21)	
<b>R1</b> – Covid-19 Outbreak	<b>R10</b> – Demand for ALN and SEN support
<b>R2</b> – Stability of Social Services Providers	<b>R11</b> – Schools Finance / Cost Pressures
<b>R3</b> – Highways Network	<b>R12</b> – Brexit & Trade Agreement
<b>R4</b> – Pressure on Adult & Community Services	<b>R13</b> – Newport Council’s Property Estate
<b>R5</b> – Ash Die Back Disease	<b>R14</b> - City Centre Security and Safety
<b>R6</b> – Pressure on the delivery of Children Services	<b>R15</b> – Educational Out of County Placements
<b>R7</b> – Balancing the Council’s Medium Term Budget	<b>R16</b> – Climate Change
<b>R8</b> – Cyber Security	<b>R17</b> - In year financial management
<b>R9</b> – Pressure on Housing & Homelessness Service	<b>R18</b> – Safeguarding

## Risk Score Profile between Quarter 4 2019/20 and Quarter 3 2020/21

\* Information on Cabinet portfolios added to the report to improve alignment with portfolios.

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Risk Reference	Risk	Lead Cabinet Member(s) *	Risk Score Quarter 4 2019/20	Risk Score Quarter 1 2020/21	Risk Score Quarter 2 2020/21	(Current) Quarter 3 2020/21	Target Risk Score
R1	<b>COVID-19 Pandemic Outbreak</b>	Leader of the Council /Cabinet	20	25	25	25	6
R2	<b>Stability of Social Services Providers</b>	Cabinet Member for Social Services	25	25	25	25	6
R3	<b>Highways Network</b>	Deputy Leader and Cabinet Member for City Services and Member Development	20	20	20	20	9
R4	<b>Pressure on Adult &amp; Community Services</b>	Cabinet Member for Social Services	16	20	20	20	10
R5	<b>Ash Die Back Disease</b>	Deputy Leader & Cabinet Member for City Services & Member Development	-	20	20	20	6
R6	<b>Pressure on the delivery of Children Services</b>	Cabinet Member for Social Services	16	20	20	20	6
R7	<b>Balancing the Council's Medium Term budget</b>	Leader of the Council / Cabinet	15	16	16	16	10
R8	<b>Cyber Security</b>	Cabinet Member for Community & Resources	12	16	16	16	10
R9	<b>Pressure on Housing and Homelessness Service</b>	Leader of the Council	12	16	16	16	6
R10	<b>Demand for ALN and SEN support</b>	Cabinet Member for Education and Skills	16	16	12	16	6
R11	<b>Schools Finance / Cost Pressures</b>	Leader of the Council /Cabinet Member for Education and Skills	16	16	16	12	6
R12	<b>Brexit &amp; Trade Agreement</b>	Leader of the Council / Cabinet	12	12	16	12	10
R13	<b>Newport Council's Property Estate</b>	Cabinet Member for Assets	12	8	8	12	9

Risk Reference	Risk	Lead Cabinet Member(s) *	Risk Score Quarter 4 2019/20	Risk Score Quarter 1 2020/21	Risk Score Quarter 2 2020/21	(Current) Quarter 3 2020/21	Target Risk Score
R14	City Centre Security and Safety	Deputy Leader and Cabinet Member for City Services and Member Development	15	10	10	10	8
R15	Educational Out of County Placements	Cabinet Member for Education and Skills	16	16	12	9	5
R16	Climate Change	Cabinet Member for Sustainable Development	12	9	9	9	10
R17	In year financial management	Leader of the Council / Cabinet	3	9	6	6	6
R18	Safeguarding	Cabinet Member for Social Services	6	6	6	6	4

## Glossary

This document provides an explanation of terminology used in this report and supporting documents.

**Risk Appetite** – the amount of risk that Newport City Council is willing to seek or accept in the pursuit of the Council's long term objectives.

**Inherent Risk Score** – The level of risk in the absence of any existing controls and management action taken to alter the risk's impact or probability of occurring.

**Residual Risk Score** – The level of risk where risk responses i.e. existing controls or risk mitigation actions have been taken to manage the risk's impact and probability.

**Target Risk Score** – The level of risk (risk score) that Newport City Council is willing to accept / tolerate in managing the risk. This is set in line with the Council's overall risk appetite.

**Risk Mitigation Action** – Actions identified by the Risk Owner to respond to the risk and reduce the impact and probability of the risk of occurring.

**Risk Mitigation Action (Red Progress Score)** – Significant issue(s) have been identified with the action which could impact on the ability of the action meeting its completion date. Immediate action / response is required resolve its status.

**Risk Mitigation Action (Amber Progress Score)** – issue(s) have been identified that could have a negative impact on the action achieving its completion date. Appropriate line manager(s) should be informed and where necessary action taken.

**Risk Mitigation Action (Green Progress Score)** – The action is on course for delivering to the agreed completion date and within the agreed tolerances.

### **How the Council Assesses Risk**

An assessment of the likelihood and impact of risk is important to measure, compare and monitor risks to ensure efficient use of resources and effective decision making. This assessment is carried out using the risk matrix as described below.

### **Risk Assessment Matrix**

A Corporate Risk Register will contain the high level risks for the whole authority. In order to differentiate between these high level risks a 5x5 risk assessment matrix will be applied. The matrix is shown below and further detail is included in appendix 3.

Risks are scored using the scoring system for probability and impact and assigned a rating based on the tolerances set out in the matrix below

Score	Description	Impact Measures						
		Strategic / Policy	Operational / Business Continuity	Financial	Governance / Legal / Regulatory	Health & Safety	Reputational	Project Delivery / Savings / Benefits
5 Tudalen 133	<b>Severe</b>	Failure of a key strategic objective	Serious organisational / service failure that has direct impact on stakeholders including vulnerable groups.  Service disruption over 5+ days.	<u><b>Corporate / Project</b></u>  Unplanned and/or additional expenditure disturbance.  Capital > £1M Revenue >£1M	Legislative / Regulatory breach resulting in multiple litigation / legal action taken on the Council (linked to Financial / Reputational Impacts).	Multiple major irreversible injuries or deaths of staff, students or members of public.  (Linked to Financial / Reputational Impacts)	Severe and persistent National media coverage. Adverse central government response, involving (threat of) removal of delegated powers. Officer(s) and / or Members forced to Resign.	Project status is over 12 months from anticipated implementation date.  Project(s) do not deliver the major benefits / savings identified in business case.  This is linked to Financial / Strategic / Reputational Impacts
	<b>Major</b>	Severe constraint on achievement of a key strategic objective	Loss of an important service(s) for a short period that could impact on stakeholders.  Service disruption between 3-5 days.	<u><b>Corporate / Project</b></u>  Unplanned and/or additional expenditure disturbance. Capital > £0.5M - £1.0M Revenue >£0.5M-£1M	Serious legislative breach resulting in intervention, sanctions and legal action. (Linked to Financial / Reputational Impacts)	Major irreversible injury or death of staff, student or member of public. (Linked to Financial / Reputational Impacts)	Adverse publicity in professional / municipal press, affecting perception / standing in professional /local government community  Adverse local and social media publicity of a significant and persistent nature.	Project status is 6 to 12 months over from anticipated implementation date.  Project(s) do not deliver major benefits / savings identified in business case.  This is linked to Financial / Strategic / Reputational Impacts
	<b>Moderate</b>	Noticeable constraint on achievement of a key strategic objective /	Loss and/or intermittent disruption of a service between 2-3 days.	<u><b>Corporate / Project</b></u>  Unplanned and/or additional	Significant legislative breach resulting in investigation. (Linked to Financial /	Major reversible injury to staff, student or member of	Adverse local publicity / local public opinion including social media.	Project status is 1 to 6 months over from anticipated implementation date.

Score	Description	Impact Measures						
		Strategic / Policy	Operational / Business Continuity	Financial	Governance / Legal / Regulatory	Health & Safety	Reputational	Project Delivery / Savings / Benefits
		Service Plan objective.		expenditure disturbance.  Capital = £0.25M - £0.5M Revenue = £0.25M to £0.5M Revenue = £0.25M to £0.5M	Reputational Impacts)	public. Not life threatening.  (Linked to Financial / Reputational Impacts)	Statutory prosecution of a non-serious nature.	There is significant reduction on delivery of benefits / savings identified in business case.  This is linked to Financial / Strategic / Reputational impacts.
2	<b>Low</b>	Constraint on achievement of Service Plan objective that does not impact on Corporate Strategy	Brief disruption of service that has a minor impact on the delivery of a service.  Service disruption 1 day.	<u><b>Corporate / Project</b></u>  Unplanned and/or additional expenditure disturbance.  Capital = £0.1M - £0.25M Revenue = £0.1M – £0.25M	Moderate impact leading to warning and recommendations.	Some minor reversible injuries.  (Linked to Financial / Reputational Impacts)	Contained within Directorate Complaint from individual / small group, of arguable merit	Project status is 1 to 4 weeks over from anticipated implementation date.  There is minor reduction on delivery of benefits / savings identified in business case.  This is linked to Financial / Strategic / Reputational impacts.
1	<b>Very Low</b>	Constraint on achievement of Service / Team Plan objective	Minor disruption of a non-critical service.	<u><b>Corporate / Project</b></u>  Unplanned and/or additional expenditure disturbance.  Capital < £100k Revenue <£100k	No reprimand, sanction or legal action.	Some superficial injuries.  (Linked to Financial / Reputational Impacts)	Isolated complaint(s) that are managed through the corporate complaints process and service area.	Project status is 1 week over from anticipated implementation date.  There is insignificant / no impact on delivery of benefits / savings identified in business case.

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Score	Description	Impact Measures						
		Strategic / Policy	Operational / Business Continuity	Financial	Governance / Legal / Regulatory	Health & Safety	Reputational	Project Delivery / Savings / Benefits
								This is linked to Financial / Strategic / Reputational impacts.

Score	Probability	Criteria
5	<b>Very likely</b> 75% +	<p><b>Systematic Risks</b> – Local evidence indicating <b>very high</b> probability of occurrence if no action / controls are in place. Risk is highly likely to occur daily, weekly, monthly, quarterly.</p> <p><b>Emerging Risks</b> – National and Global evidence indicating <b>very high</b> probability of occurrence on local communities if no action / controls are taken. Risks are highly likely to occur within the next 5 years.</p>
4	<b>Likely</b> 51-75%	<p><b>Systematic Risks</b> – Local evidence indicating <b>high</b> probability occur in most circumstances with near misses regularly encountered e.g. once or twice a year.</p> <p><b>Emerging Risks</b> – National and Global evidence indicating <b>high</b> probability of occurrence on local communities if no action / controls are taken. Risks are likely to occur within the next 5-10 years.</p>
3	<b>Possible</b> 26-50%	<p><b>Systematic Risks</b> – Local evidence indicating <b>distinct</b> possibility with circumstances regularly encountered and near misses experienced every 1-3 years.</p> <p><b>Emerging Risks</b> – National and Global evidence indicating <b>distinct</b> probability of occurrence on local communities if no action / controls are taken. Risks are likely to occur within the next 10-15 years.</p>
2	<b>Unlikely</b> 6-25%	<p><b>Systematic Risks</b> – Local evidence indicating <b>low</b> to infrequent near misses experienced every 3 + years.</p> <p><b>Emerging Risks</b> – National evidence indicating <b>low</b> probability of occurrence on local communities if no action / controls are taken. Risks are likely to occur within the next 16-25 years.</p>
1	<b>Very Unlikely</b>	<p><b>Systematic Risks</b> – Local evidence indicating risk has rarely / never happened or in exceptional circumstances.</p> <p><b>Emerging Risks</b> – National evidence indicating very low probability of occurrence on local communities if no action / controls are taken. Risks are likely to occur within the next 16-25 years.</p>

**Systematic Risks** – Risks that are known or are becoming part of social, cultural, economic and environmental systems that govern our lives.

**Emerging Risks** – Risks that are further away, less defined and early stage of being known about.



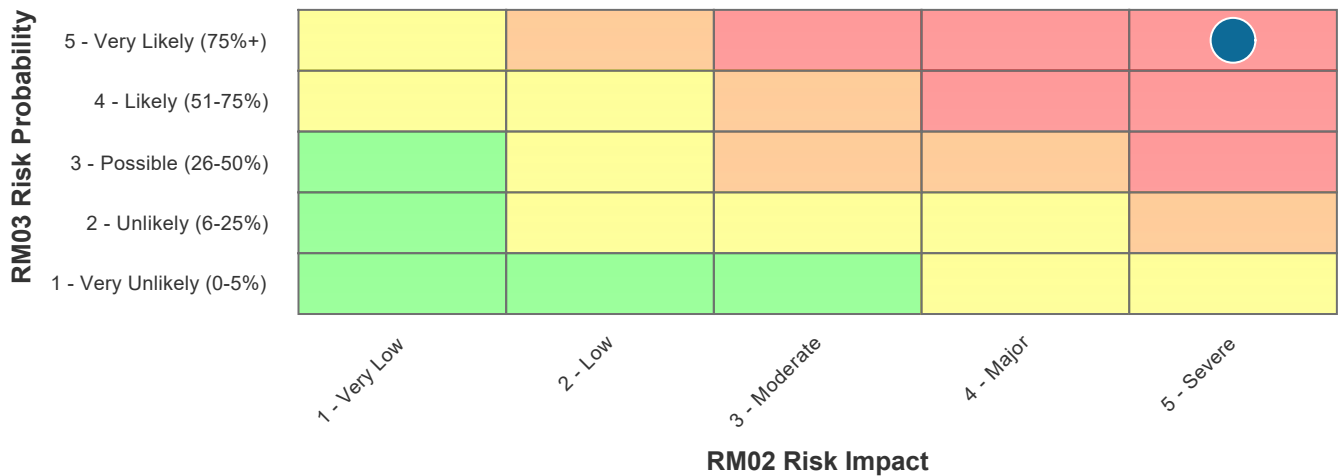
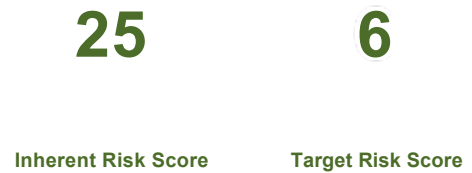
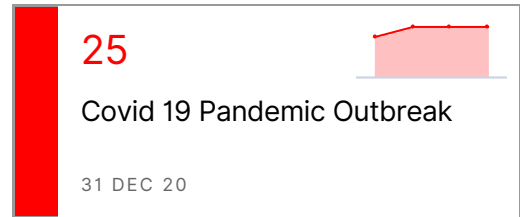
# Corporate Risk Register

## 2020/21 Quarter 3 Update



# 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	<ul style="list-style-type: none"> <li>■ WBO 1. Skills, Education &amp; Employment</li> <li>■ WBO 2. Economic Growth &amp; Regeneration</li> <li>■ WBO 3. Healthy, Independent &amp; Resilient</li> <li>■ WBO 4. Cohesive &amp; Sustainable Communities</li> <li>■ SRA 1. Supporting Education and Employment</li> <li>■ SRA 2. Supporting the Environment &amp; the Economy</li> <li>■ SRA 3. Supporting Health &amp; Well-being of Citizens</li> <li>■ SRA 4. Supporting Citizens post Covid-19</li> </ul>



## Direction of Risk

	DoR	Comment
Covid 19 Pandemic Outbreak	➔	This risk remains at 25 at the end of Quarter 3. Wales went into Alert Level 4 restrictions from 20th December due to the identification of new Covid variants, increased pressure on hospital admissions and increasing rates of Covid cases. The Council services are continuing as normal with Covid Recovery Group (Gold) overseeing operations and responding to any changes in legislation / regulation from Welsh Government. Certain areas of the Council are facing pressures due to staff Covid related sickness. Schools are only open for critical workers and vulnerable children.

