

Agenda

Cabinet

Dyddiad: Dydd Mercher, 19 Awst 2020

Amser: 3.00 pm

Lleoliad: Cyfarfod Timau

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

Eitem

Wardiau Dan Sylw

- 1 Ymddiheuriadau dros Absenoldeb
- 2 Datganiadau o ddiddordeb
- 3 Cofnodion Drafft o Gabinet mis Gorffennaf (*Tudalennau 3 - 16*)
- 4 Achos busnes dros y Gwasanaeth Prawf, Orlhain Amddiffyn
(*Tudalennau 17 - 54*)
- 5 Rhaglen Waith y Cabinet (*Tudalennau 55 - 58*)

Mae'r dudalen hon yn wag yn



Minutes

Cabinet

Date: 22 July 2020

Time: 4.00 pm

Present: Cllrs Jane Mudd (Chair); P Cockeram, D Davies, G Giles, D Harvey, R Jeavons; D Mayer, M Rahman, R Truman

In attendance: Mrs B Owen, Mr G Price, Mr M Rushworth, Mrs T Brookes, Mr R Cornwall and Mr A Powles

Part 1

1 Apologies for Absence

No apologies received.

2 Declarations of Interest

There were no declarations of Interest.

3 Minutes

The minutes of the meeting held on 24 June 2020 were confirmed as a true record.

4 Revenue Budget Outturn 2019/2020

The Leader presented the report that detailed the final outturn position of the Authority for the financial year 2019/20 that ended on 31st March 2020.

The report confirmed that 2019/20 was not significantly impacted by the Covid-19 pandemic as lockdown did not come into force until the latter end of March, when the financial year was closing, therefore there was little impact on the Council finances for the financial year.

In relation to the outturn, the financial year could be seen as a positive outcome as the Council managed its overall budget, and the revenue outturn showed an overall underspend of £2 million. Cabinet would therefore be asked to approve how this underspend was utilised.

Key movements and Main variances

There were a number of key movements between the position that was reported in the January monitoring position. Overall, the underspend increased by £377k, largely because service areas overspend decreased specifically in the demand led areas of social care. There was however, a lower underspend reported across non-service.

In terms of the main variances reported at outturn, there was a consistent message throughout 2019/20 regarding significant overspending within a few key areas, and this proved to be the case at year end. The three key areas of overspending which contributed £2.1m overspending related to Adult Social Care Community Care - £955k, Children's independent fostering - £598k and Children's out of area placements - £553k.

The Council was able to mitigate the overspend through use of its £1.4m contingency and underspend on a number of areas including capital financing, Council Tax Reduction scheme and council tax surplus.

It was very important to note that this pattern of overspending in service areas had occurred for a number of years and due to reduction in budgets in some of the non-service areas, demand pressures on CTRS and Council Tax arising from the Covid-19 pandemic, non-service underspend may be unable to mitigate overspending in future years.

The Head of Finance therefore recommended that the Senior Leadership Team put in place a robust specific monitoring process with the social care management teams to review financial management issues in detail.

Schools position

Schools variances were covered by the schools balances reserve, therefore the overall underspend of £2m did not include the schools position. For 2019/20 schools overspent by £2m, with the secondary sector overspending significantly, this meant that total schools reserves had fallen from £3.1m to £1.1m.

The position at individual school level was challenging with 67% of secondary, 12% of primary and 50% of special schools being in nil or deficit balances. Of particular concern was the secondary sector, with 5 schools with in-year overspending of between £175k and £328k, one of these schools had a deficit reserve in excess of £1m. Schools reserves were likely to reduce further in 2020/21 unless action was taken to reduce costs with the challenge being that the reserve balances were not available to offset overspending to this level in future.

The Head of Finance reminded Cabinet that other Council budgets and reserves, where unallocated/committed, would be needed to subsidise/augment school reserves if they fell, in overall terms, beyond 'nil' and into a substantial negative balance and there was no plan to recover this in a reasonable timescale.

A key priority would see what the reserve position was deemed to be and medium term financial plans incorporating 'deficit recovery plans' to assess the longer term trajectory for school reserves. The Head of Finance recommended again that the Council's Senior Leadership Team put in place a robust specific monitoring process with the Education management teams to review financial management issues in detail.

Utilisation of the underspend and reserves

Following this overview of outturn, Cabinet would need to decide how the £2m reported underspend was utilised. Of this £255k, new reserves were requested by the Service Areas to be approved, as detailed in paragraph 5.4 of the report. The remaining £1.8m was requested to be put to the following areas:

- £400k towards the implementation costs of an upgrade to a new financial system which was required to secure a sustainable financial platform and
- £1.4m into the existing Medium Term Financial Plan reserve, to help support the achievement of the Corporate Plan and future budgetary challenges, which would be key in the current climate we find ourselves in.

Cabinet was asked to note and approve all the reserve transfers within the section and all reserve movements detailed in appendix 5 of the report.

The reserves balance at 31 March 2021 following the above approvals was a balance of £87m, a decrease from £103m at 31 March 2020. Within this were some significant movements summarised in the report in paragraph 5.2.

In terms of the remaining balances, the general reserve remained the same at £6.5m, and it was important to note that a significant amount of £42m of the reserve balance was for the Private Finance Initiative schemes, grants pre-paid by Welsh Government that would be utilised over the remaining life of these schemes.

The Leader invited Comments from Cabinet:

Councillor Cockeram mentioned the outstanding work by Social Services, in particular Windmill Farm, a development that was new and innovative, which was going to Planning Committee in the coming months.

Councillor Giles echoed Councillor Cockeram's comments regarding the work carried out on Windmill Farm as well as praising Education Services efforts on the monitoring of the school budget. The Chief Education Officer was keeping a close eye on the budget along with Head Teachers and new guidance was coming to schools. There was an underspend on out of county education, due to the school closures as well as a decrease in the number of education at home. Councillor Giles mentioned the fantastic work undertaken by Education Services and their investment in local provision as well as the great work they were continuing to carry out despite the present circumstances.

Decision:

That Cabinet voted and agreed to

- Note the outturn position and the major variances for the financial year
- Approve the use of the underspend as described and note the resulting level of general and earmarked reserves
- Approve the reserve transfers set out in section 5
- Note schools outturn position on individual and collective school reserves, the HoF concern regarding this position & note, comment and approve on the next steps as described.
- Note the other areas of budget pressures and challenges in section 1 and 2 and note, comment and approve on the action required to manage these, in particular for an enhanced Senior Leadership Team focus on social care overspending.

5 Capital Programme Outturn 2019/2020

The Leader presented the report focussing on two parts of the capital programme. Firstly the outturn position of the 2019/20 financial year and the impact on the capital programme on the slippage that occurred. Secondly, the additions to the capital programme since the last capital report to Cabinet.

Capital outturn 2019/20

During 2019/20 there was significant capital expenditure of £31m across a number of important projects across Newport including completion of the Band A and continuation of the Band B 21st century school programme, as well as a significant maintenance programme across a number of schools. Support provided for regeneration initiatives in the city centre including offices at the old sorting office in Mill Street and Chartist Tower, roll out of smaller bins which had improved the recycling rates and investment in energy saving schemes including the street lighting LED project. A number of these projects would continue to be completed over the remainder of the programme, which currently ran to 2024/25.

The 2019/20 outturn position highlighted that despite being a significant re-profiling of budgets during the financial year, there remained significant slippage at year end of £8.5m, this effectively meant that the programmed expenditure to occur in 2019/20 did not happen and the budget was "rolled forward" or slipped to the next financial year. It was important to note that a large amount of slippage related to schemes that span over a number of years, therefore it should not be seen that this budget was not required, the spend would be incurred at a later date. This was allowable (with the exception of time limited grants) within regulations.

Slippage was however unhelpful in modelling for treasury management and capital financing budget purposes, therefore it was important that heads of service reviewed their capital projects on a regular basis and updated the profiling of the budget and spend when they were aware of changes.

As well as the slippage there was a small underspend relating to a small number of completed projects of just above £400k.

The main variances from the budget were outlined in the report, and the slippage had occurred across a number of service areas, which was not unique to one individual area. The programme would need to be reviewed early in the financial year and individual project budgets re-profiled in line with more realistic and deliverable spending profiles. The next capital monitoring update to Cabinet would include an updated programme reflecting this review.

Changes to the approved programme

Prior to this report the Council already had an extensive capital programme to 2024/25, this report highlighted further additions to the programme of over £16m taking the overall programme to £202m.