# 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 Communities (Social Care)
Linked Corporate Objective	<ul style="list-style-type: none"> <li>■ WBO 3. Healthy, Independent &amp; Resilient</li> <li>■ SRA 3. Supporting Health &amp; Well-being of Citizens</li> </ul>

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**Stability of Social Services Providers**

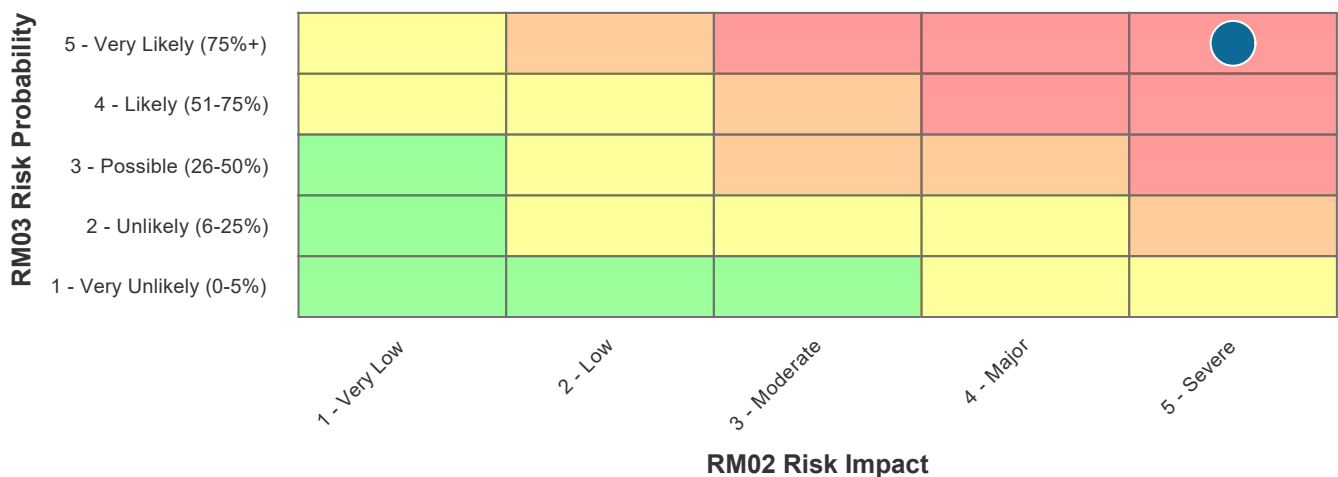
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Inherent Risk Score

Target Risk Score

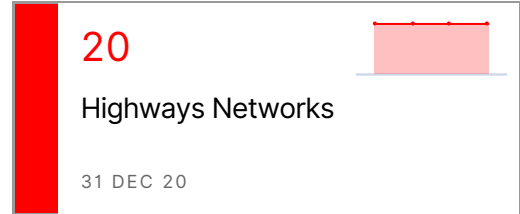


## Direction of Risk

	DoR	Comment
Stability of Social Services Providers	➡	The risk score for quarter 3 remains the same as social care providers are having to manage resources within Covid-19 restrictions. In the short term providers (residential and domiciliary) are having to manage their financial and human resources in light of additional demand and staff / carers having to self-isolate. The Council is working closely with all providers to prevent any unforeseen risk(s) and issue(s) and that users / carers continue to be supported.

# 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	<ul style="list-style-type: none"> <li>■ WBO 2. Economic Growth &amp; Regeneration</li> <li>■ WBO 3. Healthy, Independent &amp; Resilient</li> <li>■ SRA 2. Supporting the Environment &amp; the Economy</li> <li>■ SRA 3. Supporting Health &amp; Well-being of Citizens</li> </ul>

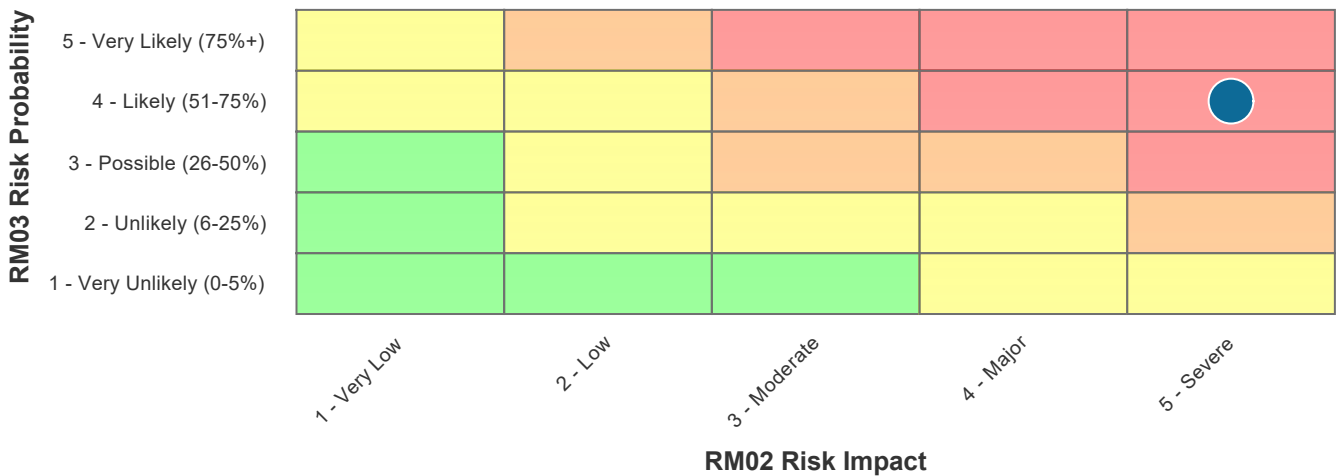


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Inherent Risk Score

Target Risk Score

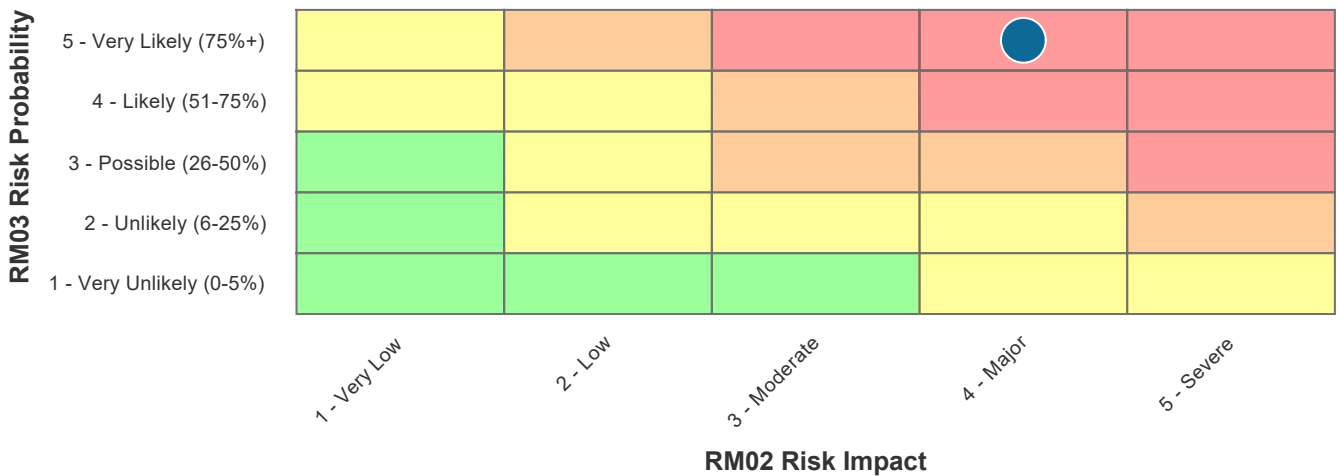
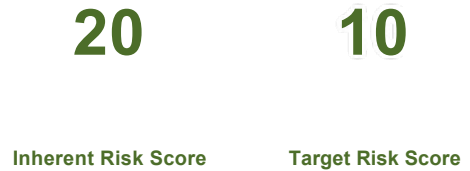
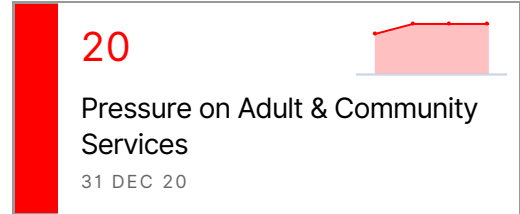


## Direction of Risk

	DoR	Comment
Highways Networks	➡	No change for the end of Quarter 3. The long term maintenance of the Highways infrastructure remains a high risk due to the backlog of work and the necessary funding (over £80 million) required.

# Pressure on Adult & Community Services

<b>Short Description</b>	<p>There is increased pressure on Adult Services to deliver services to adults with complex and long lasting needs.</p> <p>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.</p> <p>There are also additional statutory requirements to safeguard adults in our care and prevent risk of harm, injury or a loss of life.</p>
<b>Risk Owner</b>	Jenny Jenkins
<b>Overseeing Officer</b>	Head of Adult and Community Services
<b>Lead Cabinet Member(s)</b>	Cabinet Member for Social Services
<b>Linked Theme</b>	Theme: Resilient Communities (Social Care)
<b>Linked Corporate Objective</b>	<ul style="list-style-type: none"> <li>■ WBO 3. Healthy, Independent &amp; Resilient</li> <li>■ SRA 3. Supporting Health &amp; Well-being of Citizens</li> </ul>



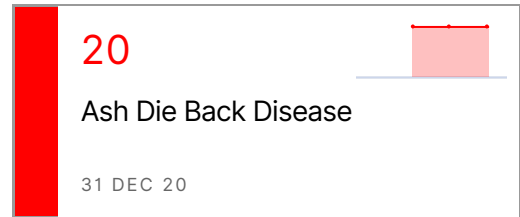


## Direction of Risk

	DoR	Comment
Pressure on Adult & Community Services	➡	There is no change to the risk score for quarter 3 due to the ongoing pressures being faced by residential and domiciliary care sectors during this pandemic. Covid restrictions, staff self-isolating and ongoing pressures in the health and social care sectors continue to impact the delivery of services.

# 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	<ul style="list-style-type: none"> <li>■ WBO 2. Economic Growth &amp; Regeneration</li> <li>■ WBO 4. Cohesive &amp; Sustainable Communities</li> </ul>

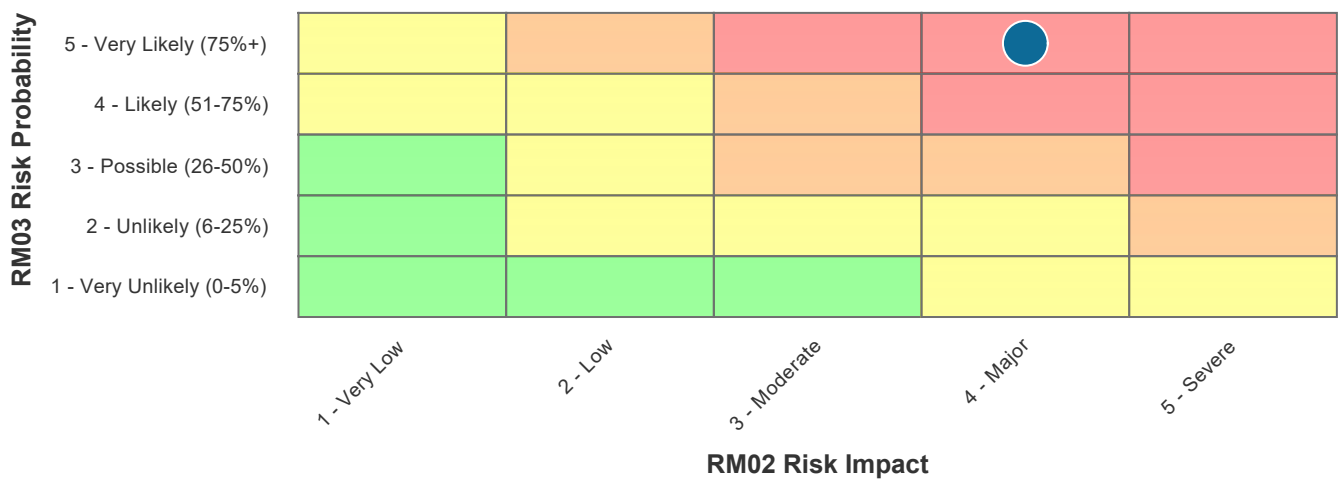


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Inherent Risk Score

Target Risk Score

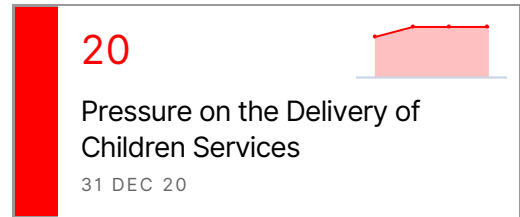


## Direction of Risk

	DoR	Comment
Ash Die Back Disease	➡	Major works undertaken already this year, Caerleon Road in Q3. On going surveys have identified further urgent works in Q4 on arterial roads across the city.

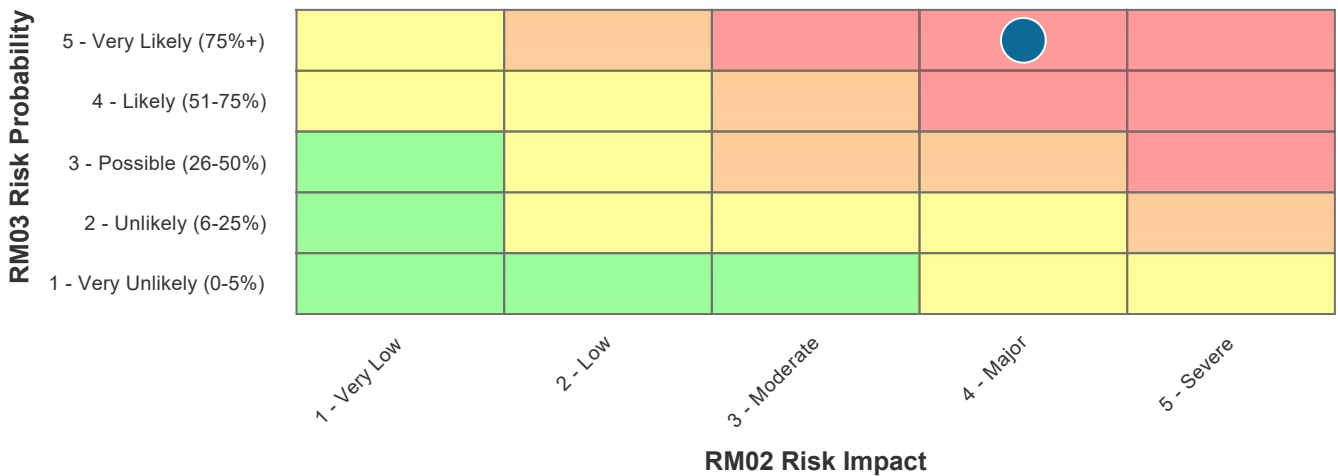
# Pressure on the Delivery of Children Services

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	<ul style="list-style-type: none"> <li>Theme : Aspirational People</li> <li>Theme: Resilient Communities (Social Care)</li> </ul>
Linked Corporate Objective	<ul style="list-style-type: none"> <li>WBO 3. Healthy, Independent &amp; Resilient</li> <li>SRA 3. Supporting Health &amp; Well-being of Citizens</li> </ul>



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Inherent Risk Score
Target Risk Score



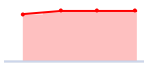
## Direction of Risk

	DoR	Comment
Pressure on the Delivery of Children Services	➡	No change in this risk score and the service remains under pressure.

# 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	<ul style="list-style-type: none"> <li>■ Chief Executive</li> <li>■ Head of Finance</li> </ul>
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	<ul style="list-style-type: none"> <li>■ Theme : Aspirational People</li> <li>■ Theme : Modernised Council</li> <li>■ Theme : Thriving City</li> <li>■ Theme: Resilient Communities (Community)</li> <li>■ Theme: Resilient Communities (Social Care)</li> </ul>
Linked Corporate Objective	<ul style="list-style-type: none"> <li>■ WBO 1. Skills, Education &amp; Employment</li> <li>■ WBO 2. Economic Growth &amp; Regeneration</li> <li>■ WBO 3. Healthy, Independent &amp; Resilient</li> <li>■ WBO 4. Cohesive &amp; Sustainable Communities</li> </ul>

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**Balancing the Council's Medium Term Budget**

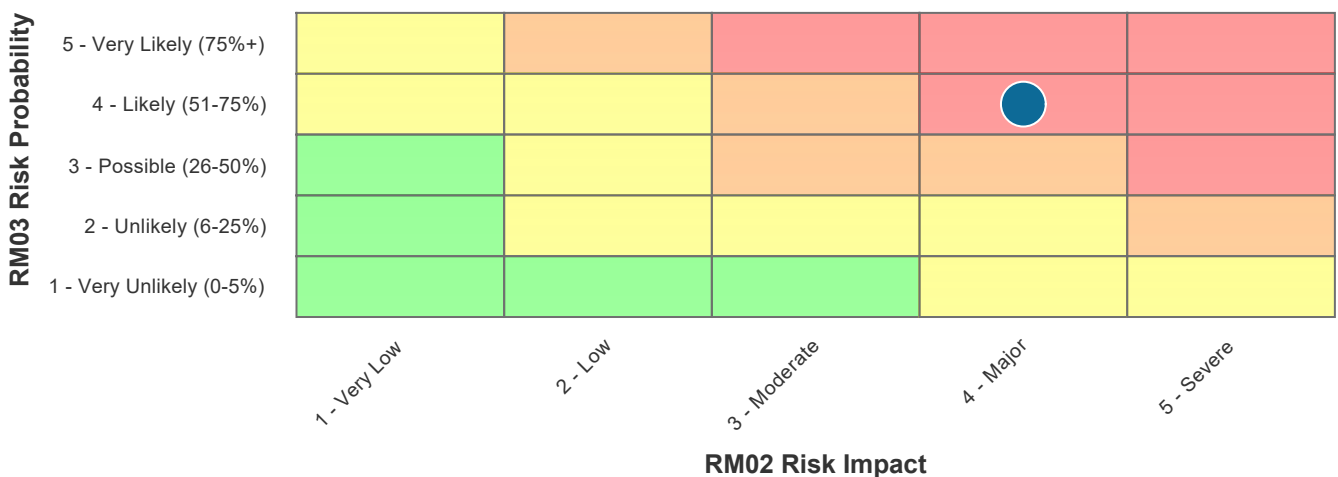
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Inherent Risk Score

Target Risk Score

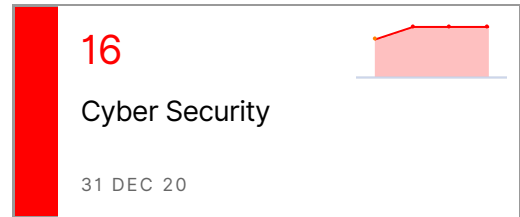


## Direction of Risk

	DoR	Comment
Balancing the Council's Medium Term Budget	➔	<p>While the increased forecast settlement received for 2021/22 has improved the overall budget gap, without any medium term funding from UK government and Welsh Government beyond 2021/22 there is uncertainty on the level of future funding still.</p> <p>Given the current pandemic and economic situation this brings a greater risk as we don't know the impact on the public finances available and how the increased UK debt position is dealt with.</p>

# 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	

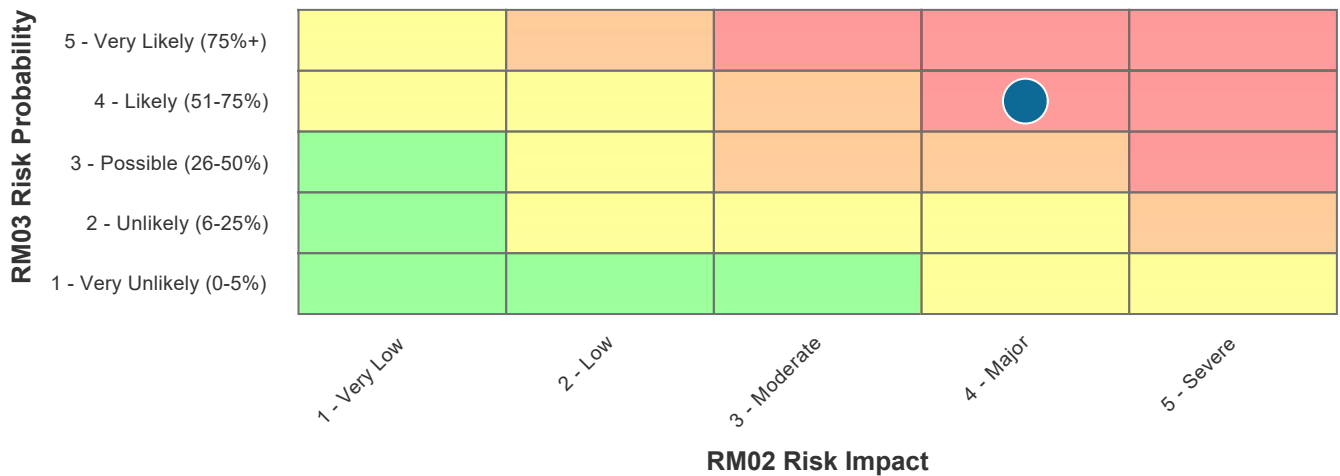


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**10**

Inherent Risk Score

Target Risk Score





## Direction of Risk

	DoR	Comment
Cyber Security	➡	The risk score remains the same for the end of quarter 3. Threats of attack against Council IT systems are ongoing and the Council's IT provider Shared Resource Service continues to manage these threats.

# Pressure on Housing & Homelessness Services

Short Description	Increased pressures being faced by the Council's housing service during the Covid-19 pandemic to support people that are presenting at risk of becoming homeless, those persons sleeping rough and those experiencing difficulties in their accommodation.
Risk Owner	Ben Hanks
Overseeing Officer	<ul style="list-style-type: none"> <li>Chief Executive</li> <li>Head of Regeneration, Investment and Housing</li> </ul>
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	<ul style="list-style-type: none"> <li>Theme: Resilient Communities (Community)</li> <li>Theme : Thriving City</li> </ul>
Linked Corporate Objective	<ul style="list-style-type: none"> <li>WBO 4. Cohesive &amp; Sustainable Communities</li> <li>SRA 2. Supporting the Environment &amp; the Economy</li> <li>SRA 4. Supporting Citizens post Covid-19</li> <li>WBO 2. Economic Growth &amp; Regeneration</li> <li>WBO 3. Healthy, Independent &amp; Resilient</li> </ul>

## 16

Pressure on Housing & Homelessness Services

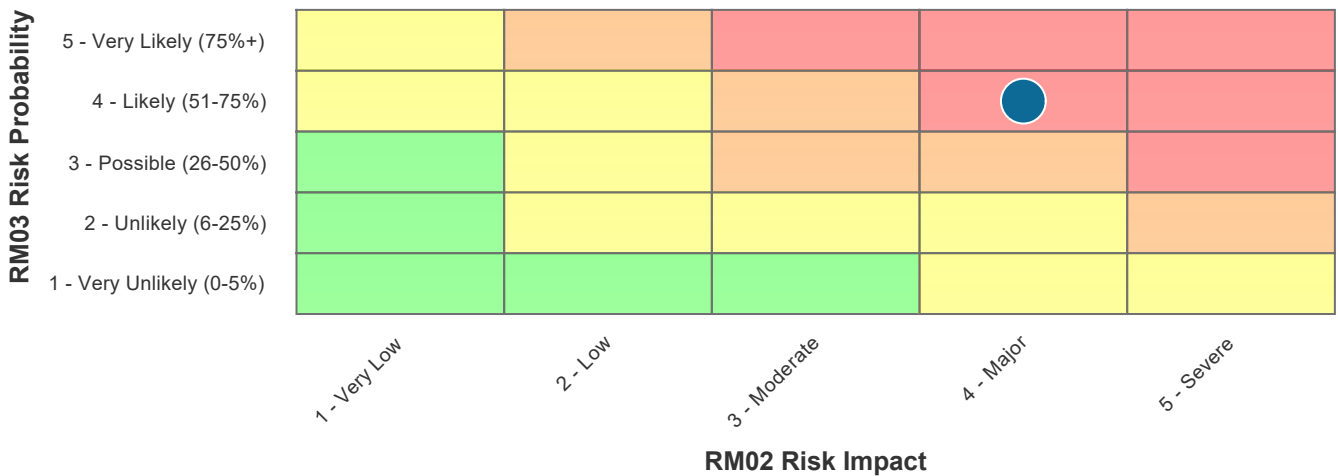
31 DEC 20

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Inherent Risk Score

Target Risk Score

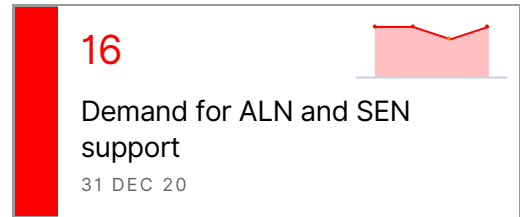


## Direction of Risk

	DoR	Comment
Pressure on Housing & Homelessness Services	➡	No change since past period.  Pressure of homelessness presentations, legislative duties and accommodation supply remains at a consistent level.

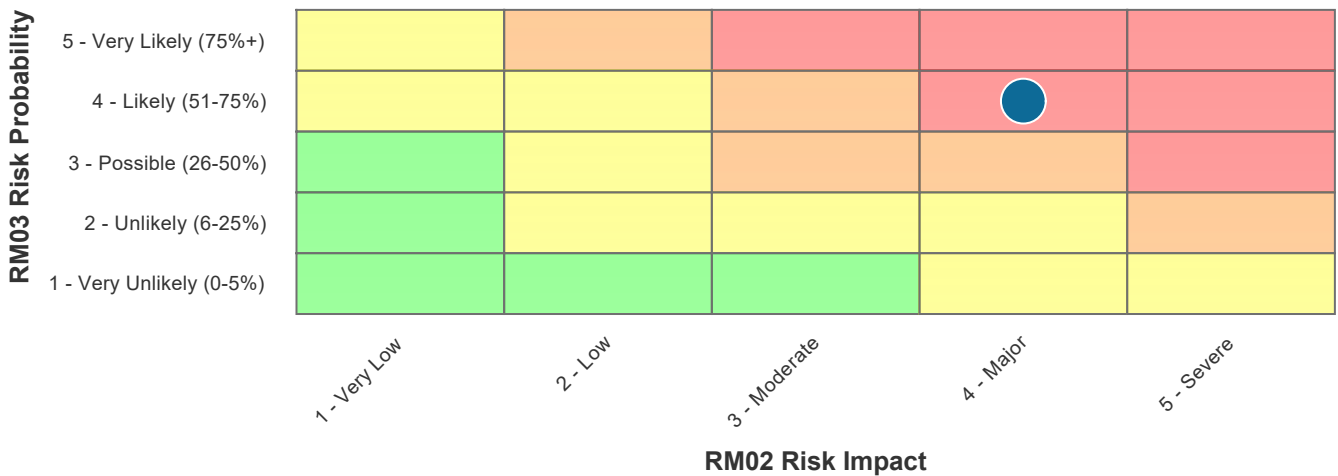
# Demand for ALN and SEN support

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	<ul style="list-style-type: none"> <li>■ WBO 1. Skills, Education &amp; Employment</li> <li>■ WBO 3. Healthy, Independent &amp; Resilient</li> <li>■ SRA 1. Supporting Education and Employment</li> </ul>




20                      6

Inherent Risk Score                      Target Risk Score



## Direction of Risk

	DoR	Comment
Demand for ALN and SEN support		During the Sept-Dec period 139 Formal Assessment requests were received. This increase has caused a pressure on Inclusion services. There is a growing number of pupils with complex needs entering our Schools, due to the pandemic some of these pupils did not access nursery or reception which has further delayed their progress. Due to the lack of capacity in the Inclusion service there is a very limited amount of preventative work offered to Schools. The Special Schools and the majority of primary Learning Resource Bases are at capacity. The ALN Implementation group will reconvene in the spring to review SEN funding to Schools.

# 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	<ul style="list-style-type: none"> <li>Chief Education Officer</li> <li>Chief Executive</li> </ul>
Lead Cabinet Member(s)	<ul style="list-style-type: none"> <li>Cabinet Member for Education and Skills</li> <li>Leader of the Council &amp; Cabinet Member for Economic Growth &amp; Investment</li> </ul>
Linked Theme	Theme : Aspirational People
Linked Corporate Objective	WBO 1. Skills, Education & Employment

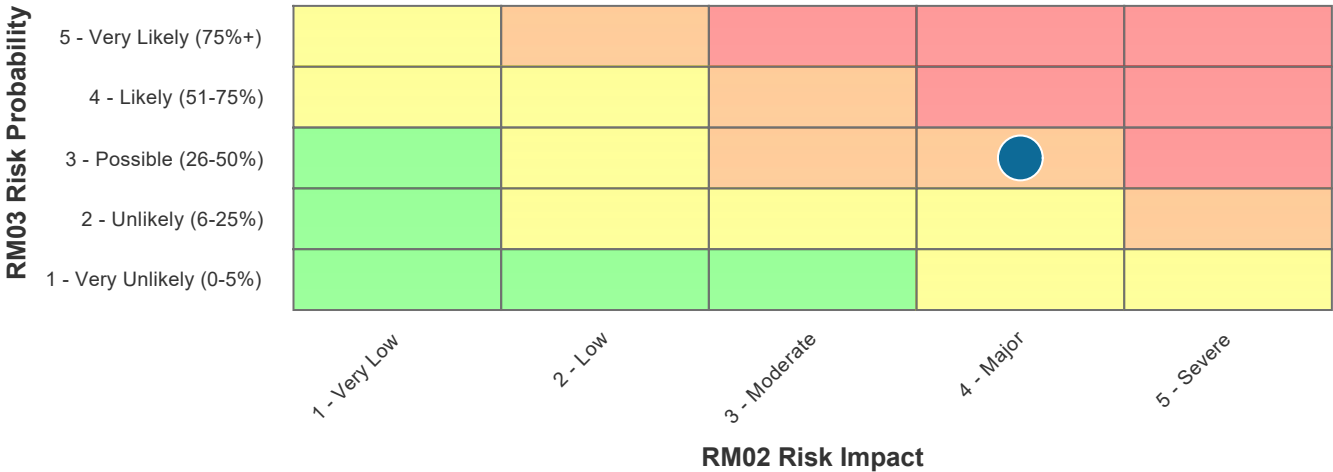


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Inherent Risk Score

Target Risk Score

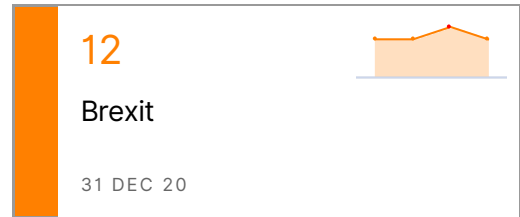


## Direction of Risk

	DoR	Comment
Schools Finance / Cost Pressures		Total sector budgets are now £2 million pounds in surplus due to schools being closed for prolonged periods of time. However without careful budget management school are still at risk of developing deficit positions. The total number of schools in deficit remains the same.

# 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	<ul style="list-style-type: none"> <li>■ SRA 2. Supporting the Environment &amp; the Economy</li> <li>■ WBO 1. Skills, Education &amp; Employment</li> <li>■ WBO 2. Economic Growth &amp; Regeneration</li> <li>■ WBO 3. Healthy, Independent &amp; Resilient</li> <li>■ WBO 4. Cohesive &amp; Sustainable Communities</li> </ul>

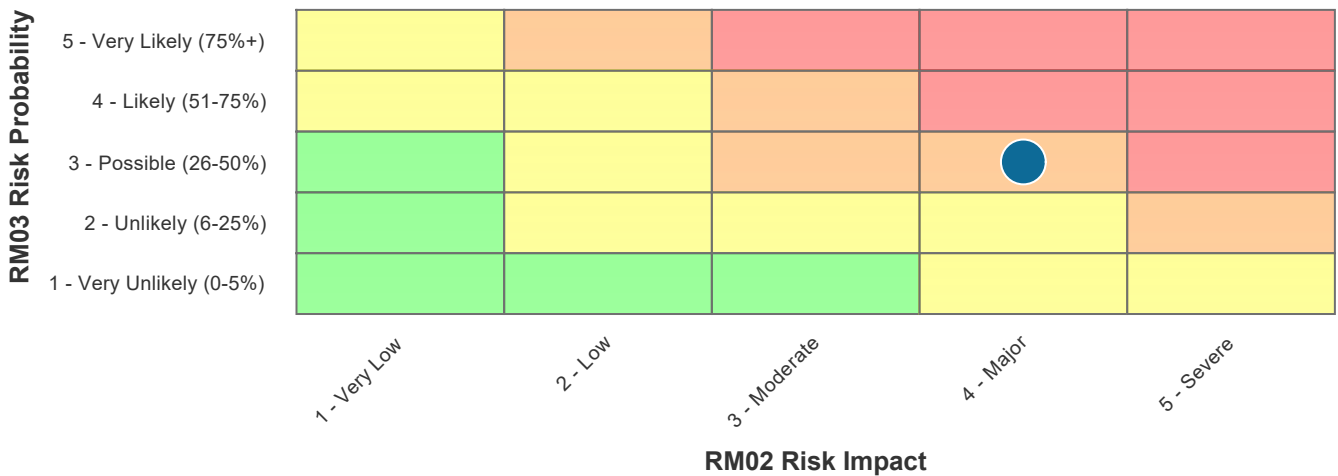


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Inherent Risk Score


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Target Risk Score





## Direction of Risk

	DoR	Comment
Brexit		The risk score for Brexit has reduced from 16 to 12 reflecting the fact that the UK Government and EU agreed a tariff free trade deal. However, there remains risks in relation to the post Brexit arrangements and ensuring EU citizens living in the UK apply for EU Settled Status by 30th June. Additionally, the economy remains in a precarious position due to Covid and new trade arrangements which could impact on short to medium term stability of business, labour market and consumer confidence from 2021 onwards.