All of the additions shown in the table of the report were extensive, but to highlight a couple of the main ones:

- A further £3.3m for Basseleg School in addition to Section 106 funding for Band B
- £2.1m Education Maintenance Grant from Welsh Government
- £970k Targeted Regeneration Initiative funding to help city centre redevelopment
- £1.75m investment for the relocation of the information station as per previous decision made by Cabinet.

For the majority of additions the Council was successful in securing external funding for the projects through Welsh Government grants or Section 106 funds, this was vital in ensuring the capital programme remained affordable, building on the already extensive capital commitments the Council had made.

Of the £16m, £2.4m was funded by borrowing, which impacted on the Council's headroom as explained in further detail later.

Full detail of the changes to the programme, including slippage and additions were shown in Appendix A to the report and Cabinet are asked to approve these changes.

Capital Headroom

The Leader continued that the Council's Medium Term Financial Plan had revenue budgets included which allowed a level of "headroom" for further capital expenditure to be funded from borrowing. A further £2.4m was required to be utilised from the headroom, and during 2019/20, the Council was able to substitute previously committed borrowing with grants, allowing the headroom to be at £20.7m.

While this sounded a significant amount, it was important to note that the Council had a number of demands on capital, and this level of headroom would easily be utilised. Senior officers would therefore undertake a review of the current programme, the future capital demands and the impact on the revenue budget over the next few months and would report back to Cabinet with its recommendations on the future capital programme.

The report provided an update on capital receipts which form part of the headroom. Currently there was £4.4m of uncommitted capital receipts within the headroom.

The Leader invited Comments from Cabinet:

Councillor Davies was appreciative of the funding for Beechwood Park and also welcomed the variance in budget for the vehicle replacement programme and the contribution from the Council to help achieve zero carbon emissions in line with Central and Welsh Government.

The Deputy Leader also supported the vehicle replacement programme and was pleased to advise Cabinet that an electric refuse truck was being purchased.

Decision:

The Cabinet voted and agreed to

- Approve the changes to the capital programme including the slippage and additions and note the re-profiling this gives rise to.
- Note the remaining available capital resources i.e. the headroom

- Note the capital outturn position for 2019/20
- Note the balance and approve the allocation of capital receipts

6 Treasury Management Covering the Financial Year 2019/2020

The Leader presented the report, which detailed the treasury management activities of the Council for 2019/20. It was a report that looked back, confirming that all borrowing and investments undertaken during the financial year were expected and in line with the agreed limits set by Full Council. It also confirmed that 2019/20 Prudential Indicators for treasury management were also met in line with those set by Council.

The Council's current strategy was to fund capital expenditure through reducing investments, rather than undertake new borrowing where it could, such as deferring taking out new long term borrowing and fund capital expenditure from the Council's own cash resources, mainly reserves. By using this strategy the Council could minimise cash holding at a time when counterparty risk remained relatively high, especially with the current economic implications during Covid-19.

The level of internal borrowing was around £87m, and by using this strategy it was estimated the Council saved about £2.6m in revenue cost based on current interest rates.

The level of external borrowing the Council held at 31st March 2020 was still significant at £166m, this would only increase in future years as our ability to be internally borrowed reduced as reserves are utilised.

Of this £166m, it was important to note that an additional £15m of borrowing was undertaken to enable the Council to be a front-runner in supporting the response of Covid-19 and administering business grants to businesses in Newport, prior to the funding being received by Welsh Government.

The investment balance at 31st March 2020 was £12.5m, taking net borrowing to £153.8m, this was an increase of £17.2m on the previous year. It should be noted that the Council would keep a minimum investment balance to satisfy the requirements of being deemed a professional body for compliance purposes.

The report detailed non-treasury investments as required by Welsh Government, this included investments in directly owned property such as commercial and industrial units, loans to local businesses and landlords and shareholdings in subsidiaries which would be Newport Transport. The total value of these investments at 31st March 2020 was £14.5m.

The Leader invited Comments from Cabinet:

Councillor Harvey echoed the Leader's thanks to officers for their hard work. Members were contacted by businesses affected by Covid and appreciated that officers had gone over and above for businesses within Newport.

Councillor Rahman also mentioned that Maindee had suffered but because of the quick action from the Council a lot of small businesses and families affected received financial support with a slow recovery taking place. Businesses within other council areas asked how did Newport City Council act so quickly and this was because Newport was ahead of the curve. Councillor Rahman thanked to Leader and officers for reacting so promptly at the beginning of the Covid pandemic, as well as helping residents who were shielding.

Decision:

It was agreed by Cabinet to that the report could be taken to Full Council for approval.

7 May Revenue Budget Monitor

The Leader presented the May budget report, which was the first forecast of the year and highlighted the key financial issues arising from the Covid-19 pandemic and the ongoing impact that this may have upon the 2020/21 revenue budget.

It was important to note that during these unprecedented times there were a number of uncertainties around the lifting of the lockdown and what measures would need to be put in place that impacted on Local Authorities. A number of assumptions have therefore been required to be made within the projections including assumptions on further Welsh Government funding, future expenditure and income recovery.

In the first quarter of the pandemic the Council took significant steps to respond, with services transitioning into an essential services model delivering core services to the most vulnerable and the most affected by the threat of the virus.

During the first quarter, the Council had faced significant costs in delivering these services, however, up to the end of June, this expenditure was largely covered by the financial support provided by Welsh Government through the hardship fund. This fund covered specific groups such as homelessness, free school meal provision, social care providers and also a general fund to support Local Government to support the response to Covid-19. The Council had finalised its claim for June, with the value claimed by Newport for the quarter of over £7m.

There were however a number of ongoing financial pressures that would continue during this pandemic, including continuing additional costs to support our vulnerable residents and to maintain core services, and loss of income as a result of the pandemic.

These were in addition to other challenges facing the Council budgets including overspends on demand led services, delivery of savings (some of which have been directly or indirectly impacted as a result of the pandemic), and also the impact of on-going school budget overspending.

The May position was forecasting an overspend for the financial year of £5.4m assuming the that the revenue contingency budget was fully committed, this would reduce to £4m if the contingency remained available at year-end. This was a significant overspend against budget and reflected the challenge the Council continued to face in its response to the pandemic.

The main overspending areas that contributed to the position include the following, unavoidable costs that continued beyond the first quarter and were not assumed to be funded by Welsh Government of £1.7m; £3.7m in relation to loss of income as a result of the pandemic; c£400k of demand led service area overspending in social care; £1.1m undelivered savings for 2020/21 and c£840k due to the impact of schools overspending.

As highlighted earlier, the current situation added a layer of complexity and uncertainty to the forecasts, which needed to be worked through and forecasts would be updated through the year as there was more certainty provided around the recovery requirements and associated funding.

It was envisaged there may be both upsides and downsides relating to the current forecasts. The upsides being that firstly, there was currently no Welsh Government funding included for the loss of income in quarter one. Whilst WG had announced a value set aside for this purpose for all of Wales, there had not been confirmation of how this would be distributed and the final amount available to Newport. Secondly, there may be further WG support made available for costs and income losses in quarter two and beyond.

There may be further downside risks from the forecast, which could worsen the position, including an increase in level of Council Tax Reduction Scheme costs as the economic downturn bites and there was an increase in the number of claimants. Services would need to continue to work through the forecasts in detail on the impact of the responses to the pandemic.

Unavoidable continuing costs beyond quarter one

Within social care, whilst it was expected there would be continued increased costs beyond quarter one, it was currently expected that these would continue to be funded by WG.

There were however two main areas where forecasts had been included for significant costs to continue beyond quarter one, these were Waste and Cleansing and Housing including Homelessness, these contributed to close to £1.6m of the total unavoidable costs going forward.

The key assumptions for each of the main areas of costs and funding were outlined further in the report.

Loss of income

The loss of income was potentially very substantial at an estimated £3.7m for the year, with the loss at quarter one totalling £2m.

The main areas impacted included contributions from clients for non-residential services such as day centres, a significant impact on waste services of around £1m, and a significant loss of income on parking services of over £700,000 and bus station departure fees of £320k.

The Welsh Government had announced that £78m is available to account for lost income across Wales, however the method of allocation has not yet been confirmed. We do not know therefore how much Newport would receive from this fund. It was recognised that the Council was showing a worst case scenario in relation to lost income and any WG funding would improve the forecast position.