# 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	<ul style="list-style-type: none"> <li>■ Chief Executive</li> <li>■ Head of People &amp; Business Change</li> <li>■ Head of Regeneration, Investment and Housing</li> </ul>
Lead Cabinet Member(s)	Cabinet Member for Assets
Linked Theme	Theme : Modernised Council
Linked Corporate Objective	<ul style="list-style-type: none"> <li>■ SRA 2. Supporting the Environment &amp; the Economy</li> <li>■ SRA 3. Supporting Health &amp; Well-being of Citizens</li> <li>■ WBO 2. Economic Growth &amp; Regeneration</li> <li>■ WBO 3. Healthy, Independent &amp; Resilient</li> </ul>

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**Newport Council's Property Estate**

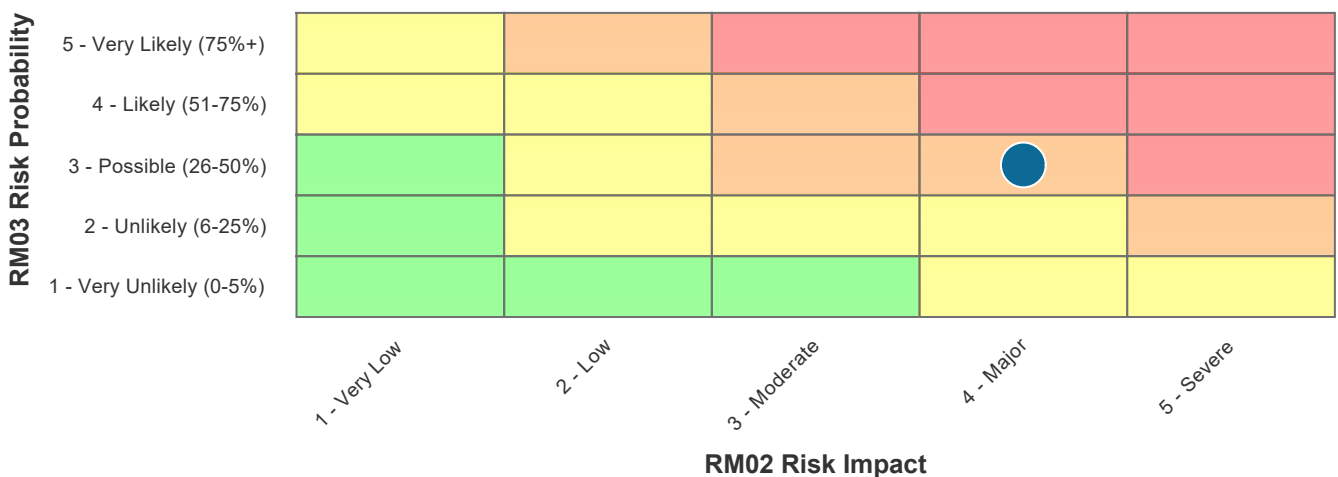
31 DEC 20

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Inherent Risk Score

Target Risk Score



## Direction of Risk

	DoR	Comment
Newport Council's Property Estate		Increased probability of risk due to having undertaken the majority of condition surveys throughout NCCs operational estate.

# 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	<ul style="list-style-type: none"> <li>■ WBO 2. Economic Growth &amp; Regeneration</li> <li>■ SRA 2. Supporting the Environment &amp; the Economy</li> </ul>

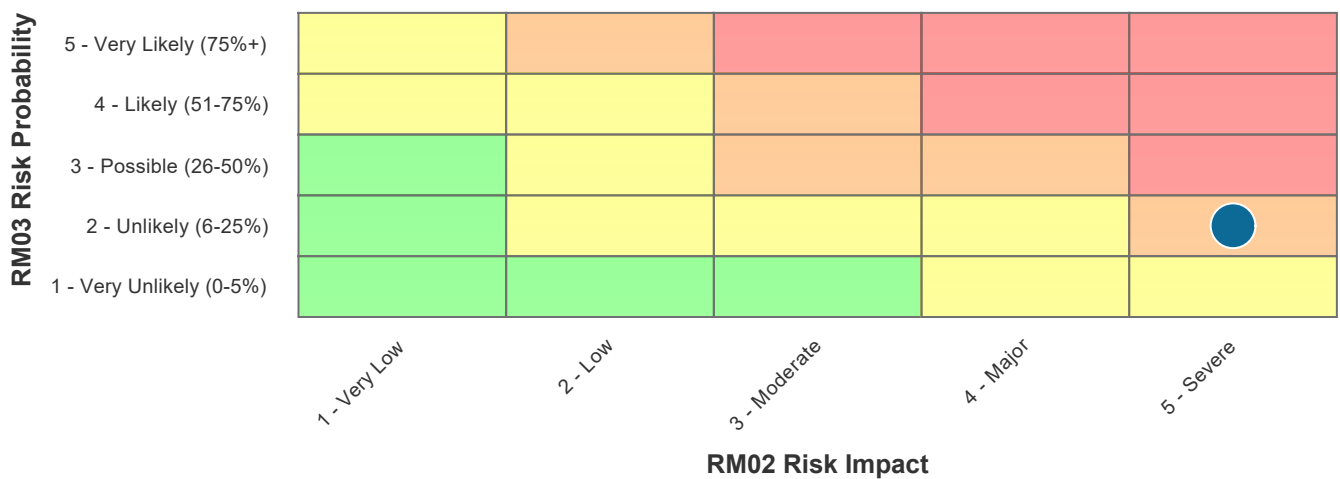


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Inherent Risk Score

Target Risk Score

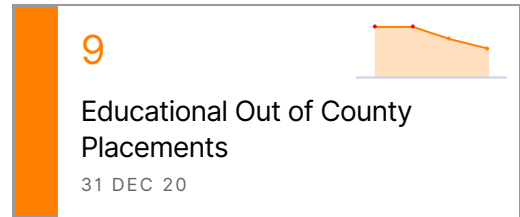


## Direction of Risk

	DoR	Comment
City Centre Security & Safety	➡	The risk score remains the same as lockdown measures continue to be in place.

# 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	<ul style="list-style-type: none"> <li>▪ WBO 1. Skills, Education &amp; Employment</li> <li>▪ SRA 1. Supporting Education and Employment</li> </ul>

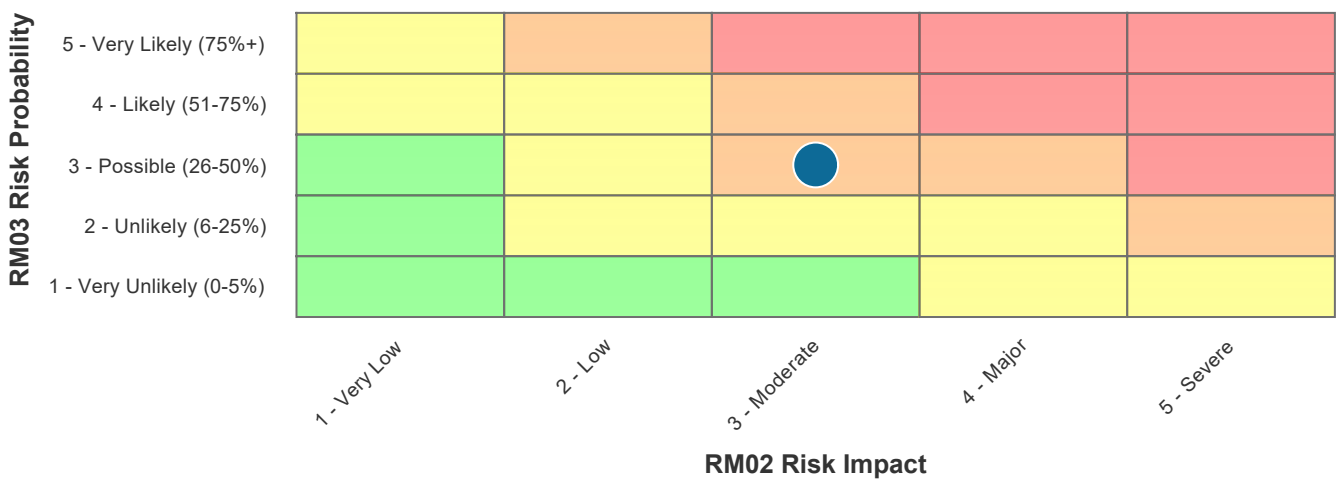


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Inherent Risk Score

Target Risk Score

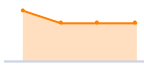


## Direction of Risk

	DoR	Comment
Educational Out of County Placements		The Out of County budget and placements are very carefully monitored on a monthly basis. Additional local placements have been commissioned from Newport Live and Catch 22. Plans are being developed to expand Ysgol Bryn Derw to provide additional Foundation Phase placements.

# 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	<ul style="list-style-type: none"> <li>Theme : Modernised Council</li> <li>Theme: Resilient Communities (Community)</li> <li>Theme : Thriving City</li> </ul>
Linked Corporate Objective	<ul style="list-style-type: none"> <li>WBO 2. Economic Growth &amp; Regeneration</li> <li>WBO 3. Healthy, Independent &amp; Resilient</li> </ul>

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Climate Change

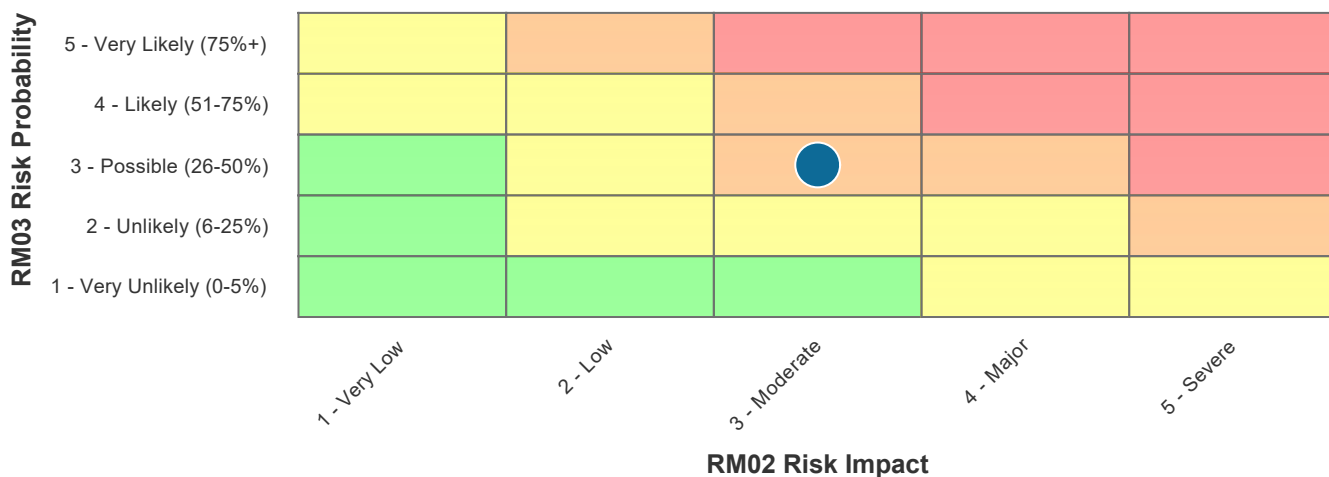
31 DEC 20

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Inherent Risk Score

Target Risk Score





## Direction of Risk

	DoR	Comment
Climate Change	➡	No change since past period.  Previous changes acknowledge the natural reduction in carbon due to levels of home working and reduced commuting.

# 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	<ul style="list-style-type: none"> <li>■ Chief Executive</li> <li>■ Head of Finance</li> </ul>
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	
Linked Corporate Objective	<ul style="list-style-type: none"> <li>■ WBO 1. Skills, Education &amp; Employment</li> <li>■ WBO 2. Economic Growth &amp; Regeneration</li> <li>■ WBO 3. Healthy, Independent &amp; Resilient</li> <li>■ WBO 4. Cohesive &amp; Sustainable Communities</li> </ul>

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In Year Financial Management

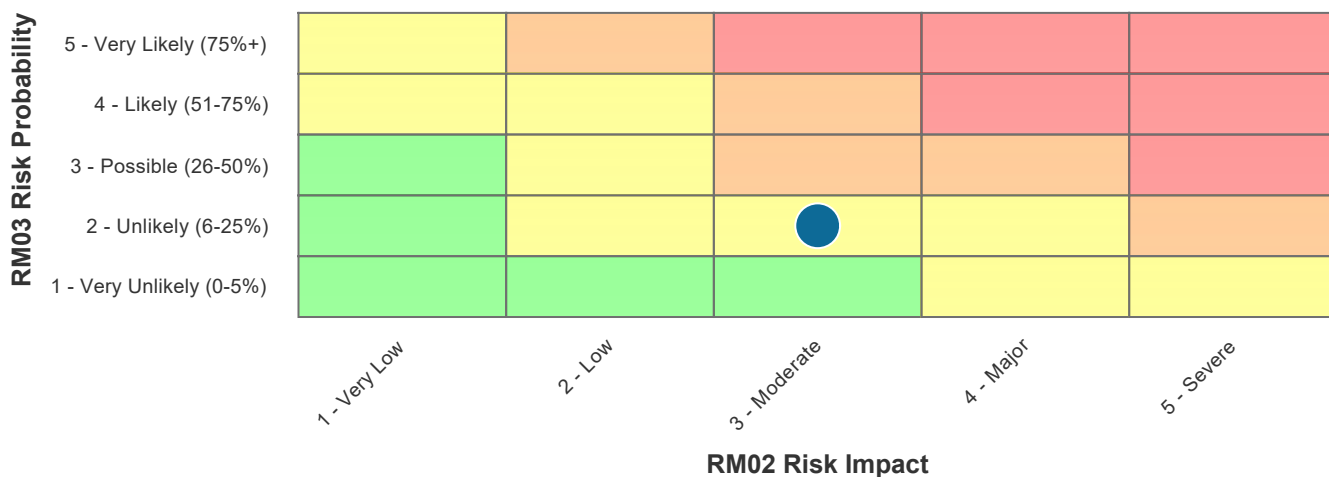
31 DEC 20

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Inherent Risk Score

Target Risk Score



## Direction of Risk

	DoR	Comment
In Year Financial Management	➡	The risk of in-year overspend remains low due to the projections continues to show a forecast underspend for the year.

# 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	<ul style="list-style-type: none"> <li>■ Chief Education Officer</li> <li>■ Chief Executive</li> <li>■ Head of Adult and Community Services</li> <li>■ Head of Children and Family Services</li> <li>■ Head of Regeneration, Investment and Housing</li> </ul>
Lead Cabinet Member(s)	Cabinet Member for Social Services
Linked Theme	Theme: Resilient Communities (Social Care)
Linked Corporate Objective	<ul style="list-style-type: none"> <li>■ WBO 3. Healthy, Independent &amp; Resilient</li> <li>■ SRA 3. Supporting Health &amp; Well-being of Citizens</li> </ul>

6


Safeguarding Risk

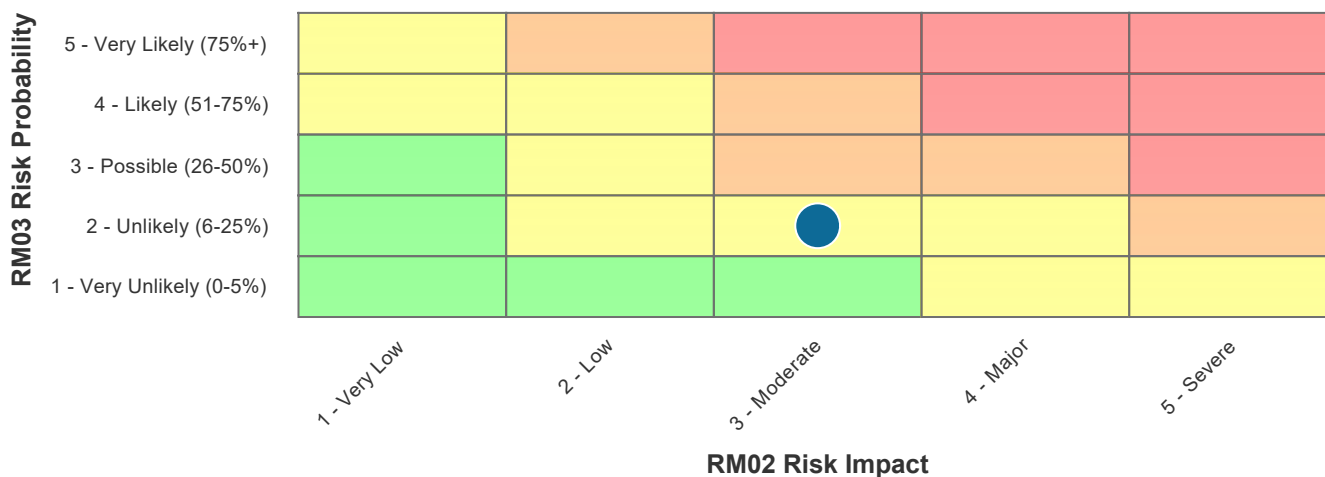
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20

4

Inherent Risk Score

Target Risk Score



## Direction of Risk

	DoR	Comment
Safeguarding Risk	➡	There is no change to the risk score for Quarter 3.