Demand led budgets overspending

As in previous year there continues to be a pressure in demand led services especially socially care despite significant investments in the budgets over recent years. Within children's independent fostering we invested £382,000 into the service in 2020/21, however the number of placements remains high and there is still a forecast overspend on the service of £419,000.

It was a similar story in Adult social care, where we invested £1.4m into the community care budget in 2020/21, this was to cover overspends seen in 2019/20, in line with expected demand, however, there continued to be an overspend on the service of £298,000, which was attributed to a non-delivery of saving impacted by Covid-19.

Non-delivery of savings

Within the forecasts were non-delivery of savings of £1.5m, with £1.1m related to 2020/21 targets and a further £400,000 in relation to undelivered savings from previous years. A large number of these were impacted by the Covid-19 pandemic, and delayed the achievability of the saving. In the majority of cases the savings were expected to be delayed but ultimately deliverable, therefore while impacting on the 2020/21 forecast, we would expect services to deliver the savings in order to not be a continued impact in future years.

Schools position

The position in schools has been challenging over the past few year with in-year overspending across the sector reducing the level of schools balances in total to £1.1m at the end of last year. Despite significant investment into the ISB in 2020/21, the forecasted financial position for schools continued to be an issue, with a forecast overspend in 2020/21 of £1.9m. With a reserves balance of £1.1m, leaving a net overspend to be covered by the Council of just over £800,000.

The education and finance teams were working closely with schools on their deficit recovery plans, but it was unlikely that the level of overspending would be resolved this financial year given the size of some of the large historical accumulated deficits.

Cabinet approved additional funding in the 2020/21 budget to resource some analytical and senior leadership capacity to this challenge. The current situation delayed recruitment to date, which was unhelpful, but unavoidable. Current officers, including the Chief Education Officer, Assistant Head of Finance and Head of Finance were engaged on this alongside colleagues. A detailed briefing on the situation was being completed, to be considered very soon.

Level of reserves

In context of all of the above, we needed to touch on our reserves overall. Our projections assumed that in line with planned and expected use the Council would utilise around 16% of the reserves. This however did not include covering the forecast overspend detailed in this report.

The Council had a good level of reserves and whilst the majority were earmarked they did provide some last resort mitigation for significant in-year overspending. If this was to happen, then future projects, may not be able to progress. If using other reserves, budgetary provision would need to be made to 'repay' these, creating further pressure on the Council's MTFP. There was no easy, impact free solution through reserves but they did ultimately provide some cover in the last resort.

In summary, it was evident that the Council is facing significant financial pressure arising from the pandemic, and while there are uncertainties and assumptions being made in the report these may have both upsides and downsides on the position being faced in the future. The level of funding continuing past quarter one provided by Welsh Government was crucial in improving this position, and service areas needed to ensure that additional expenditure was focussed on the unavoidable costs of supporting the Council and its residents.

The Leader invited Comments from Cabinet:

Councillor Rahman mentioned that under the circumstances, there would be uncertainty around the budget and the future, however the Council was a compassionate authority and there would be help available for the residents of Newport. Councillor Rahman also highlighted that the council faced a loss of income and had already cut £5-6M over the recent years. The people of Newport needed to understand that the council was struggling however, we would be there to help Newport Residents.

Councillor Davies referred to the impact on the Council tax reduction scheme as a result of Covid. People could be eligible to apply for this and must therefore contact the council to see if they were entitled to the fund. Councillor Davies stressed that we must support residents to ensure extra income went to households even though the council was also struggling.

Councillor Truman hoped that a vaccine would be available soon, however, the costs the council faced would continue for a number of years. Council staff had been putting themselves at risk during the pandemic and it had not gone unnoticed by Councillors. For the council to continue functioning, adequate funding was needed from Central and Welsh Government to try and get the adequate resources to deliver services.

The Deputy Leader agreed that this was a serious issue across Wales and that a significant amount of waste had been generated therefore, it was important to put on record a huge thanks to City Services; the refuse team and Waste Savers. The HWRC opened at Maesglas with an electronic booking system in place, which received many positive comments from residents.

Councillor Harvey echoed the comments of her colleagues, highlighting that Waste Savers and the refuse team were working really hard every week. In addition Councillor Harvey said that Newport City Council had the best staff in place, working really hard to get through this pandemic, and that their efforts, no matter how small, had made a significant impact. Finances were strict and there was a concern that Central and Welsh Government would impose sanctions on benefits and if systems could not be implemented until 10 August there would be a potential issue.

The Head of Finance was invited by the Leader to provide an update on current financial position. The Head of Finance announced that there were changes to report in terms of WG support who had allocated £78M for income loss, which had been agreed on how to be distributed, therefore the council should receive £800,000 in the first tranche. The balance was yet to be decided but it was predicted that another sum of money would be received, which was positive news taking us in the right direction. WG funding had been confirmed for the ongoing cost of social care and we would need to wait until the end of the second quarter to get an idea on what would happen in relation to the council tax reduction scheme.

The Leader thanked the Head of Finance for his update and also thanked him for his leadership during this difficult period.

Decision:

That Cabinet voted and agreed to

- Note the overall budget forecast position and the significant overspending within service areas which is predominately resulting from the on-going pandemic and action currently in progress to address some issues
- Note the planning assumptions within the forecast position and in particular, the uncertainty around (i) the ongoing impact that Covid will have upon service areas and (ii) funding support available from Welsh Government (WG) beyond quarter one of the financial year
- Note the level of undelivered savings within each directorate and the risks associated with this;
- Note the forecast movements in reserves
- Note the very significant financial challenges facing schools and the serious impact it will likely have on the Councils other revenue budgets and reserves. Note action currently in progress and the HoF comments on the seriousness of this position.

8 Newport City Council's School Recovery Programme (Covid 19)

The Leader presented the report advising those present that critical worker and vulnerable children childcare has been in place since schools closed in March. This has run alongside the partial opening of schools for other learners since 29 June.

Collaborative planning between Officers and head teachers was highly effective to develop a shared understanding issues and to address these concerns as quickly as possible.

Students have not sat exams this year and therefore their summer grades would be based on coursework and teacher predicted grades.

Schools were challenged by families for their adherence to Welsh Government advice and not mixing 'bubbles' of children between and within settings. This was put into operation in line with expert advice to protect children, staff and the wider community.

Around 5400 children and young people across Newport continued to be supported by a Free School Meal (FSM) scheme. Following the closure of schools in March the support developed from providing a lunch for collection from school to a voucher scheme sent directly to families.

The EAS have worked with schools to support the development of an effective blended learning programme, which supported learners in childcare provision, check-in classes and those who have not yet returned to school.

The Leader invited the Cabinet Member for Education and Skills to speak on this item.

The Cabinet Member for Education and Skills informed Cabinet that within days of closing in March a significant number of childcare hubs for children of critical workers and vulnerable learners were in operation alongside the provision of distance learning. In addition to this, schools were supporting pupils transitioning to secondary school and to post-16 opportunities.

A total of 36 childcare hubs operated across the city enabling children to access childcare in their community. Since schools reopened on 29th June around 400 children had continued to attend childcare each day enabling critical workers to attend employment. It was challenging for schools to provide this service whilst also offering other children the ability to attend school to check in and catch up with school staff, whilst following their risk assessments which promoted the safety of all on site.

There remain a number of key areas to address. Provision of school transport, whilst adhering to social distancing requirements, posed a significant challenge, particularly for those learners attending Welsh Medium, Special and Catholic schools. Whilst some transport was in place, further was required for the autumn term.

Almost 800 digital and around 1260 MiFi units devices were issued to families to support distance learning. Additionally, a school wifi network allowing children and young people to bring their own devices to school (BYOD) was established. Building on this success remains a priority.

Pupil attendance at schools was not compulsory since schools reopening on 29th June and attendance at individual schools varied from between around 30% to 90%.

On 9th July 2020 Welsh Government announced that Schools would return to full capacity by mid-September, with only limited social distancing within contact groups.

At full operations, a contact group should consist of around 30 children. Some direct or indirect mixing between children in different contact groups would also be unavoidable, such as on transport, receiving specialist teaching or due to staffing constraints.

Social distancing for adults should remain in line with regulations and guidance. Every school should continue to be "Covid Protected" - having carried out risk assessments and mitigated them with a combination of controls such as hand and surface hygiene, one-way systems and so forth.

If early warning information showed a local incident or outbreak, then nearby schools should implement appropriate restriction measures. To support effective track and trace, each school would be provided with a supply of home testing kits.