Mae'r dudalen hon yn wag yn



# Report

## Cabinet

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### Part 1

Date: 10 March 2021

**Subject** Newport City Council Covid-19 Response and Recovery Update

**Purpose** To present to Cabinet an update on the Council's progress being made towards recovering services and supporting Newport's communities as part of its Strategic Recovery Aims.

**Author** Chief Executive  
Head of People and Business Change

**Ward** All

**Summary** The Covid-19 health emergency has been ongoing for over a year when Newport received its first reports in February 2020. This crisis has impacted all communities and businesses across Newport as the City has continued to adapt and respond to the necessary restrictions to minimise the spread of the virus. Newport Council's response has been to ensure continuity of services with our strategic partners, support vulnerable residents across communities, support businesses and ensure the safety of staff. This report provides an overview of what action the Council has taken to date and the progress against the Strategic Recovery Aims.

Since the last Cabinet Report in February, the Council and its partners have continued to monitor the Covid-19 cases in the City through its role at the multi-agency Strategic Co-ordination Group (SCG), the Council's Emergency Response Team (Covid Gold) and liaison with Welsh Government (WG) and Public Health Wales partners. The Newport area is currently at the highest alert level.

**Proposal** Cabinet is asked to consider the contents of the report and note the progress being made to date, the risks that are still faced by the Council.

**Action by** Corporate Management Team

**Timetable** Immediate

**Signed**

## Background

Since the last Cabinet Report on 22<sup>nd</sup> February 2021, Newport Council and its partners have continued to monitor the Covid-19 cases in the City through its role at the multi-agency Strategic Co-ordination Group (SCG), the Council's Emergency Response Team (Covid Gold) and liaison with Welsh Government (WG) and Public Health Wales partners.

## Covid-19 Response March 2021 (Subject to Change)

It has been over 12 months since the first Covid-19 case was reported in Newport. In the last year Newport Council has been supporting the Welsh Government, NHS Wales and other public bodies to ensure Covid restrictions are adhered to, Test, Trace and Protect service and that our most vulnerable and disadvantaged are supported. Since 20<sup>th</sup> December 2020 (11 weeks to 7<sup>th</sup> March 2021) Wales has been in [Alert Level Four](#) restrictions. During this period of time, Wales and Newport has seen the rolling 7 day average of positive Covid cases reduce significantly to less than 100 per 100,000 across Wales. Latest figures can be accessed through the [Public Health Wales Covid-19 Dashboards](#).

Since the last report in February, the Welsh Government announced it is taking a cautious approach in releasing the lockdown restrictions, which has already seen infant children going back to school. The Welsh Government has also confirmed (subject to Welsh Government review) that remaining Primary school pupils can return from 15<sup>th</sup> March with Secondary school pupils returning fully after the Easter break. Further announcements are expected to be made by the Welsh Government over the relaxation of restrictions for households, businesses and the Welsh tourist industry.

The rollout of the Covid vaccine across Wales has now seen over 900,000 receiving their first dose and is now being offered to people over 40 and in the key priority groups. The Council, alongside Newport Live have been supporting the NHS with volunteers and facilities to help with the rollout of the vaccine. Those in the next priority groups will be contacted to visit their GPs and/or local doctor surgeries to receive their jabs. It is important that everyone including the City's BAME communities receive their vaccine and to also continue to follow the restrictions in place. Further information about the vaccine can be obtained from [Public Health Wales](#) and also includes Accessible information [here](#).

Newport Council's services have continued to operate adhering to the restrictions in place. Following the festive period, schools were open to key workers' children, with remaining children and young people learning from home. Many areas of the Council's buildings remained closed but front line services have remained operational. Residents and businesses can access the necessary information from the Council's [website](#) or contact the Council's contact centre. Arrangements for remote working and the 'New Normal' were also considered by Scrutiny Committee in February.

## Newport Council Activity and Progress in delivering Strategic Recovery Aims

Newport Council's Recovery Group (consisting of the Chief Executive and Heads of Service) are monitoring and reporting ongoing issues and incidents throughout the Christmas period and into the New Year. Service areas have continued as much as possible to deliver business as usual services albeit from home and if required front line to residents and service users (in line with social distancing restrictions). Summarised below and also in Appendix 1 of this report, is a summary (by exception) of Council work to 1<sup>st</sup> March 2021:

Strategic Recovery Aim	Summary of Council's activities to 1 <sup>st</sup> March 2021
Strategic Recovery Aim 1 – Supporting Education & Employment	<ul style="list-style-type: none"><li>• Foundation aged pupils (3-7 yr olds) have returned back to schools (inc. cleaning, passenger transport and school milk scheme) on a phased basis from the 22<sup>nd</sup> February.</li><li>• Remaining age groups at primary and secondary schools will continue blended learning and school support until further Welsh Government announcements.</li><li>• Free school meal (supermarket) vouchers were extended to cover the half term holiday and the school caterer Chartwells will commence Foundation and those attending school hubs from 1<sup>st</sup> March.</li></ul>



Strategic Recovery Aim	Summary of Council's activities to 1 <sup>st</sup> March 2021
	<ul style="list-style-type: none"> <li>• 28 schools have migrated to the SRS Schools Edu network from the existing STEP infrastructure.</li> <li>• 3,714 digital devices ordered from Welsh Government EdTech grant with 1,389 delivered to schools and remaining devices to be received over the next month.</li> <li>• <a href="#">Estyn Report</a> published in January 2021 on local authorities and regional Education consortia response to the Covid crisis.</li> </ul>
<b>Strategic Recovery Aim 2</b> – Supporting the Environment and the Economy	<ul style="list-style-type: none"> <li>• The Indoor Market Regeneration Project commenced</li> <li>• Three bids submitted to the CCR Housing Investment Scheme for stalled sites across the city</li> <li>• NCC will be receiving an increased amount of Social Housing Grant funding for 2021/22.</li> <li>• As part of the Council's Local Area Energy Planning (LAEP), ARUP have been selected as Welsh Governments Technical Consultants.</li> </ul>
<b>Strategic Recovery Aim 3</b> – Supporting the Health & Wellbeing of Citizens	<ul style="list-style-type: none"> <li>• Further proposed 21/22 funding applications submitted to WG including Devon Place Footbridge scheme</li> <li>• Active Travel Network Map consultation went live on 25th January 2021</li> <li>• Newport Live's <i>#happyandhealthyathome</i> campaign and social media support, connections, guidance, and advice continues to gain momentum and be well received – providing top tips, art classes, craft, workshops, exercise videos, healthy recipes, mindfulness, and many more messages to keep connected with families and our communities.</li> </ul>
<b>Strategic Recovery Aim 4</b> – Supporting Citizens post Covid-19	<ul style="list-style-type: none"> <li>• In partnership with Registered Social Landlords we have put forward 17 affordable housing schemes totalling £18.5 million for in year slippage funding from Welsh Government.</li> <li>• Newport's Positive Futures programme delivered by Newport Live, funded predominantly by the Office of the Police and Crime Commissioner, supports ASB groups and Safer Newport, engaging and supporting young people 8-19 years.</li> <li>• Newport Youth Council provided feedback on what the changing wellbeing, education and social needs of children in a post-Covid19 Newport may look like.</li> </ul>

### Financial Summary

The Council's financial (revenue and capital) update is reported separately as part of the Council's budget management. The Covid-19 impact is reported to Cabinet and as highlighted in previous finance reports, the Council's financial position continues to be closely monitored in light of significant reductions in income and increase in costs to deliver services during the crisis.

### Risks

Through the Council's Risk Management process, the Covid-19 risk is reported every quarter to the Council's Cabinet and Audit Committee. Below is the latest update taken from the Quarter 3 2020/21 risk report update.

Risk	Impact of Risk if it occurs* (1-5)	Probability of risk occurring (1-5)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Covid 19 Pandemic Risk (Corporate Risk)	5	5	Mitigation measures outlined in the report.	Corporate Management Team

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

Corporate Plan 2017-22  
Strategic Recovery Aims

### **Options Available and considered**

1. To consider and note the contents of the report and for Cabinet / Cabinet Members to receive updates from officers as part of their portfolio.
2. To request further information or reject the contents of the report

### **Preferred Option and Why**

1. To consider and note the contents of the report and for Cabinet / Cabinet Members to receive updates from officers as part of their portfolio briefings.

### **Comments of Chief Financial Officer**

Welsh Government have been supporting local authorities through the pandemic with a Hardship Fund intended to reimburse for all Covid related spend over and above existing budgets and within a set criteria. The fund also includes loss of income compensation; again, within a set criteria. The fund will run to the end of the current financial year. It is continually developing and evolving to support specific initiatives as and when required.

In essence, Covid related, eligible expenditure is predominantly funded by the WG. A revenue budget monitor to end of November was reported to January Cabinet and confirmed a positive overall position for the Council and included the impact of the financial assistance provided from the Hardship Fund as well as the normal and routine budget issues that affect the Council.

All costs which are not eligible for WG funding will need to be funded from services own budgets and will be reported as and when they develop over the year. Service areas have been asked to minimise these, wherever possible, where they create overspending.

### **Comments of Monitoring Officer**

There are no specific legal issues arising from the Report, which provides an update on the actions taken to deliver the Council's Strategic Recovery Aims and progress since the previous report. Any legal issues will be picked up at the appropriate time as part of the operational delivery of the individual actions, within service areas. Since the last report, the numbers of cases being referred to TTP for contact tracing and the positivity rates have continued to reduce significantly, with the impact of the lock-down restrictions and the roll-out of increased testing and the vaccination programme. Additional TTP staff are being recruited utilising the WG grant funding, which means that redeployed staff can be released to their substantive posts and other services can be re-commenced. Therefore, we are beginning to move to the first stages of recovery, albeit with a degree of caution.

### **Comments of Head of People and Business Change**

The recovery of the Council's services is important to ensure that we are able to build on the strong collaborative work that the Council has delivered throughout 2020 to manage this crisis. The role of Civil Contingencies, emergency planning and preparation is vital to ensure that the Council is able to continue to deliver services but also minimise the risks posed on Newport's communities as new restrictions are implemented.

The Council's supporting services and our partners are building on the advancements made to ensure we are able to operate safely and maintain the necessary social distance guidelines. The progress detailed in this report highlights the continuous work that is being made and build up resilience in the long term.

The HR implications are as outlined in the report as we continue to support the workforce through provision of equipment and a range of wellbeing measures, also considered by Scrutiny Committee in February.

### **Comments of Cabinet Member**

The Leader of the Council is briefed on all aspects of the Council's strategic recovery.

### **Local issues**

Members to be aware of the impacts that Covid is having on our Local Communities and business.

### **Scrutiny Committees**

Overview and Management Committee received and considered a report on the 'New Normal' at their meeting in February 2021. This report considers the changes that the Council has made for office based staff since March 2020.

The Committee welcomed the report and discussed the positive changes including active travel miles of staff. The Committee requested that there is a further report once the way forward options are developed and that this comes back to the Committee to consult, before it goes to Cabinet.

### **Equalities Impact Assessment**

The findings outlined in the Council's Covid-19 Community Impact Assessment have informed the development of the Strategic Recovery Aims as well as future strategic and operational decision making.

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

Not applicable.

### **Wellbeing of Future Generations (Wales) Act 2015**

The areas covered in this report demonstrate the progress being made against the Strategic Recovery Aims which also support the Council's Corporate Plan 2017-22.

In consideration of the sustainable development principle and 5 ways of working:

**Long Term** – The progress reported against the Strategic Aims support the long term aims of the Council to improve people's lives.

**Preventative** – The preventative work outlined in the report support the Council's approach to minimising future covid 19 outbreaks and as necessary provide targeted support to those that need it. Re-establishing services in line with necessary legislation and regulation enables the Council to operate in the new normal.

**Integration** – The Strategic Recovery Aims have been integrated with the Council's Wellbeing Objectives set in the Corporate Plan as well as Service Plans. Recommendations from the Community Impact Assessment will also shape how the Council can improve the delivery of services across communities.

**Involvement** – Included in this report are actions to involve Newport's communities to provide assurance and shape the way in which services are being delivered by the Council. Their feedback and involvement in the process will enable the Council to consider how services are delivered in the long term.

**Collaboration** - The actions in the report are being undertaken in collaboration with partners from the Council's Public Services Board but also strategic partners within each service area. The collaborative work enables the Council to share resources and build expertise and knowledge.

### **Crime and Disorder Act 1998**

Not applicable.

### **Consultation**

Senior Leadership Team

Corporate Management Team  
Officer leads across the Authority

## **Background Papers**

Cabinet Report (Strategic Recovery Aims) – July 2020

Corporate Plan 2017-22

Strategic Recovery Aims

[Responding to the 'New Normal' Report to Overview and Management Scrutiny Committee](#)

**Dated: 3 March 2021**

## Appendix 1 – Progress of Delivery against Strategic Recovery Aims (to 1<sup>st</sup> March 2021)

<b>Strategic Recovery Aim 1 – Supporting Education &amp; Employment.</b>	
Understand, and respond to, the additional challenges, which Covid19 has presented, including loss of employment, impact on business and on the progress, achievement and wellbeing of both mainstream and vulnerable learners.	
<b>Supports Wellbeing Objective 1 – To improve skills, education and employment opportunities.</b>	
<b>Strategic Aim Step</b>	<b>March'21 Update (By Exception)</b>
Tudalen 181	<p>Support schools and other educational establishments to safely reopen for staff and pupils.</p> <ul style="list-style-type: none"> <li>• Welsh Government confirmed that Foundation Phase pupils would return to school on a phased basis from 22<sup>nd</sup> February. Alongside this, blended learning for all other pupils will continue as well as on-site provision for children of critical workers and vulnerable children will continue to operate</li> <li>• Following the announcement that schools would not reopen until 22<sup>nd</sup> February 2021 at the earliest, supermarket vouchers have been extended and will continue over the February 2021 half term holiday.</li> <li>• Supermarket vouchers will also be issued in relation to all free school meal pupils for w/c 22<sup>nd</sup> February 2021, and will continue beyond this for pupils in Key Stages 2, 3, 4 and 5.</li> <li>• The school meals service through Chartwells will be reinstated for Foundation Phase pupils and children attending primary school hub provisions from 1<sup>st</sup> March 2021.</li> <li>• Any opportunities to support reinstatement of Breakfast Club provisions from 1<sup>st</sup> March 2021 will also be pursued in relation to Foundation Phase pupils and those children attending primary school hub provisions.</li> <li>• The School Milk Scheme will be reinstated across all nursery, primary and special schools from 22<sup>nd</sup> February 2021.</li> <li>• The Passenger Transport Unit has confirmed that home to school transport will be available for eligible Foundation Phase pupils when they return to school from 22<sup>nd</sup> February 2021.</li> <li>• School cleaning services procured through Newport Norse will continue to operate to support face-to-face learning requirements following the partial reopening of schools from 22<sup>nd</sup> February 2021.</li> <li>• As at 8<sup>th</sup> February 2021, there have been no requests to the Education Service from schools for priority testing for symptomatic pupils.</li> </ul>
Work to prevent and reduce inequality of progress and outcomes in education for mainstream and vulnerable learners.	<ul style="list-style-type: none"> <li>• During the current period of Covid restrictions, schools are required to provide face-to-face learning for both vulnerable pupils and the children of critical workers. The attendance rate of pupils accessing this face to face learning is monitored on a daily basis. During the week beginning 18<sup>th</sup> January 2021, an average of 1,336 pupils were in attendance each day with all remaining pupils accessing blended learning provision at home. During the week beginning 25<sup>th</sup> January 2021, an average of 1,247 pupils were in attendance each day with all remaining pupils accessing blended learning provision at home.</li> <li>• Education Welfare Officers continue to support schools by making home visits to those children and families who are not engaging in education. In the week beginning 25<sup>th</sup> January 2021, the Education Welfare Service received 158 referrals, with Education Welfare officers making 120 home visits and contacting all remaining families by telephone or email.</li> </ul>
Support schools to enhance and develop digital skills; digital	<ul style="list-style-type: none"> <li>• Work to improve the IT infrastructure in schools is ongoing. To date, 28 schools have migrated to the SRS Schools Edu network from the existing STEP infrastructure.</li> </ul>

**Strategic Recovery Aim 1 – Supporting Education & Employment.**

Understand, and respond to, the additional challenges, which Covid19 has presented, including loss of employment, impact on business and on the progress, achievement and wellbeing of both mainstream and vulnerable learners.