A priority now was that we work with our communities to build their confidence in returning as many learners to school as possible.

The Leader invited Comments from Cabinet:

Councillor Rahman admitted that he was initially concerned about schools opening and how the BAME group was affected by Covid 19. However, he was impressed with how teachers and all of Education Services had reacted to the reopening of schools and passed on his thanks everyone involved and the Cabinet Member for Education and Skills. The additional advantage to schools reopening was that it improved the mental health of children who could access the pastoral care and support available from teachers, especially for pupils that had to deal with bereavement. Councillor Rahman referred to the support provided for the digitally excluded learners and the tremendous effort carried out to identify and connect those families that did not have the facilities to access virtual learning. Unfortunately the councillor felt that this also highlighted the areas of poverty in Newport and felt that there was a real need to invest in families that were struggling.

Councillor Truman was impressed with the Childcare hubs that were put in place at the beginning of lockdown and felt that the quick reaction from staff showed Newport at its best. The work by volunteers and staff implementing and running the hubs was outstanding.

The Deputy Leader agreed that the message of thanks was very much needed and echoed Councillor Rahman's view about his initial concerns with the reopening of schools. The Deputy Leader however had recently visited St Andrews Primary School during their reopening preparations. The hard work that staff, pupils parents and carers providing their support had put paid to his worries and he could see the benefits of children returning to school.

The Leader invited the Deputy Chief Education Officer to comment and he passed on his appreciation to the Cabinet and thanked them for their praise and felt humbled by the work of schools teachers, teaching assistants, governors for their collaborative effort during the pandemic. He added that Education Services were rearing to go for the new academic year in September and was proud of everything Education Services had achieved.

Decision:

The Cabinet voted and approved endorse the School Recovery Programme.

9 Western Gateway – The Newport Perspective

The Leader presented the report, highlighting that Western Gateway was established in November 2019, this was a strategic partnership which aimed to deliver an economic powerhouse along the M4 and M5 corridor, driving growth on both sides of the Severn. As one of five cities, Newport was expected to be a key player in the success of the partnership and stood to profit from the benefits greater collaboration would bring.

The region was already considered a major economic powerhouse containing three city regions, each of which had identified improved physical and digital connectivity, higher skills and employment levels, plus innovation, as being pivotal to their future economic development and prosperity. As a region we had a higher GVA per head than the Northern Powerhouse and the Midlands Engine and a pre lockdown economy in the region of £107 billion, nearly double that which existed with the former Great Western Cities partnership.

As a partnership we had nearly 4.4 million residents, approximately 160,000 businesses and in the region of 2.1 million jobs. We also enjoyed excellent connectivity with major motorways and roads, 2 airports and 9 ports.

A prospectus was published and included at the end of the report. It confirmed that the Western Gateway was 'propelling a greener, fairer, stronger Britain.' Three primary ambitions focussed on connectivity, being a global gateway, and innovation and all of these things resonated with the economic growth aspirations of Newport.

In respect of connectivity, Newport residents and businesses could benefit from quicker and more frequent services to London, a direct link to Heathrow and other core cities, and a Western Gateway smart ticket providing quicker travel around the region in a 'golden hour'. There was a commitment to provide more electric charging points along the M4 and M5 and we needed to be part of the aspiration to be the UKs most digitally connected region.

As a global gateway, there was huge potential to deliver a strategy which focused on trade, investment, the role of the ports and airports and the visitor economy.

In terms of innovation, the region had 10 Universities and a number of specialist academies and centres. Newport's cyber and software academies were considered key features of the innovation offer and being associated with other Innovation Centres such as the UK Digital Retail Innovation Centre in Cheltenham and Gloucester and the UK Space Agency in Swindon would increased our ability to collaborate and complement other exceptional research facilities.

Work is currently underway in relation to the governance structure of the partnership and the group are working towards formalising the partnership through the creation of a Partnership Board and Advisory Groups which are supported by a dedicated secretariat. An independent Chair has been appointed and Kathryn Bennett from Airbus is already leading discussions with UK Government on the benefits of the Western Gateway region.

An Independent Economic Review was commissioned which would provide an evidence base for future policy development and investment, something which was made more urgent by the economic downturn as a result of Covid-19.

Overall the Western Gateway presented Newport with an opportunity to be part of a strong strategic partnership which would help our businesses and industries collaborate and share innovation on a regional basis. Achieving such benefits on our own would be impossible but through partnership working, greater opportunities arise and Newport's economic growth ambitions to become much more achievable and realistic.

The Leader invited Comments from Cabinet:

Councillor Mayer was impressed by the creative sideways thinking which was common in Europe but not here. He felt it was good to take control of our areas and this was a fruitful arrangement.

Councillor Davies felt a vested interest as her parts of her family lived in most parts of the Western gateway areas. It was important to consider the opportunities it provided our youth and the potential job opportunities, as well as ease of travel. Councillor Davies considered that a long-term investment was a positive move for Newport.

Decision:

That Cabinet noted the content of the report and supported Newport's continuing involvement with the Western Gateway.

10 Strategic Recovery Aims – Governance and Democratic Arrangements

The Leader presented the report advising that at the last Cabinet meeting on 24th June, we agreed a number of Strategic Recovery Aims, which would underpin the corporate priorities as the Council moved into the recovery phase following the relaxation of the Covid-19 restrictions.

One of those commitments was to ensure that we introduced revised governance and democratic arrangements as soon as possible to facilitate the commencement of remote meetings, to change the way in which we operated and there was a continuing need for members to participate remotely in democratic decision-making processes.

As an Administration, we have been fully committed to a democratic decision-making process, which was open, transparent and publicly accountable. The immediate Covid-19 lock-down however, meant that all formal committee meetings needed to be suspended in March and decisions taken under member and officer schemes of delegation. That did not mean that there had been a lack of transparency or that delegated decisions taken during this period have not been capable of scrutiny and challenge. All Councillors have continued to be consulted in writing on all Cabinet Member report and written reports on Planning and Licensing decisions. In addition, members have been able to submit written Questions at Any Time, particularly in relation to Covid-related matters.

In the interests of open government, there was a need to re-commence meetings, once the law was changed to permit this to be done safely and remotely. We have endeavoured to do this in a pragmatic and phased manner, with the emphasis on getting this right rather than rushing to arrange virtual meetings quickly.

Therefore, we called for a further report with proposals for the phased introduction of remote Council meetings, recommended protocols and procedures for the conduct and management of these meetings and a training and development programme for members to ensure that they were able to participate fully in these revised governance arrangements.

The Report sets out the proposal and Cabinet was asked to approve and endorse the revised governance and democratic arrangements and the proposed Protocol for the conduct of remote meeting.

Although this was intended to apply during the immediate Covid-19 recovery period, we recognised that there would be a continuing need for the flexibility provided by remote meetings in terms of the local government equalities and diversity agenda. Therefore, these procedures would be kept under review and re-evaluated. We would look to refine and improve the remote arrangements, where appropriate, and would continue to look at further enhancements in technology.

This meeting today was the next step, as it was being broadcasted live. The press and public were able to click on the link published with the Cabinet agenda to view these proceedings via the live-stream. This technology could then be rolled-out to other Council and Committee meetings.

The forward work programme proposed that we hold a remote full Council AGM on 28th July, to deal with statutory appointments. August recess would be used to plan for the re-commencement of Planning and Licensing Committees as from September, together with Scrutiny Committee meetings in September and October.

Member training and development would be critical to the success of these revised governance arrangements. Councillors were urged to undertake this training as soon as possible and engage fully in the training sessions that are being organised by the Governance and IT support teams.

The August period to provide further member training, tailored to particular needs, and for specific Committees such as Planning and Licensing where there would be further complexities due to the need for public participation in proceedings.

Finally, although the Council did not need to formally amend its current Standing Orders to allow for these remote meetings to take place, it was recommended that a Protocol should be agreed for the conduct of remote meetings, to ensure fairness and consistency and to provide guidelines for participants regarding procedures, etiquette and conduct.

A suggested Protocol and Procedure was set out at Appendix 2 to the report. If Cabinet was content with this Protocol it was suggested that we recommend to Council that it be formally adopted at the AGM as part of the Constitution, until 1st May 2021 (when the remote meetings Regulations expire) or such earlier time as the Council may decide.

The Leader invited Comments from Cabinet:

Councillor Harvey had felt that the work carried out to prepare for the recovery arrangements had intensified and that Cabinet were receiving regular updates from officers.