**Supports Wellbeing Objective 1 – To improve skills, education and employment opportunities.**

Strategic Aim Step	March'21 Update (By Exception)
teaching and learning platforms; and enhanced support for digitally excluded learners	<ul style="list-style-type: none"> <li>• Of the 3,714 digital devices ordered from the Welsh Government's EdTech grant, 1,389 have already been delivered to schools with 1300 of these being Chromebooks, iPads, Laptops and PCs. We are expecting receipt of the remaining devices over the next month.</li> </ul>
Support and enable people that are digitally excluded to access community IT programmes, Council services and other public services.	<ul style="list-style-type: none"> <li>• Community Learning will continue to be delivered online throughout February in line with the latest WG guidance. All supported young people in the Aspire programme have access to a Chromebook.</li> </ul>
Support people who have been affected by unemployment to access new opportunities through training and re-employment required for post Covid 19 businesses.	<ul style="list-style-type: none"> <li>• DWP Kick start Scheme –grant offer letter received. The service managers are working on the vacancy template to recruit via the scheme.</li> <li>• Restart Scheme - Work has progressed with Prime providers on the Framework to secure the Newport Delivery. We have been successful in being named in each provider's supply chain. DWP will announce the successful Prime at the end of April, we will then have a 9 week implementation period prior to the contract going live in July 2021.</li> </ul>
Ensure our diverse communities are appropriately supported through tailored interventions specific to their needs, including consideration of language, culture and points of access.	<ul style="list-style-type: none"> <li>• Vulnerable and key worker children continue to be accommodated at Flying Start settings.</li> <li>• Newport Live's Alternative Education programme (vulnerable learners) based at the Connect Centre (Pillgwenlly) is in full operation, with blended learning approaches being provided to 31 young people via Education, Bridge Achievement Service, and various Secondary Schools.</li> <li>• The Levelling the Playing Fields project in Newport, part of a national programme with Alliance of Sport and the London Marathon Trust, is delivering and using sport to engage and improve health / life outcomes of BAME children and young people who are at risk of entering the Criminal Justice System locally by Newport Live in partnership with Youth Justice Service, Preventions, the Sanctuary project, Mo's Boxing, Ace's Basketball, Community Youth Project, Yemeni Association, Barnardo's Vietnamese Young people's Group, and Newport Cricket Club.</li> </ul>

## Strategic Recovery Aim 2 – Supporting the Environment and the Economy

Understand and respond to the impact of Covid19 on the city's economic and environmental goals to enable Newport to thrive again.

**Supports Wellbeing Objective 2** – To promote economic growth and regeneration whilst protecting the environment.

Strategic Aim Step	March'21 Update (By Exception)
Maintain our focus on regenerating Newport to deliver existing and new investment projects.	Since the last update: <ul style="list-style-type: none"><li>• Newport City Council to launch Spring Restrictions Grant 11 Feb 21</li><li>• Second round of payments to Cultural Freelancers launched 11 Feb 21</li><li>• Indoor Market Regeneration Project commenced</li><li>• Thematic PES grants awarded to city centre businesses on Upper Dock Street and Skinner Street</li><li>• Three bids submitted to the CCR Housing Investment Scheme for stalled sites across the city</li></ul>
Enable and support the construction industry to re-establish the supply of new and affordable housing.	<ul style="list-style-type: none"><li>• The fourth quarter of the planned development programme for Newport has recently been approved by Welsh Government, who have also indicated we will be receiving an increased amount of Social Housing Grant funding for the financial year 2021/22. This will allow us to fund the development of more new affordable homes.</li></ul>
Enable and support businesses to re-establish normal operations whilst maintaining the health and safety of their workers and customers.	<ul style="list-style-type: none"><li>• Officers from Trading Standards and Licensing continue to carry out checks on businesses to ensure they are safe and Covid secure. Officers often work on a sector by sector basis.</li><li>• Before Christmas supermarkets, barbers and stores were the focus. In January work on supermarkets has continued as well as surveillance at mini-markets (4 Premises Improvement Notices Issued); and licensed premises (1 Premises Improvement Notices Issued and an application for a licence review).</li><li>• Other sectors subject to activity include; hand car washes, small office environments and take away premises. Officers continue to check that closed premises remain closed and alcohol curfews are respected.</li><li>• Two off licences sold alcohol to officers have been handed on-the-spot fines.</li><li>• A kitchen show room has been ordered to close. Most premises are compliant, however, officers report a drop in standards since before Christmas. This has resulted in increased formal action.</li></ul>
Enable and support businesses to prepare for future trade arrangements resulting from Brexit negotiations.	<ul style="list-style-type: none"><li>• NCC continues to monitor implementation of the new Brexit arrangements through the Brexit Task &amp; Finish group.</li><li>• In Newport, the Council has not received contact from businesses importing or exporting in Europe.</li><li>• The Council is continuing to engage with EU communities to ensure that EU Settled Status applications are being made and signposting residents to supporting organisations.</li><li>• A separate Brexit report will be presented at Cabinet in March.</li></ul>
Protect and improve the environment, including air quality and decarbonisation of the city for its residents, businesses and visitors.	<ul style="list-style-type: none"><li>• ARUP have been selected as Welsh Governments Technical Consultants for the Local Area Energy Planning (LAEP).</li><li>• The Minister followed the written statement with an oral statement to the Senedd, committing to the establishment of a Unit to further consider and progress the recommendations from the M4 review. The Unit and its steering group shall include partners from Local Authorities and other stakeholders as necessary to ensure integrated consideration. The process to establish the units has commenced.</li></ul>
Continuing support and safe delivery of the Council's City	<ul style="list-style-type: none"><li>• Work commenced in Tredegar Park to improve condition and width of access routes to allow increased shared use</li><li>• Consultation on proposed new leisure facility closed with overwhelming support for new facility</li><li>• Commission and</li></ul>

**Strategic Recovery Aim 2 – Supporting the Environment and the Economy**

Understand and respond to the impact of Covid19 on the city's economic and environmental goals to enable Newport to thrive again.

**Supports Wellbeing Objective 2** – To promote economic growth and regeneration whilst protecting the environment.

Strategic Aim Step	March'21 Update (By Exception)
services including waste, cleansing and highways.	commencement of Phase 1 of Green Infrastructure data set using the PSB Strategic Access Fund. To identify, value, improve, connect and protect Newport's Green infrastructure assets.

**Strategic Recovery Aim 3 – Supporting the Health & Wellbeing of Citizens**

Promote and protect the health and wellbeing of people, safeguarding the most vulnerable, and building strong, resilient communities

**Supports Wellbeing Objective 3** – To enable people to be healthy, independent and resilient

Strategic Aim Step	March'21 Update (By Exception)
Support people to remain living independently in their homes and communities.	<ul style="list-style-type: none"> <li>• The capacity in domiciliary care services has recovered following the backlog leading into the Christmas period. The roll out of the vaccine is also supporting this.</li> <li>• The day service have remained closed in line with Tier 4 restrictions but community outreach continues.</li> <li>• We still have a limited number of care homes able to accept admissions but we are not significant delays in hospital discharge at present.</li> <li>• Home First are well established at the new Grange Hospital and supporting people to return home who do not need hospital admission.</li> </ul>
Fully restore Children and Adult Services, supporting partners that have been impacted by Covid 19 and ensuring service users and staff are supported and protected.	<ul style="list-style-type: none"> <li>• Vaccination capacity being ramped up</li> <li>• Mobile vaccination units attending older persons care homes</li> <li>• Vaccine being rolled out to internal front line staff and provider services</li> <li>• Newport Centre operating as a vaccination centre from Monday 18<sup>th</sup> January</li> <li>• Regular WHT processes are in place</li> <li>• Capacity and resilience across the sector are subject to ongoing multi agency monitoring and support processes</li> </ul>
Assess the impact and the long-term sustainability of the social care sector in Newport informing future service requirements.	<ul style="list-style-type: none"> <li>• The Commissioning team continue to administer payments to providers in accordance with WG funding covering additional provider costs and ensuring all staff who need to be away from work due to Covid receive the full entitlement to sick pay.</li> <li>• We are working with regional commissioning colleges to assess the impact of Covid on the long term sustainability of care homes across Gwent.</li> <li>• This has also been a feature of the financial planning and budget setting for 2021/22</li> </ul>
Safeguard and support children and young people to remain safely with their families.	<ul style="list-style-type: none"> <li>• Children and Young People Services are operating business as usual utilising the remote working and also supporting families and children.</li> </ul>
Improve opportunities for Active Travel and work towards improved air quality.	<ul style="list-style-type: none"> <li>• WG confirmed £750K core allocation for 21/22</li> <li>• Further proposed 21/22 funding applications submitted to WG including Devon Place Footbridge scheme</li> <li>• Active Travel Network Map consultation went live on 25<sup>th</sup> January 2021</li> </ul>

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### Strategic Recovery Aim 3 – Supporting the Health & Wellbeing of Citizens

Promote and protect the health and wellbeing of people, safeguarding the most vulnerable, and building strong, resilient communities

#### Supports Wellbeing Objective 3 – To enable people to be healthy, independent and resilient

Strategic Aim Step	March'21 Update (By Exception)
Regulate businesses and support consumers / residents to protect and improve their health.	<ul style="list-style-type: none"><li>Environmental Health retains ability to respond to highest risk issues through the pandemic however Covid-19 response is the priority of the service.</li><li>Food Safety, Housing, H&amp;S, and Environmental Permitting functions have each been scaled back to minimum levels in order to facilitate the Covid-19 Response,</li><li>National regulators now require action in some of these areas including Highest Risk Food Premises. Officer allocated to review the service and begin to develop a service response plan for 2021-2022.</li><li>Officers from Trading Standards and Licensing continue to carry out checks on businesses to ensure they are safe and COVID secure. Officers often work on a sector by sector basis.</li></ul>
Work with key partners to safely re-open cultural and leisure facilities including the promotion of the city's parks, open spaces and coastal paths.	<ul style="list-style-type: none"><li>No change to restrictions relating to museums, libraries and outdoor attractions.</li><li>Newport Live's <i>#happyandhealthyathome</i> campaign and social media support, connections, guidance, and advice continues to gain momentum and be well received – providing top tips, art classes, craft, workshops, exercise videos, healthy recipes, mindfulness, and many more messages to keep connected with families and our communities.</li></ul>
Sustain a safe, healthy and productive workforce.	<ul style="list-style-type: none"><li>Additional support has been provided to those working from home by sourcing online training '<i>Maximising Success and Productivity whilst working remotely</i>' and this will run through February and March 2021.</li><li>Those staff previously shielding in the first set of restrictions are now advised to shield again and not attend a workplace if they cannot work from home.</li></ul>

### Strategic Recovery Aim 4 – Supporting Citizens post Covid-19

Provide people with the resources and support that they need to move out of the crisis, considering in particular the impact that Covid 19 has had on our minority and marginalised communities.

#### Supports Wellbeing Objective 4 – To build cohesive and sustainable communities

Strategic Aim Step	March'21 Update (By Exception)
Work together with our partners to reduce poverty, address homelessness and support our most vulnerable people as a priority.	<ul style="list-style-type: none"><li>Psychological support in place, training provided to stakeholders and support provision commenced.</li><li>Completed SHG scheme utilised to provide move on accommodation for those in supported housing or temporary accommodation via development of a revised local lettings procedure as per the Common Housing Register policy.</li><li>Urgent DFG adaptations continue to be delivered where risk can be mitigated in line with WG clarification letter. Non urgent cases are currently suspended and reprioritised when required following collaborative working with Occupational Therapy.</li></ul>
Assess and address the inequalities that Covid 19 has	<ul style="list-style-type: none"><li>The Participatory Budgeting steering group has been trained and is making key funding decisions ahead of the public voting event. This group includes representatives of the most vulnerable groups (in terms of Covid 19).</li></ul>

#### Strategic Recovery Aim 4 – Supporting Citizens post Covid-19

Provide people with the resources and support that they need to move out of the crisis, considering in particular the impact that Covid 19 has had on our minority and marginalised communities.

#### Supports Wellbeing Objective 4 – To build cohesive and sustainable communities

Strategic Aim Step	March'21 Update (By Exception)
highlighted or contributed to within our communities.	<ul style="list-style-type: none"><li>• Newport Fairness Commission are actively participating in this project to ensure fairness, equity and openness. GAVO are involved with regards to supporting bids and the delivery of funded projects.</li><li>• BAME specific Digital Champions training and Business Support webinars being delivered in partnership with EYST, Digital Communities Wales, and Business Wales</li><li>• Monthly BAME e-bulletin produced, including signposting to culturally specific support and providing a range of information in community languages</li></ul> Council has signed up to Race Council Cymru's Zero Tolerance to Racism Campaign
Identify, develop and seek to sustain any positive developments emerging during the crisis.	<ul style="list-style-type: none"><li>• The Partnership, Policy and Involvement Team are working with Digital Communities Wales and ABUHB to upskill the existing 'Wellbeing Champions' to support digital inclusion work.</li></ul>
Developing opportunities for people to access suitable and affordable housing	<ul style="list-style-type: none"><li>• In partnership with RSLs we have put forward 17 affordable housing schemes totalling £18.5 million for in year slippage funding from Welsh Government.</li></ul>
Deliver a community cohesion programme that effectively responds to community tensions and creates a shared sense of identity across the city.	<ul style="list-style-type: none"><li>• Welcome to Newport App under development in partnership with Cardiff University and Software Academy; design being led by refugees, asylum seekers and migrants and focussed on creating a share narrative of living in Newport</li><li>• Hate Crime training delivered to Hungarian and Polish communities in community languages.</li><li>• Hong Kong Citizens Support steering group established in preparation to welcome newcomers to the city and anticipate demand for services.</li></ul>
Prevent and address instances of antisocial behaviour (ASB) impacting upon the residents and the business community of Newport	The continued work to support the reduction in ASB includes: <ul style="list-style-type: none"><li>• Supporting Children and Young People in addressing their behaviour and their needs through 1:1 work. The individual work continues to provide remotely through our Youth Workers at the Hub and also our Diversion Officers at the Youth Justice Service.</li><li>• A meeting has been held with the Crime and Disorder Reduction Officers from the police and the Anti-social Behaviour Unit to confirm the process of the referrals. It was agreed that an early identification and referral will help reduce the ASB incidents. The challenges are young people are wearing masks in line with Covid guidelines. This is then hindering the identification and resultant early intervention.</li><li>• Due to current Covid guidelines all diversionary activities are on hold from an NCC perspective. However, online/virtual support is available.</li><li>• The next ASB group will be looking at the plans for 2021/2022 financial year, including diversionary support, early identification and supporting partners and the community to help address ASB.</li></ul>

**Strategic Recovery Aim 4 – Supporting Citizens post Covid-19**

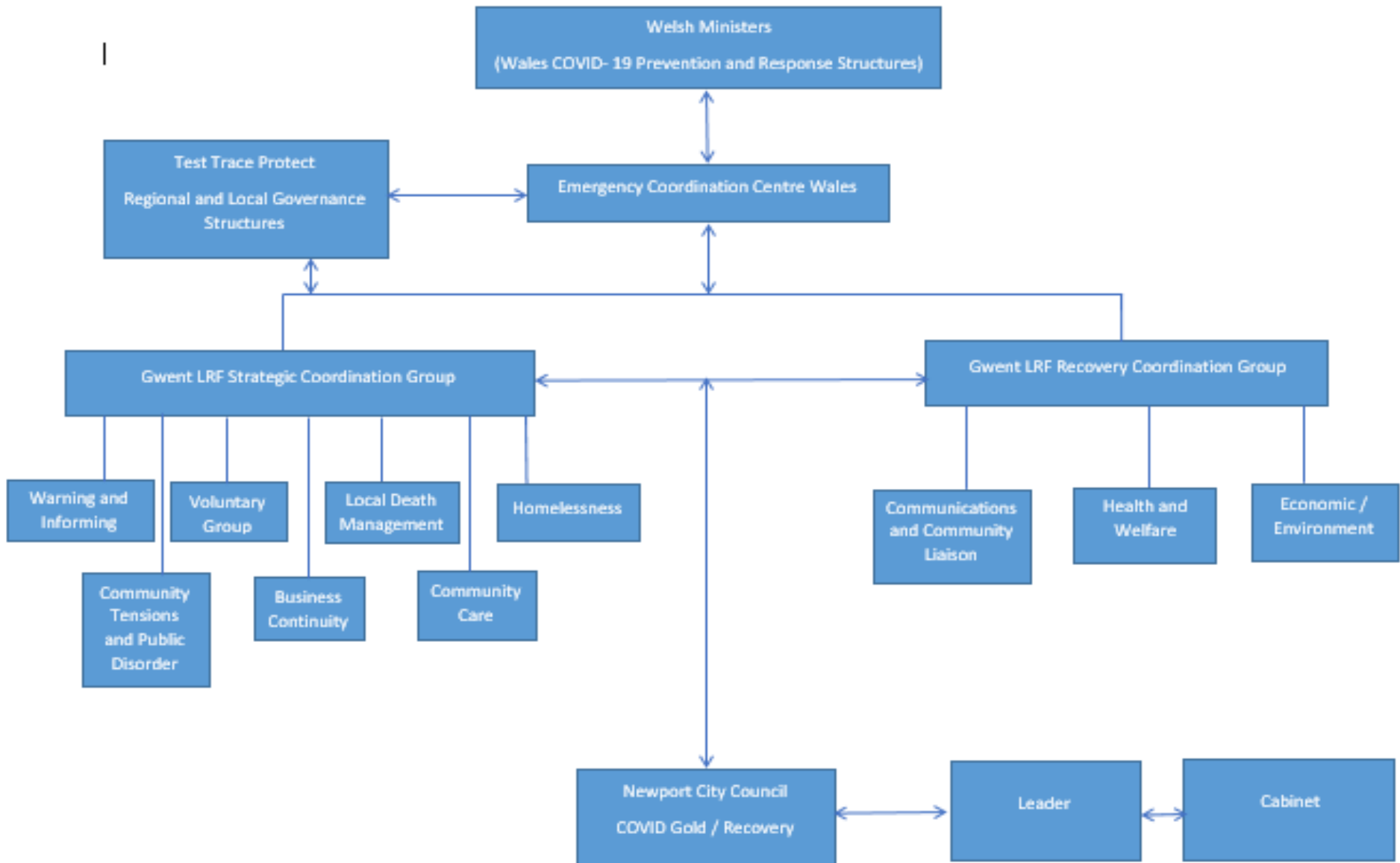
Provide people with the resources and support that they need to move out of the crisis, considering in particular the impact that Covid 19 has had on our minority and marginalised communities.