Councillor Mayer agreed that this was a positive step forward and mentioned his recent Shared Resource Services (SRS) Board meeting where data on the usage of Teams was discussed. MS Teams was only rolled out in January 2020 and by March/ April, Newport were way ahead of anyone else using the MS Teams facilities. By comparison, Torfaen figures showed that in May/June 51,000 MS Teams meetings took place by mostly officers and in Newport 151,000 messages via MS Teams had taken place involving officers and Councillors, which showed that Newport was at the helm.

Councillor Davies mentioned that it there was a need for a focussed look at the strategic recovery programme and welcomed the return of Chairs of Scrutiny Committee in the coming months to scrutinise effectively decisions being taken on behalf of the residents of Newport.

Decision:

That Cabinet approved and endorsed the revised governance and democratic arrangements for the Covid-19 recovery period and endorsed the proposed procedures for the conduct of remote meetings.

11 Strategic Equality Plan 2020/2024

The Leader presented the report, which was the authority's third Strategic Equality Plan. This strategy represented an evolution from our 2016-2020 plan, with more outcome based objectives that were developed by working closely in partnership with various teams across the authority and in collaboration with key stakeholders and communities.

The Equality Objectives within this Strategic Equality Plan, have a good mix of internally focused objectives, such as our commitments to improving our workforce diversity through greater positive action, and more externally focused objectives such as our ongoing commitment to improving community cohesion across the city. This balance of internal self-reflection and an outwardly focused commitment to improve equality in key areas of our society is the strength of this strategy and I am confident it represents a positive step forward for Newport City Council.

The past few months, and no doubt the next few months to come, have been challenging, and have exposed many of the structural and social inequalities that continue to persist in our society, from the global Black Lives Matter protests, to our exit from the European Union, and of course the ramifications of the global COVID-19 pandemic. We find ourselves at a societal cross road as we look to recover and learn from events that have touched us all, but have impacted specific groups in our communities so acutely.

The Leader moved for the adoption of this strategy and thanked both the Cabinet Member for Community and Resources, David Mayer and Cllr Mark Whitcutt for their contributions to the plan and the Strategic Equality Group over the past four years.

The Leader invited Comments from Cabinet:

Councillor Mayer felt that Newport was ahead of the curve to address inequality in 2012. This paved way to integrate equality in all services. The Problems identified during the Covid pandemic brought this into the public eye. The Equalities team worked hard to embed this practise into the report and Councillor Mayer thanked all the team who contributed for their hard work.

Councillor Rahman echoed the comments stating that it was an important piece of work on what the Covid pandemic had uncovered and highlighted the risks and vulnerability of front line workers with no other choice but to risk catching Covid to earn a living to support their families. Work therefore needed to be done to address this. Councillor Rahman was part of the task force looking at the socio economic links in the BAME community, with the Welsh Government. With this in mind, he felt that Newport was ahead of WG and reason for that was because of the excellent work of officers involved at the outset. The Councillor also referred to the support provided for people with disabilities as well as the LGBTQ+ community support networks. Finally, Councillor Rahman thanked the Leader for her outstanding contribution and thanked officers for their hard work.

Councillor Giles also thanked everyone associated for their work with the youth council, who stepped up to the plate to support young people and were involved in the community impact assessment. Councillor Giles went on to say that the young people of Newport should be proud of themselves for what they had achieved.

Councillor Davies highlighted that staff reacted to the Covid crisis with an evidence based approach. A report on the socio economic impact of the Covid crisis was be due to go out to consultation soon and it assured specific actions for the future.

Councillor Cockeram mentioned the importance of increasing the safeguarding of children as well as the increase of domestic abuse during the crisis, which was a real issue and a worrying trend in the urban areas that needed to be addressed.

Decision:

That Cabinet approved the attached Strategic Equality Plan prior to presentation at Council.

12 Date of Next Meeting

Wednesday 16 September 2020 at 4pm.



Report

Cabinet

Part 1

Date: 19 August 2020

Subject COVID-19: Gwent Contact Tracing Service

Purpose To provide an update on the Gwent Contact Tracing Service and to seek Cabinet approval on the operational delivery structure, governance and finance arrangements for the service

Author Regulatory Services Manager (Environment & Community)

Ward City Wide

Summary Welsh Government's Test, Trace, Protect strategy forms a central part of their Covid-19 recovery plan. Community contact tracing is a key element of the strategy and Welsh Government have asked Local Authorities and Health Boards jointly to put in place contact tracing services in their regions.

Contact tracing has been undertaken in Gwent since the beginning of June by redeployed staff within the 5 Local Authorities and Aneurin Bevan University Health Board (ABUHB). Welsh Government have now confirmed funding arrangements for contact tracing and this report sets out proposals for the next phase for the Gwent Contact Tracing Service moving from a redeployed workforce to a fully employed model to ensure that there is capacity for successful delivery.

Proposal That Cabinet approves the operational delivery structure, governance, and finance for the Gwent Contact Tracing Service as detailed in the report and draft Business Case at Appendix 1 subject to a Memorandum of Understanding to be agreed in due course.

That Cabinet also authorises the Head of Law & Regulation to agree any amendments to the draft Business Case subject to consultation with the Cabinet Member for Licensing & Regulation, and authorises the Head of Law & Regulation to enter into a Memorandum of Understanding regarding the Gwent Contact Tracing Service subject to consultation with the Cabinet Member for Licensing & Regulation.

Action by Head of Law & Regulation

Timetable Immediate

This report was prepared after consultation with:

- Head of Law & Regulation
- Head of Finance
- Head of People & Business Change

Signed

1 Background

- 1.1 The recital of the background to the Covid-19 pandemic does not need rehearsing in this report. Needless to say the Council's response has been organisation wide and it continues to evolve.
- 1.2 Environmental Health services have roles and responsibilities for working with Health partners (both local health boards and Public Health Wales) in dealing with infectious disease. In the main, their work revolves around food and water borne diseases such as Salmonella, Campylobacter, E. coli, Shigella and other infections such as Hepatitis and measles outbreaks etc. The strategic structures and relationships are already in place to deal with the Covid-19 pandemic. However, these structures and relationships need to be significantly enhanced in size and scale given the magnitude of the response potentially required.
- 1.3 On 13th May 2020 WG published their Test, Trace and Protect overarching plan which is supported by the Public Health Wales (PHW) Public Health Protection Response Plan which gives more operational detail on the national-regional-local response. These plans clearly outline that Local Authorities are needed to set up, in partnership with the local health boards, local tracing teams. The main purpose of these teams is to "find, prioritise, act and report". Contact tracing is carried out on receipt of a confirmed Covid-19 diagnosis - a positive test result. The purpose is to contact someone who has tested positive to confirm that they must isolate for 7 days and that their household also needs to isolate for 14 days; the contact tracer will also ask the case to share information about their recent contacts. These contacts are traced and informed that they must isolate for 14 days; during this time daily contact will be established to monitor they develop any symptoms. If they do they are asked to get tested and enter the system as a new case if positive, and so on.
- 1.4 A sub-group of the Local Resilience Forum's Strategic Coordinating Group (SCG), which has led on the Gwent response to the pandemic emergency, was set up in May to coordinate this work. This group is chaired by the Head of Public Protection, Community and Leisure Services (Caerphilly) and contains representatives from Aneurin Bevan University Health Board (ABUHB) and the 5 Local Authorities: Blaenau Gwent, Caerphilly, Monmouthshire, Newport, and Torfaen. The group has also been supported by the Shared Resource Service (SRS) for IT and systems development. The group has worked effectively together to establish the service.
- 1.5 Contact tracing has been undertaken in Gwent since the beginning of June. There are 160 whole time equivalent staff redeployed (across all six organisations) to support the Gwent Contact Tracing Service. The service operates 7 days a week and local contact tracing teams are supported by local authority Environmental Health Officers across the region and by Clinical Leads, Consultants in Health Protection, and Consultants in Communicable Disease from ABUHB and Public Health Wales. The contact tracing teams are supported by Environmental Health Officers (EHOs); the EHOs deal with the more sensitive and high risk cases, such as cases associated with closed settings such as care homes, schools and factories, especially where clusters and localised outbreaks have developed. EHOs from each of the five local authorities share the regional out of hours response to support the contact tracing team and to deal with matters that require escalation and further investigation or control measures.
- 1.6 Training has been delivered to 295 individuals across all partner organisations. An interim data system was developed by Shared Resource Services (SRS) and used for two weeks whilst the national Case Records Management System was developed. From 15 June 2020, the Gwent service has used the national system for all COVID-19 contact tracing activity. From 01 June to 15 July 2020 109 cases eligible to be contact traced have been referred into the service, 108 have been successfully contacted generating 316 contacts. The system operates on the basis that a local authority team will be responsible for tracing and

contacting cases associated with their local authority; however, depending on demand the teams will be flexed to support the wider Gwent response as required.