**Supports Wellbeing Objective 4 – To build cohesive and sustainable communities**

Strategic Aim Step	March'21 Update (By Exception)
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Tudalpen 187</p>	<p>Newport Live</p> <ul style="list-style-type: none"> <li>Newport's Positive Futures programme, funded predominantly by the Office of the Police and Crime Commissioner, supports ASB groups and Safer Newport, engaging and supporting young people 8-19 years, with one to one youth support, targeted group work, and diversionary activities (e.g. Friday night projects) has had to adapt, reduce direct delivery and 'using sport as a hook to engage and divert'. Some provision started and stopped again in Q3, and instead new connections and projects with Positive Futures Ambassadors have taken place linked to food parcels, Christmas presents, online workshops and engagements, and black lives matters.</li> </ul> <p>Two key projects of note for Newport Live's Positive Futures team have been the Early Intervention Youth Project in partnership with Youth Justice Service, engaging children identified at Pillgwenlly and Maindee Primary Schools, linked to community safety and youth justice partners (other schools include Alway and Tredegar Park). The other being the newly formed Vietnamese Youth Project in November, in partnership with Barnardo's Trafficking project, which will again return in the coming weeks/months providing a safe space and activities to support young people socially through sport.</p>
<p>Re-establish Community Regeneration facilities and services where it is safe to do so for staff and its service users.</p>	<ul style="list-style-type: none"> <li>Hubs continue to provide emergency support for some of our most vulnerable residents. Demand for food parcels has decreased as residents have better support arrangements in place, supermarkets are operating more efficiently with no issues with availability of food, and personal shopping arrangements in place with Volunteering Matters.</li> <li>Online provision continues with some of our usual face to face activities, including parenting, speech and language, youth engagement and Adult Community Learning.</li> </ul>
<p>Develop opportunities for community involvement participation and engagement.</p>	<ul style="list-style-type: none"> <li>The Participatory Budgeting steering group has been trained and is making key funding decisions ahead of the public voting event. This group includes representatives of the most vulnerable groups (in terms of Covid 19).</li> <li>The Council is consulting with residents in relation to the Council's budget proposals and also the new Leisure Centre / College development in the city centre.</li> <li>Newport Youth Council provided feedback on what the changing wellbeing, education and social needs of children in a post-covid19 Newport may look like.</li> </ul>

## Appendix 2 – Covid 19 Prevention and Response Structure

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# Report

## Cabinet

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### Part 1

Date: 10 March 2021

**Subject** Post Brexit / Trade Agreement – Newport City Council Update

**Purpose** To present an update to Cabinet following the outcomes of the UK Government and EU Trade negotiations; and an update on Newport City Council's response and monitoring of the post Brexit arrangements after 31<sup>st</sup> December 2020.

**Author** Chief Executive  
Head of People and Business Change

**Ward** All

**Summary** Since the last report to Cabinet on 22<sup>nd</sup> February 2021, the UK has been out of the European Union (EU) and Single Market for nine weeks. The UK and EU are trading under a new tariff free trade arrangement which now requires UK and EU traders to undertake increased paperwork to comply with the new requirements.

There is also the end of free movement of people between the UK and EU. This now means that anyone wishing to move to the UK from Europe has to complete necessary Visa requirements.

For EU citizens living in Newport there are now less than four months for people to apply for EU Settled Status before the 30<sup>th</sup> June 2021 deadline. The Council and its partners are continuing to promote and encourage people to apply before the deadline. In addition to this there are also changes to the Migration laws and a new points based system that is now in place.

**Proposal** Cabinet is asked to consider the contents of the report and note the Council's Brexit response.

**Action by** Corporate Management Team

**Timetable** Immediate

This report was prepared after consultation with:

- Heads of Service and officer Brexit 'Task and Finish' group

**Signed**

## Background

On the 31<sup>st</sup> December 2020 the UK officially left the European Union (EU) and the Single Market. The UK and EU have agreed a trade arrangement that will prevent tariffs being imposed on EU and UK goods. But the new regulations now require businesses that trade with the EU to complete a number of forms and documents in order to continue to meet the new arrangements. This has seen many businesses in the UK reporting delays and disruptions at depots (rather than the ports) in having to complete the documentation and has in some instances seen goods failing to be delivered either in the UK or EU.

The Welsh ports have also reported a decrease in the number of vehicles from the EU and Ireland travelling through the UK to reach their destination with new ferry routes being set up to enable direct travel from Ireland to mainland Europe. It is still unknown whether this will be a short term solution or will remain in place for the foreseeable future.

There remains many legislative areas that still require frameworks to be established as the UK has moved away from the EU arrangements. Key areas for example, include the UK Shared Prosperity Fund that will replace EU social and structural funding that Newport and the South East region has benefited from in the past. The UK Government is also consulting on a new Subsidy Control Regime that will ensure the UK maintains its commitments to fairness on Government Subsidies across the Devolved nations and comply with the new Trade arrangements / World Trade Organisation rules. The UK Government is also intending to offer support for a place-based approach for regional development and establishment of a 'levelling up' fund for local areas to seek support in delivery of local infrastructure investment. Newport Council will be contributing towards the Welsh Local Government Association response to the consultation. It is anticipated that further announcements will be reported by the UK Government in its budget. Moving forward it will be important to ensure that new / existing local and regional projects are able to maximise these opportunities and that Newport Council with its regional partners ensure sustainable investment continues to be delivered for its communities and economy.

This work will also support the Welsh Government (WG) position published in its ['End of Transition Action Plan'](#) which sets out the WG priority areas. In addition to this WG has also published its paper [The New relationship with the EU](#) which outlines what the new trade arrangements, security, travel and rights of UK / EU Citizens.

New migration and travel rules have also come into place from the 1<sup>st</sup> January 2021 including:

- New points based immigration system for all non UK residents (excluding Irish Citizens) looking to move and work in the UK.
- Travellers into and out of the UK will have to follow new rules including travel insurance with health cover. From 2022 UK nationals will have to pay for an electronic authorisation to travel to the EU.
- UK citizens looking to move to the EU will no longer have an automatic right to live or work and will require necessary resident permits or requirements of that country.

For EU citizens already living and working in the UK prior to the 31<sup>st</sup> December 2020 it is now imperative for citizens to apply for settled status before 30<sup>th</sup> June 2021. It will be important for EU Citizens to ensure that they complete their applications. Throughout the last 24 months and during Covid, the Council has been working with multi-agency partners and community groups to support EU citizens that have been impacted by Brexit and Covid. Now that the UK has fully left the EU emerging issues have been brought to the Council's attention. Many of these issues are being raised to Welsh Government and UK Government attention. Some of the areas highlighted include:

- Businesses (Nationally) not being fully aware of the requirements when employing EU citizens that have *Settled* or *Pre-settled* status resulting in reports of people being refused jobs.
- Increase in the number of complex cases, families with multiple circumstances and statuses;
- The need to ensure EU Citizens, Public Services and businesses understand and know post Brexit rights and entitlements. This includes how people can access and use their 'digital certificates'.
- Increasing number of people facing hardship and/or destitution with no recourse to access public funds and also removal of Universal Credit based on reviews triggered by a change in status;

- Communities reporting that they are 'giving up' on the process due to the application process; and
- Reports of growth of hostility towards EU Citizens but also UK Government policies not being compatible with its promise to ensure people will be allowed to remain.

The Council has raised these concerns with the Welsh Government Local Government Association Brexit Co-ordinators Group and Welsh Government. The Council alongside its partners will also work towards local work to provide necessary advice, guidance and support to businesses and residents.

From January, the UK has allowed Hong Kong residents to apply for Visas to live, work and study in the UK as part of the UK Government response to the ongoing China / Hong Kong issues around democratic freedoms. 2.9 million people in Hong Kong, with 1.5 million dependents, are eligible to apply for a 5 year visa route, with more residents able to apply for a 30 month visa scheme, or enter the UK via the asylum route. It is likely that Newport, as a dispersal area, and with established migrant support services, will see arrivals beginning in the next few months. Hong Kong citizens settling in the UK under the new visa scheme will not have recourse to public funds, which is likely to result in longer term demands on statutory support. The Brexit Task and Finish group will continue to consider these risks, and the Council has established a separate Task and Finish group engaging relevant officers and community members to consider and put in place measures to support Hong Kong residents settling in Newport.

A summary of the Council's ongoing work is outlined below:

**Communication** – Newport Council's Communications team have been using social media (Twitter / Facebook) to promote the EU Settled Status and also for businesses links to the UK and Welsh Government guidance on the new rules. The Council's dedicated webpage is also regularly updated with local information and signposts to appropriate national guidance.

**Finance** – The Council's Finance team are monitoring the impact that the new arrangement will have on the delivery of Council services and major capital projects. There are no specific reserves or contingencies currently that deal exclusively with Brexit but the Council's budget includes a 'general budget contingency' of £1.5m to deal with short term / in-year budget pressures and consideration will need to be given to any specific reserves/contingencies required as part of 2021/22 budget setting. For the one European funded programme (Inspire to Achieve) which is delivered across South East Wales this will continue until the project closes in December 2023. In the meantime the Council will await the outcome(s) of the Shared Prosperity Fund between Welsh Government and UK Government and any replacement programme that will come into place to ensure the region and City continued to be supported.

**Procurement** – Since the new trade arrangements came into place, no significant issues have been reported by service areas in relation to the supply chain as a result of the new trade arrangements. Some areas of the Council have noted price increases in the purchasing of goods and services but it is difficult to determine whether it is as a result of Covid or the new Brexit arrangements. Social Services residential homes, care providers and Education services have not reported any issues relating to food, medicine and other supplies. The Council's IT Provider (Shared Resource Service) have identified supply issues relating to IT equipment such as laptops. However, major IT manufacturers have been struggling to keep up with demand due to the pandemic and there is a delay in the supply of key microchips.

**Regulatory Services and Environmental Health** – The Council's Regulatory Service have appointed an officer who is contacting businesses in Newport establishing if they require any support with Covid and Brexit compliance. Environmental Health Food Safety team are now fully trained to undertake EU Health Certificate checks. Civil Contingencies and Regulatory Services have not identified any issues with Newport Port.

**Community Cohesion / EUSS** – Community Cohesion officers continue to engage with EU Citizens and community leaders encouraging the uptake of the EU Settled Status application before 30<sup>th</sup> June 2021. Food Poverty work continues and are offering small grants to Newport Food organisations to support

households impacted by Covid and Brexit. The work of Community Cohesion officers is also focusing on post-Brexit rights and access to key services in the City.

The council are aware of a growing number of EU and non-EU nationals who are finding themselves with no recourse to public funds as a result of EUSS outcomes, and the hidden demand for support which is at present masked by extended COVID duties which require LAs to house people with no recourse to public funds (NRPF), as well as the current restrictions on private evictions. As we move into a period where people are more at risk of having an insecure migration status, or living unlawfully in the UK, these risks will be compounded.

The full list of areas being monitored by the Task & Finish group are included in Appendix 1 of this report. The areas covered above and in Appendix 1 are being undertaken within existing resources.

### Financial Summary

As part of the Council's financial monitoring, the Council's Finance team are monitoring any impacts on budgets due to Covid-19 and Brexit.

### Risks

The Council's Brexit risk is recorded on the Council's Corporate Risk Register which is presented to Cabinet and Audit Committee every quarter. At the end of quarter 3 of 2020/21 the Brexit risk score decreased to 12 reflecting the new trade agreement but also the uncertainty of short to medium term impacts on the economy, EU Citizens and new regulatory requirements. The Quarter 3 risk update will be presented to Cabinet in March 2021.

Risk	Impact of Risk if it occurs* (1-5)	Probability of risk occurring (1-5)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Brexit	4	3	See Report.	Corporate Management Team and Brexit Task & Finish Group

### Links to Council Policies and Priorities

Corporate Plan  
Strategic Recovery Aims  
Risk Management Strategy

### Options Available and considered

1. To consider and note the contents of the report and for Cabinet / Cabinet Members to receive updates from officers as part of their portfolio.
2. To request further information or reject the contents of the report

### Preferred Option and Why

1. To consider and note the contents of the report and for Cabinet / Cabinet Members to receive updates from officers as part of their portfolio.

### Comments of Chief Financial Officer

The financial impact of Brexit is still uncertain, however, there are indications that there could be an impact on prices and supply of goods that may further impact on both capital and revenue budgets. Budget / Service managers, with finance team colleagues, will continue to monitor these on a regular basis and any issues arising will be highlighted through the regular monitoring and budget setting processes.



Any negative financial impact arising from Brexit, whether it be through price increases or funding reductions could present a significant challenge to the Council. There are no specific reserves or contingencies currently that deal exclusively with Brexit at time of writing but as part of the considerations of uses for the projected 2020/21 revenue budget underspend and further one-off funding that the 2021/22 new budget will also generate, the Head of Finance recommends that these, in part, are set aside for the Brexit / Covid residual risks in the short term. As the risk stabilises with time, any unused provision/reserve can then be re-allocated into other priorities. More details on this will be made in the 2020/21 revenue budget outturn and 2021/22 new budget reports to Cabinet.

The report here details what financial provisions currently exist and include additional budget cover for social care commissioning costs and the Councils general revenue budget contingency.

### **Comments of Monitoring Officer**

There are no specific legal issues arising from the Report, which provides an update for Cabinet regarding the Council's Brexit preparations. The specific risks associated with the withdrawal have now been mitigated by the belated trade deal, subject to ratification by the member states. However, despite the agreement regarding no tariffs and quotas on imported and exported goods, there is still remaining uncertainty regarding the impact on other areas, such as services and data security. Any legal implications for existing contracts for supplies, services and care provision, data security matters and any regulatory enforcement issues, particularly in relation to port health, will be addressed once the details of the trade agreement are clarified and implemented in national legislation. Despite the non-imposition of tariffs and quotas, additional port health checks will be required in terms of certifying compliance with new Regulations. Environmental Health officers have now been trained to undertake import and export food health certificate checks, and this will have significant resource implications once the port activity increases. Local business advice and support is also being provided in relation to Brexit compliance. The UK Shared Prosperity Fund and the implementation of the Internal Markets legislation will have implications in terms of public sector contracts and procurement and also equivalent state-aid, fair competition requirements.

### **Comments of Head of People and Business Change**

The new trade arrangements with the EU will provide much certainty for businesses and the Council and has significantly reduced the risk for the Council and businesses in Newport. It is encouraging to see a large uptake in the number of residents applying for EUSS and the Council is making every effort alongside its partners to encourage those that have yet to apply, to do so by the deadline. The Council's Brexit Task and Finish officer group will continue to monitor and report on the progress being made by the Council and to raise any further risks and issues as they arise.

### **Comments of Cabinet Member**

The Leader of the Council is briefed on all aspects of risk management within the Council and related Brexit issues and work.

### **Local issues**

Members to be aware the impacts that Brexit can have on our Local Communities and business.

### **Scrutiny Committees**

The Council's Audit Committee receives regular risk register updates on the Council's Risk Register which includes the Brexit Risk.

### **Equalities Impact Assessment**

A paper is being prepared for consideration by the Brexit task and finish group which will assess the potential impact on communities post-December, as well as identifying risks associated with the changes to immigration rules.

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

Not applicable.