- 1.7 Whilst in normal times this would be considered an immature service it is already in the place where it needs to evolve and move onto the next stage. The first stage was an interim model based on redeployment, the creation and stabilisation of the national system whilst learning as a partnership how the service worked, how data and intelligence needed to flow to establish what was needed to manage an effective service over the rest of the financial year. As the lockdown is eased services are being reintroduced and the redeployed staff will be required to return to their substantive roles.
- 1.8 By reviewing system and process included in the service delivery model the partners are now ready to formalise the service. The Service is explained fully in the draft business case at Appendix 1. This outlines the:
 - Proposed governance and operational delivery model
 - Purpose
 - Strategic aims and objectives
 - Principles on how the partnership will work effectively together
 - Workforce plan
 - Finance model
 - High level measures

2 The next stage

- 2.1 A partnership model for the Service is proposed. Each organisation will have clear roles and responsibilities as outlined in the Business Case and will be formalised through a Memorandum of Understanding. The Business Case contains the Terms of Reference of the various tiers of the Service. The Strategic Board will be the G10 which is a voluntary collective of public sector organisations across the Gwent region with a common interest to provide a strategic leadership forum for public services to achieve better outcomes for the people of Gwent. The Leader and Chief Executive are the Council's representatives. The following organisations are represented at G10:
 - Newport City Council
 - Monmouthshire County Borough Council
 - Torfaen County Borough Council
 - Blaenau Gwent County Borough Council
 - Caerphilly County Borough Council
 - Gwent Police
 - Police and Crime Commissioner for Gwent
 - Natural Resources Wales
 - South Wales Fire and Rescue Service
 - Aneurin Bevan University Health Board
- 2.2 It is proposed that Scrutiny of the Service will be undertaken through each organisation's substantive Scrutiny arrangements as appropriate. It is proposed that Aneurin Bevan University Health Board be the banker i.e. to receive the funding from Welsh Government and through the method outlined in the MoU to reimburse each organisation's expenditure incurred and to be responsible for monitoring expenditure against budget and produce regular reports to the Leadership Group and G10 as appropriate.

- 2.3 It is proposed that Torfaen County Borough Council become the host and lead organisation for the Programme Management Office (PMO) which will support and ensure the effective delivery of the Service. The PMO will be responsible for:
- Administration and support of the Regional Board, Regional Oversight Group and other task and finish groups
 - Liaison with partner organisations which have specific lead roles within the Service
 - Quality assurance and performance review for the Service
 - Communications strategy and implementation including stakeholder management
 - Risk monitoring and management
 - Training strategy, keeping training materials relevant and in line with latest Standard Operating Procedures and national guidance or changes to the Case Records Management system
 - Strategic HR oversight, monitoring and supporting implementation of organisation specific workforce plans
- 2.4 Newport City Council will be responsible for supporting the regional arrangements and for leading, managing and recruiting its own Contact Tracing Team.
- 2.5 The next phase will be to recruit and train the staff needed to ensure that the Service is effective and efficient. A workforce development plan has been created which will remain a dynamic document to ensure there is flexibility to meet the needs of the Service. This can be seen at Appendix 4 of the draft Business Case. It is recognised the Service must be very responsive should community transmission increase and be able to be scaled up quickly and effectively to ensure continual successful and effective contact tracing.
- 2.6 Assumptions have been made regarding the workforce requirements for the service. Workforce modelling has informed the nature, number, and timing of the staffing requirements of the service which has also been the subject of discussions with Welsh Government. The workforce includes an additional Environmental Health Officer to bolster the Newport (Environmental Health) Response Team.

3 Conclusion

- 3.1 A great deal has been achieved to establish the Gwent Contact Tracing Service in a short period of time. This report sets out proposals for the next phase of the service and demonstrates the central role local authorities have in responding to the Covid-19 pandemic. As we move out of lockdown contact tracing is integral to managing and providing intelligence and data on cases and outbreaks within our communities.

4 Financial Summary

- 4.1 Appendix 5 of the draft Business Case contains a draft high level finance model built to support the Service. In their letter dated 6th July Welsh Government indicated to the partnership that £9.6m would be available to support the service up until 31st March 2021. Welsh Government has also allocated £200,000 additional to the £9.6m to cover capital costs for IT equipment.
- 4.2 As stated above it is proposed that ABUHB will receive the funding from Welsh Government and Newport Council will be reimbursed by monthly claims with evidence of expenditure. This is a tried and tested model and is already in place with the Regional Partnership Board and the social care Integrated Care Fund. The Newport workforce model has been

developed following the principles set out in the draft business case and has been costed, confirming that the costs are within the funding available.

5 Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
That the Newport Contact Tracing Team fails to operate within the funding available.	High	Low	The Workforce Plan has been costed and is within the funding available. Expenditure will be carefully monitored and monthly funding claims will be made.	Head of Law and Regulation/ Head of Finance
That the Newport Contact Tracing Team does not deliver effective community contact tracing.	High	Low	The interim service is operating successfully and the service going forward will be managed to ensure that it is effective.	Head of Law and Regulation
That Environmental Health resources are insufficient to effectively respond to Outbreaks and Incidents of COVID-19	High	Medium	The funding provides for an additional EHO and efforts will be made to recruit to this position. Services will be prioritised as necessary to deliver an effective response to a surge in COVID-19 and assistance would be sought from the other Gwent local authorities if required.	Head of Law and Regulation

Links to Council Policies and Priorities

It will not be possible to achieve the Objectives contained within the Corporate Plan unless the Covid-19 outbreak can be controlled. The work links with the following plans/policies:

Newport City Council's Corporate Plan (the most relevant theme is "A thriving city" and the most relevant Well-being objective is "To enable people to be healthy, independent & resilient. The report is also in line with the Strategic Recovery Aims report, particularly in terms of promoting and protecting the health and well-being of local people.

Well-being Plan 2018-2023. The most relevant Well-being objective is: "Newport has healthy, safe and resilient environments".

Options Considered/Available

Option 1

That Cabinet approves the operational delivery structure, governance, and finance for the Gwent Contact Tracing Service as detailed in the report and draft Business Case at Appendix 1 subject to a Memorandum of Understanding to be agreed in due course. That Cabinet also authorises the

Head of Law & Regulation to agree any amendments to the draft Business Case subject to consultation with the Cabinet Member for Licensing & Regulation, and authorises the Head of Law & Regulation to enter into a Memorandum of Understanding regarding the Gwent Contact Tracing Service subject to consultation with the Cabinet Member for Licensing & Regulation.

Option 2

That Cabinet approves the operational delivery structure, governance, and finance for the Gwent Contact Tracing Service as detailed in the report and draft Business Case at Appendix 1 subject to a Memorandum of Understanding to be agreed in due course.

That Cabinet does **not** authorise the Head of Law & Regulation to agree any amendments to the draft Business Case subject to consultation with the Cabinet Member for Licensing & Regulation, and does **not** authorise the Head of Law & Regulation to enter into a Memorandum of Understanding regarding the Gwent Contact Tracing Service subject to consultation with the Cabinet Member for Licensing & Regulation.

Option 3

That Cabinet does not approve any of the proposals.

Preferred Option and Why

Option 1 above.

This will enable the service to be developed as described in this report and appendix and will formalise the support for the Gwent Contact Tracing Service which was expressed at the G10 meeting on 29 June 2020 by all local authority representatives. It will enable the service to support the delivery of Test Trace Protect in Gwent and across Wales in response to the Covid-19 pandemic.

Comments of Chief Financial Officer

This new service is entirely funded by the WG grant funding of £9.6m. A draft budget has been prepared by each partner on a consistent basis for the period July 2020 – March 2021.

Additional costs incurred from deployed staff prior (additional hours and grade differences) to this time will be claimed against this fund as permanent recruitment is lagging behind the budget and that provides headroom to claim those additional costs.

IT costs are capped at £200k over the 'region' and it is anticipated that costs incurred will exceed that. It has not been confirmed at time of writing, but recruitment lag noted above should also allow the excess costs to be absorbed within the core grant budget and discussions with WG to allow this to happen are on-going.

Comments of Monitoring Officer

The proposed action is in accordance with the Council statutory powers to enter into collaborative arrangements with other local authorities and public sector partners to jointly exercise functions and deliver public services. The Council has a statutory duty under the Public Health (Control of Disease) Act 1984 to deal with outbreaks of notifiable and infectious diseases and Environmental Health officers will continue to exercise this statutory role in relation to the transmission of Covid-19. Although the provision of a contact tracing service is not a specific statutory function for the Council, it has a range of discretionary powers under section 111 of the Local Government Act 1972 to do anything which is conducive or incidental to the discharge of its environmental health

functions and, in accordance with its general well-being powers section 2 of the Local Government Act 2000, to do anything which promotes social and environmental well-being. In addition, the Council is empowered under the Local Government Acts to enter into collaborative arrangements with other public sector partners to deliver services jointly. Therefore, the combination of all these specific and incidental powers will enable the Council to enter into the proposed Memorandum of Understanding for the delivery of this Gwent Contract Tracing Service in accordance with the delivery model and governance arrangements set out in the attached Business Case.

Cabinet has already endorsed the interim arrangements for the establishment of the regional Contact Tracing service using existing redeployed Council staff and has agreed to the principle of delivering the Test, Trace Protect service on a partnership basis, subject to agreeing the delivery model and governance structure, and subject to confirmation of grant funding from Welsh Government. The draft Business Case was agreed in principle by the G10 partners, but on the basis that each of the participating authorities would require internal approval before any final binding commitment could be given. Each of the authorities is now taking a similar report through their internal decision-making processes, to secure commitment to proceeding with the regional TTP service.

Welsh Government funding of £9.6 million has been confirmed, to cover the total costs of delivering the regional service until the end of March 2021. The Business Case confirms that there should be sufficient flexibility within the total funding allocation to meet the costs of the service. This is fundamental to the Council's commitment to delivery of the service as there is no residual budget to cover any shortfall in the grant funding.

The delivery model assumes a partnership arrangement, with each local authority employing separate local contact tracing teams within their respective areas, overseen by regional programme management and regional cells, with health and environmental health professionals. Strategic oversight and governance will be provided by the G10 partners constituted as a Strategic Board. ABUHB will act as the financial lead and will discharge the "banker" role as the recipients of the grant money, and they will distribute the funding to each local authority to reimburse them for the costs of the local teams, similar to the current ICF arrangements. Torfaen CBC will act as the Lead authority for the purposes of programme management and co-ordination. Therefore the delivery model will be unique in the sense that there is no single lead authority or body, which will employ the staff and provide the services. Each of the partners will have a separate role to play in the delivery of the joint service and, therefore, these separate roles and responsibilities will need to be clearly identified in a joint Memorandum of Understanding which sets out the legal basis of the collaborative working. The functions to be exercised by the Leadership Group and Strategic Board will also need to be agreed. However, because the G10 group will comprise other partner organisations, then it cannot be constituted as a Joint Committee exercising delegated functions on behalf of the local authorities. It can provide strategic direction and oversight, but any executive decisions or financial issues would have to be referred back to the individual partners. The MoU will also need to be underpinned by a raft of data sharing protocols to ensure data protection and security.

If Cabinet are minded to agree to the principles set out in the draft Business Case, then it is recommended that the final sign-off of the MoU should be delegated to officers, together with any minor changes to the final Business Case, provided that this is in accordance with the terms approved by Cabinet.

Comments of Head of People and Business Change

This report is in line with the Strategic Recovery Aims report, particularly in terms of promoting and protecting the health and well-being of local people.

There are a number of human resources and workforce planning implications as outlined in the report as Newport City Council will be responsible for supporting the regional arrangements and for leading, managing and recruiting its own Contact Tracing Team.

Scrutiny Committees

No consultation with Scrutiny Committees has been undertaken.

Equalities Impact Assessment and the Equalities Act 2010

No Equalities Impact Assessment is necessary.

It is recognised that the contact tracing operating framework will need to ensure appropriate communications exist. For some individuals in Gwent conventional approaches may be less effective. This could be due to pre-existing health problems, language barriers, lack of access to technology, challenges in adhering to prevention guidance or other factors, such as legal and residential status. It will be necessary to modify and adapt methods of communication to account for the differing needs of contacts especially in stressful and difficult situations.

To mitigate against these risks and protect population health whilst also safeguarding against worsening inequalities among Gwent residents, a protocol has been developed linking testing and tracing teams with networks in the community who given their knowledge and links with these groups can assist with engagement and facilitate these groups with case-finding, testing and contact tracing. The Case Records Management system has access to the "The Big Word" which is a translation service that may be used to engage with individuals whose first language is not English. This service has been used successfully in Gwent.

Children and Families (Wales) Measure

The proposal set out in this report has no more impact on children or families than any other group or individual.

Wellbeing of Future Generations (Wales) Act 2015

Contact tracing is a central element of Welsh Government's Test Trace Protect strategy and as such contributes towards all of the Well-being Goals within the Well-being of Future Generations Act (Wales) 2015.

Well Being Assessment:

- **Long term:** The response to the Covid-19 pandemic is a short-term measure but one which will have long-term impacts.
- **Prevention:** The Test, Trace and Protect strategy has Contact Tracing as a fundamental part, which aims to reduce the spread of the disease and prevent many people from becoming ill and significant numbers from dying.
- **Integration:** The strategy will have a major impact on our Well-being Objectives and the Well-being Goals.
- **Collaboration:** The proposed contact tracing service in Gwent is as partnership between the 5 local authorities in Gwent and the Aneurin Bevan University Health Board under the auspices of the Welsh Government Test Trace Protect Strategy and structures including input from Public Health Wales.
- **Involvement:** The process of Contact Tracing is public-facing and can only have the desired impact with cooperation from the population it is striving to protect.

Crime and Disorder Act 1998

The proposal set out in this report has no impact on crime and disorder.

Consultation

No consultation is necessary.

Background Papers

The Public Health Protection Response Plan

<https://phw.nhs.wales/publications/publications1/public-health-protection-response-plan/>

Dated:

Appendix 1

Draft Business Case for the Creation of the Gwent Contact Tracing Service

Mae'r dudalen hon yn wag yn

TEST, TRACE AND PROTECT IN GWENT

THE CREATION OF THE GWENT CONTACT TRACING SERVICE

BUSINESS CASE V.7

Version	Produced/Updated by	Date	Released to
v.1	Rachel Jowitt	10.06.20	Contact Tracing Sub Group
v.2	Rachel Jowitt	15.06.20	Rob Hartshorn, Mezz Bowley, Eryl Powell for comment
V.3	Rachel Jowitt	19.06.20	Contact Tracing Main Sub Group
v.4	Rachel Jowitt	22.06.20	G10
V.5	Rachel Jowitt	01.07.20	Leadership Group
v.6	Rachel Jowitt / Dan Westwood	15.07.20	Leadership Group
v.7	Rachel Jowitt	16.07.20	Welsh Government & Leadership Group

The National Agenda

On 13th May Welsh Government (WG) published their Test, Trace and Protect overarching plan which is supported by the Public Health Wales (PHW) Public Health Protection Response Plan. These plans clearly outline that Local Health Boards and Local Authorities are central in the strategy to set up regional and local contact tracing structures in our efforts to get out and stay out of lockdown. The overall purpose of the plan and the creation of a new service is to “find, prioritise, act and report”. As evidenced elsewhere around the world a successful and effective contact tracing service can make a significant contribution to the R rate, the resilience and sustainability of our vital services needed to support those in need, to aide economic recovery and to allow our residents to realise a new freedom in these uncertain times. Its importance therefore cannot be overestimated or exaggerated. In a nutshell as local partners we cannot afford to get this wrong.

This document outlines the way forward for the creation, governance and operation of the service across the Aneurin Bevan University Health Board area – for ease of reference called the Gwent Contact Tracing Service (GCTS).

Where are we now / Current Model (July 2020)

Gwent is contact tracing and has been since the beginning of June. A sub-group of the Strategic Coordinating Group (SCG) which has led on the Gwent response to the declaration of the pandemic emergency was set up in May to coordinate this work. This group is chaired by Rob Hartshorn (Caerphilly) and contains representatives from Aneurin Bevan

University Health Board (ABUHB) and the 5 Local Authorities (Blaenau Gwent (BG), Caerphilly (CCBC), Monmouthshire (MCC), Newport (NCC) and Torfaen (TCBC). The group has also been supported by the Shared Resource Service (SRS) for IT and systems development. The group worked effectively together to set this service up in the first 4-6 weeks.