## **Wellbeing of Future Generations (Wales) Act 2015**

There are potential long term impacts of Brexit Trade Negotiations which could affect the future demand on our services to provide the necessary support, advice and guidance. There may also be opportunities that could arise and the Council will need to make preparations to accordingly. In preparation we have been working collaboratively across the Council and with our partners to make sure that our services to prevent any scenario where services are disrupted and to provide resilience across the City and to our local partners.

We have also been involving our stakeholders and where necessary providing the necessary advice and guidance to those that need our support. Going forward we will continue to monitor and report where necessary any impacts which Brexit could have on the delivery of our services.

## **Crime and Disorder Act 1998**

Not applicable.

## **Consultation**

Corporate Management Team  
Brexit Task & Finish Group

## **Background Papers**

Welsh Government website '[Preparing Wales to leave the EU](#)'  
Welsh Local Government Association '[Brexit Website](#)'  
Newport City Council's '[Brexit Webpage](#)'

**Dated: 3 March 2021**

## Appendix 1 – Summary actions taken through the Task & Finish Group

Theme	Progress of Activity completed by Newport Council to 28 <sup>th</sup> February 2021
<b>Your Organisation (Communications)</b>	Newport Council's Communications team have been using social media (Twitter / Facebook) to promote the EU Settled Status and also for businesses links to the UK and Welsh Government guidance on the new rules. The Council's Brexit webpage is monitored and updated with all necessary information and signposting to Welsh and UK Government sites.
<b>Your Organisation (Finance and Funding)</b>	<ul style="list-style-type: none"> <li>• The Council's Finance team are monitoring the impact that the new arrangement will have on the delivery of Council services and major capital projects.</li> <li>• There are no specific reserves or contingencies currently that deal exclusively with Brexit but the Council's budget includes a 'general budget contingency' of £1.5m to deal with short term / in-year budget pressures and consideration will need to be given to any specific reserves/contingencies required as part of 2021/22 budget setting.</li> <li>• For the one European funded programme (Inspire to Achieve) which is delivered across South East Wales this will continue until the project closes in December 2023. In the meantime the Council will await the outcome(s) of the Shared Prosperity Fund between Welsh Government and UK Government.</li> </ul>
<b>Supplies and Services (including social services and ICT)</b>	<ul style="list-style-type: none"> <li>• Since the new trade arrangements came into place, no significant issues have been reported by service areas in relation to the supply chain as a result of the new trade arrangements.</li> <li>• Some areas of the Council have noted price increases in the purchasing of goods and services but it is difficult to determine whether it is as a result of Covid or the new Brexit arrangements.</li> <li>• Social Services residential homes and care providers and Education services have not reported any issues relating to food, medicine and other supplies.</li> <li>• The Council's IT Provider (Shared Resource Service) have identified supply issues relating to IT equipment such as laptops. However, major IT manufacturers have been struggling to keep up with demand due to the pandemic and there is a delay in the supply of key microchips.</li> </ul>
<b>Security / Data Protection arrangements</b>	<ul style="list-style-type: none"> <li>• The Council's IT provider SRS have necessary virus protection and firewalls in place and continuously monitoring threats to its systems.</li> <li>• Information Commissioner's Office have confirmed EU Data Flow arrangements have been extended for 6 months. NCC audit of key IT suppliers and arrangements have not identified any such arrangements in place.</li> </ul>
<b>Supplies and Services (Regulatory Services)</b>	<ul style="list-style-type: none"> <li>• The Council's Regulatory Service have appointed an officer who is contacting businesses in Newport establishing if they require any support with Covid and Brexit compliance.</li> <li>• Enquiries are being received by the team.</li> <li>• Animal feed imports have been received at the port and their surveillance has increased since EU Exit.</li> <li>• Environmental Health Food Safety team are now fully trained to undertake EU Health Certificate checks.</li> </ul>
<b>Local Community (Civil Contingencies)</b>	<ul style="list-style-type: none"> <li>• Civil Contingencies and Regulatory Services have not identified any issues with Newport Port.</li> <li>• No issues have been identified since the transition impacting on Civil contingencies in Newport but the team will continue to monitor these.</li> </ul>

Theme	Progress of Activity completed by Newport Council to 28 <sup>th</sup> February 2021
<p><b>Local Community (Community Cohesion)</b></p> <ul style="list-style-type: none"> <li>• <b>EU Settled Status / EU communities</b></li> <li>• <b>Food Poverty</b></li> <li>• <b>Homelessness (EU Citizens)</b></li> <li>• <b>Community cohesion</b></li> </ul>	<ul style="list-style-type: none"> <li>• Community Cohesion officers continue to engage with EU Citizens and community leaders encouraging the uptake of the EU Settled Status application before 30th June 2021.</li> <li>• Food Poverty work continues and are offering small grants to Newport Food organisations to support households impacted by Covid and Brexit.</li> <li>• The work of Community Cohesion officers is also focusing on post-Brexit rights and access to key services in the City.</li> <li>• The council are aware of a growing number of EU and non-EU nationals who are finding themselves with no recourse to public funds as a result of EUSS outcomes, and the hidden demand for support which is at present masked by extended COVID duties which require LAs to house people with no recourse to public funds (NRPF), as well as the current restrictions on private evictions.</li> <li>• As we move into a period where people are more at risk of having an insecure migration status, or living unlawfully in the UK, these risks will be compounded.</li> </ul>

# Report

## Cabinet

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### Part 1

Date: 10 March 2021

**Subject** Cabinet Work Programme

**Purpose** To report and agree the details of the Cabinet's Work Programme.

**Author** Governance Team Leader/Cabinet Office Manager

**Ward** All Wards

**Summary** The purpose of a work programme is to enable Cabinet to organise and prioritise the reports and decisions that are brought to each meeting. Effective forward planning by Cabinet also impacts positively upon the Council's other Committees, in particular Scrutiny, because work needs to be coordinated on certain reports to ensure proper consultation takes place before a decision is taken.

The current work programme runs to May 2021, but it is a working document. It is important that the work programme is owned and prioritised by Cabinet Members directly, so each month the Cabinet Office Manager brings a report updating Cabinet on any changes, so that the revised programme can be formally approved.

The updated work programme is attached at Appendix 1.

**Proposal** To agree the updated work programme.

**Action by** Cabinet Office Manager /Governance Team Leader

**Timetable** Immediate

This report was prepared after consultation with:

- Chief Officers
- Monitoring Officer
- Head of Finance
- Head of People and Business Change

## Background

The purpose of a work programme is to enable Cabinet to organise and prioritise the reports and decisions that are brought to each meeting. Effective forward planning by Cabinet also impacts positively upon the Council's other Committees, in particular Scrutiny, because work needs to be coordinated on certain reports to ensure proper consultation takes place before a decision is taken.

The Wales Audit Office's Corporate Assessment of Newport City Council, published in September 2013, highlighted the need to "strengthen committee work programming arrangements to ensure they are timely, meaningful, informative, transparent, balanced, monitored, and joined up". Since that report was published, these monthly reports have been introduced to provide Cabinet with regular updates on its work programme, and the opportunity to comment upon and shape its priorities as an executive group. The Democratic Services team have also been working to improve the links between this and other work programmes under its management (e.g. Council, Scrutiny, Audit) to ensure the various programmes are properly coordinated.

The current work programme runs to May 2021, but it is a working document. It is important that the work programme is owned and prioritised by Cabinet Members directly, so each month the Cabinet Office Manager brings a report updating Cabinet on any changes, so that the revised programme can be formally approved.

The updated work programme is attached at Appendix 1.

## Financial Summary

There is no direct cost to adopting a programme of work.

## Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
No action taken	M	L	Work programming arrangements are in place to ensure they are timely, meaningful, informative, and transparent, balanced, monitored, and joined up.	Head of Democratic Services
The process is not embraced by report authors and members	M	M	If there is proliferation of unplanned or late items, the opportunity to ensure work programming is timely, meaningful, informative, and transparent, balanced, monitored, and joined up will diminish	Head of Democratic Services

## Links to Council Policies and Priorities

These proposals will help the Council provide the best possible service to members and will provide information to the public and elected members.

### **Options Available and considered**

- To adopt the process and adopt or amend the work programme
- To consider any alternative proposals raised by Cabinet members
- To take no action

### **Preferred Option and Why**

To adopt the proposals which should help to ensure work programming arrangements are timely, meaningful, informative, and transparent, balanced, monitored, and joined up.

### **Comments of Chief Financial Officer**

There are no financial implications in adopting a programme of work.

### **Comments of Monitoring Officer**

There are no legal implications in adopting a programme of work.

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

There are no specific staffing implications in adopting a programme of work.

### **Comments of Cabinet Member**

The Chair has approved the report for consideration by cabinet.

### **Local issues**

There are no local issues as this report relates to the Council's processes

### **Scrutiny Committees**

Monthly update reports allow the Scrutiny and Cabinet work programmes to be better coordinated. The Scrutiny team and Members are currently developing new ways of working through the new Committees, and continually reviewing the work programmes to focus more on risk, and ensure all scrutiny activity has a defined purpose and constructive outcome.

### **Equalities Impact Assessment and the Equalities Act 2010**

This does not apply to this procedural report.

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

This procedural report does not impact on Children and Young People although certain reports contained in the programme may do and will need appropriate consultation and comment when they are presented to cabinet.

### **Wellbeing of Future Generations (Wales) Act 2015**

This is a procedural report but reports contained within the programme will need to show how consideration has been given to the five things public bodies need to think about to show they have applied the sustainable development principle put into place by the Act.

### **Crime and Disorder Act 1998**

This does not apply to this procedural report

### **Consultation**

As set out above

### **Background Papers**

[Newport City Council Corporate Assessment](#), Wales Audit Office (September 2013)

[Newport City Council – Corporate Assessment Follow Up 2015](#), Wales Audit Office (May 2015)

**Dated: 10 March 2021**

Mae'r dudalen hon yn wag yn



**NEWPORT CITY COUNCIL: CABINET/COUNCIL WORK PROGRAMME JUNE 2020 – MAY 2021**

<b>MEETING</b>	<b>AGENDA ITEMS</b>	<b>LEAD OFFICER</b>
<b>CABINET 03-JUN-20</b>	Treasury Management Year End Report (moved to July Cabinet)	HoF
	Corporate Risk Register Update (Q4) (moved to September Cabinet)	HP&BC
	Risk Management Strategy (Leader signed off as a CM report during COVID 19)	HP&BC
	Forecast Numbers of LAC (moved to September Cabinet)	SD People
	Work Programme	COM
<b>COUNCIL 21-JUL-20</b>	NNDR Relief Scheme (moved to September Council) Treasury Management Year End Report (moved to September Council)	
<b>CABINET 29-JUL-20</b>	29 July Cabinet rearranged to take place on 22 July 2020	
<b>22 JUL 20</b>	2019/20 Revenue Budget Outturn	HoF
	Capital Outturn and Additions	HoF
	Treasury Management Outturn	HoF
	Revenue Monitor 2020/21	HoF
	Schools' Recovery	CEO
	Western Gateway	Acting HRIH
	Remote Meetings	HL&R
	Strategic Equalities Plan 2020/2024	HP&BC
	Welsh Language Annual Report (moved to September Cabinet)	HP&BC
	Performance Update – Early Year End PI Analysis (moved to September Cabinet)	HP&BC
	Work Programme	COM
<b>COUNCIL 28-JUL-20</b>	AGM	
<b>SPECIAL CABINET 19-AUG-20</b>	Business case for the Test, Trace Protect Service	HL&R
	Work Programme	COM
<b>CABINET 16-SEP-20</b>	Capital Programme Monitoring July 2020	HoF
	Revenue Budget Monitor July 2020	HoF
	Welsh Language Annual Report	HP&BC
	Risk Report Q4 (2019/20)	HP&BC
	End of Year Performance Review 2019/20	HP&BC
	Transport Update	HCS
	COVID-19 Recovery - Update	CX
	PSB Summary Document (for information/awareness)	HP&BC

	Work Programme	COM
<b>COUNCIL</b> 29-SEP-20	NNDR Relief Scheme (moved from April Council) Treasury Management Year End Report (moved from April Council) Strategic Equalities Plan 2020-24 (moved from April Council)	HL&R HoF HoF  HP&BC
<b>CABINET</b> 14-OCT-20	Corporate Plan Annual Report	HP&BC
	Risk Report Q1 (2020/21)	HP&BC
	Pay and Reward Policy (moved from April Cabinet)	HP&BC
	SRS Data Centre	HP&BC
	Forecast Numbers of LAC (moved from June Cabinet)	HC&YPS
	LDP Annual Monitoring Report and LDP Review	HRIH
	COVID-19 Recovery - Update	CX
	Brexit Update Report	HP&BC
	Work Programme	COM
<b>CABINET</b> 11-NOV-20	Revenue Budget Monitor	HoF
	Capital Budget Monitor	HoF
	Audit Wales Financial Sustainability Report	HoF
	Audit Wales Certificate of Compliance 1	HP&BC
	Strategic Equalities Plan Annual Report	HP&BC
	COVID-19 Recovery - Update	CX
	Well-Being of Future Generations: Commissioner's Report and progress	HP&BC
	Annual Report on Compliments, Comments and Complaints Management 2020	Customer Services Mgr
	Local Toilet Strategy (moved from April Cabinet)	HL&R
	Brexit Update	HP&BC
	Work Programme	COM
	PSB Summary Document (for information/awareness)	HP&BC
<b>COUNCIL</b> 24-NOV-20	Democratic Services Annual Report Standards Committee Annual Report Pay and Reward Policy (moved from April Council)	
<b>CABINET</b> 16-DEC-20	Treasury Management 6 monthly Report	HoF
	Quarter 2 Corporate Risk Register Update	HP&BC
	Audit Wales – Audit of Newport City Council's Assessment of 2019-20 performance (Certificate of Compliance 2)	HP&BC
	Annual Corporate Safeguarding Report (moved from April Cabinet - t.b.c.)	HC&YPS
	Director of Social Services Annual Report	SD - People
	LDP Review Report & Draft Delivery Agreement (and seeking approval for public consultation)	HRIH
	Local Government and Elections (Wales) Bill Consultation	HL&R/HP&BC
	COVID-19 Recovery - Update	CX
	Brexit Update	HP&BC

	Work Programme	COM
<b>CABINET</b> <b>08-JAN-21</b>	Revenue Budget and MTFP: Draft Proposals	HoF
	Revenue Budget Monitor	HoF
	Capital Budget Monitor	HoF
	Mid-Year Performance Analysis 2020/21	HP&BC
	Wales LG Bill	HP&BC
	COVID-19 Recovery - Update	CX
	Brexit Update	HP&BC
	PSB Summary Document (for information/awareness)	HP&BC
	Work Programme	COM
<b>COUNCIL</b> <b>26-JAN-21</b>	Mayoral Nomination 2021/22 Council Schedule of Meetings Treasury Management 6 monthly report Council Tax Reduction Scheme Revised Statement of Licensing Policy Director of Social Services Annual Report	
<b>CABINET</b> <b>22-FEB-21</b>	Capital Strategy and Treasury Management Strategy	HoF
	Revenue Budget and MTFP: Final Proposals	HoF
	Proposed Leisure and Wellbeing Facility	HRIH/HCS
	Transporter Bridge Funding	HRIH
	Guidance on Socio-Economic Duty	HP&BC
	COVID-19 Recovery - Update	CX
	Brexit Update	HP&BC
	Work Programme	COM
<b>COUNCIL</b> <b>03 MAR-21</b>		
	Capital Strategy and Treasury Management Strategy	HoF
	Budget and Medium Term Financial Plan	HoF
<b>CABINET</b> <b>10-MAR-21</b>	Pay and Reward Statement 2021/22	HP&BC
	WG White Paper and Consultation – Rebalancing Care and Support	CD - People
	Corporate Risk Register Update (Quarter 3)	P&BC
	COVID-19 Recovery - Update	CX/P&BC
	Brexit Update	CX/P&BC
	Work Programme	GLT
<b>CABINET</b> <b>07-APR-21</b>	Risk Management Strategy	HP&BC
	Annual Corporate Safeguarding Report	HC&YPS
	2020- 2024 Strategic Equalities Plan Approval	HP&BC
	EAS Business Plan 2020/21	CEdO
	National Categorisation of Schools	CEdO
	Band B: Capital Investment of Schools	CEdO
	Covid Recovery Update	CX/HP&BC

	Brexit Update	CX/HP&BC
	Work Programme	GTL
COUNCIL 27-APR-21	IRP Annual Report NNDR Rate Relief Pay and Reward Statement 21/22 Provide Feedback on Review Report and Delivery LDP Review, Delivery Agreement and Review Report	HoF HoF H&PBC  HRIH
CABINET 05-MAY-21	? Responding to the New Normal Report ? April/May TBC COVID-19 Recovery – Update Brexit Update	HP&BC CX/HP&BC CX/HP&BC
	Work Programme	GTL
COUNCIL 11-MAY-21	AGM	