A draft Operational Plan was agreed by the Group on 11th May which was submitted to WG to evidence the work that had been done. This gave confidence that all workstreams were being considered and that there was a clear way forward to meet WG expectations that contact tracing would begin by the end of May/beginning of June.

For 2 weeks an interim system specifically developed (over a weekend) by the SRS was used by partners (excluding BG) to contact trace locally whilst a national system was being developed and implemented. This system worked well and gave confidence that we had the skills and structures in place to successfully contact trace in Gwent.

There are currently over 135 FTE (head count of 160) successfully redeployed, trained and contact tracing in Gwent. The service is able to be covered 8am- 8pm 7 days a week. Redeployments have come from across the 6 partner organisations but all partners agree that this is not a sustainable model for the long term as organisations return to business as usual and services resumed. This interim solution is intended to be in place for 3 months (up until 31st August) whilst the longer term strategy outlined in this Business Case is developed, agreed and implemented.

In the interim period each organisation is making its own arrangements to staff up to a level as advised by the Operational Plan approved in May. It is recognised that the numbers proposed in that document were based on the initial PHW plan and did not take into account the staffing requirements of the IT system that has now been introduced. The table used for the initial set up is at Appendix 1.

For the local teams Clinical leads have been identified by ABUHB and deployed to Local Authority (LA) level and are working as part of an integrated team with tracers/advisors/ administrators/ project managers being sourced from within LAs. ABUHB also has a temporary central project management team leading on communications, testing, outbreak management etc.

As the project has evolved it has become clear that the staffing and resource need is greater than that originally envisaged. At the local level key posts from the flow of work to ensure successful contact tracing were missing. Resourcing of an effective regional oversight technical group was also absent. Finally the resourcing and support for the overall governance, programme management, due diligence and support for the lead organisation was not included in the initial recommendations on how the service should be developed. In a nutshell Gwent is building a multi-million pound new service in a matter of weeks. At its peak it will be an operation of over 400+ employed staff fully supported by an integrated team from the partner organisations to make this a success.

As stated above we cannot afford to get this wrong. This service must be appropriately resourced to meet demands. It must be appropriately governed to ensure aims are met and that public money is being used to best effect. And most importantly it must deliver against its purpose:- **Find, Act, Prioritise and Report; Stay at Home; Save Lives.**

BUILDING A GWENT CONTACT TRACING SERVICE

PURPOSE OF THE SERVICE

Find, Act, Prioritise and Report; Stay at Home; Save Lives

OUR COLLECTIVE AIM

To protect our residents through breaking the chains of transmission of Covid-19 in our communities and places of work.

OBJECTIVES OF THE GCTS SERVICE

Outward Facing

1. To **deliver** the national Test, Trace and Protect strategy
2. To **quickly** identify positive/symptomatic cases
3. To **sensitively** work with our residents to self-isolate and share details of their contacts
4. To **effectively** reach at risk contacts and advise appropriately
5. To **supportively** keep in touch with our at risk residents to **protect** the wider population
6. To **openly** communicate with our residents, to **reassure**, to **explain** their part in this endeavour and **instil confidence** in the Covid response strategy to seek their continued **support** and **commitment**

Internal

7. To create an **effective** and **efficient** GCTS
8. To have a **strong** partnership across the 6 Gwent organisations that **focuses** on **outcomes** and **purpose**
9. To be **supportive** and **equality** focused employers
10. To have **robust** governance arrangements in place
11. To be **adaptable** and **responsive**

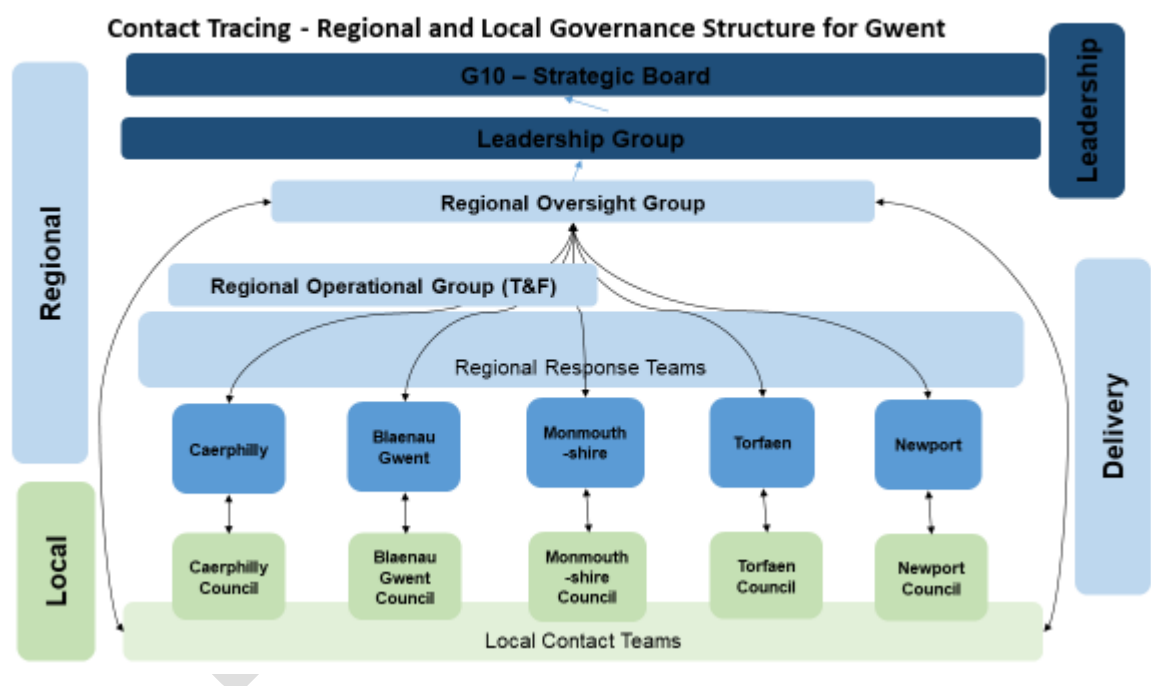
PRINCIPLES OF THE SERVICE

1. Honesty: - essential to instil resident confidence in the performance of the service to ensure continued support for the stay at home: save lives strategy
2. Openness:- transparency on performance, reach, effectiveness with residents, stakeholders and between organisations.

3. Solution focused:- recognition that there will be problems but all committed to ensuring success
4. Working together:- has to be a true partnership, with all committed to the purpose and aims
5. Clarity:- on roles, responsibilities, outcomes and contribution needed from each partner
6. Subsidiarity:- the right work is done at the right level
7. Resourced:- both from a funding (WG) and in kind contribution from partner organisations
8. Mutual aid:- if clusters emerge that partners deploy their resources (where appropriate) to ensure the service can continue to meets its aim and purpose
9. Flexibility:- appreciating that things will evolve, change and also that the service will in/decrease as demand fluctuates

GOVERNANCE

The GCTS will have the following governance framework:



ROLES AND RESPONSIBILITIES

G10 – Strategic Board

- Ensuring The Service is delivering against its stated purpose, aims and objectives
- Ensuring The Service is delivered against its stated principles
- Representing the interests of their respective organisations
- Strategic oversight of the establishment of The Service
- Agreeing the financial framework of The Service noting that commitment of additional resources (financial, human etc.) will be referred back to organisations (where

arrangements have not been made to delegate these functions to the partnership by the constituent bodies)

- Ensuring effective governance, leadership and management of The Service
- Ensuring the effective planning and delivery of The Service
- Scrutinising the performance of The Service
- Ensuring effective decommissioning of and exit strategy for The Service
- Ensuring The Service is operating in alignment with and complimenting wider Covid-19 strategies
- Promoting the interests of The Service to national partners, particularly Welsh Government and Public Health Wales.

The proposed Terms of Reference for the Board are at Appendix 2.

The **Leadership Group** will be responsible for:

- Supporting the Board achieve its aims and purpose
- Supporting the Lead Organisation with recruitment and oversight of the Regional Coordinator
- Ensure their organisations participate fully in the partnership
- Monitor and scrutinise the implementation of the Action Plan
- Monitor and ensure all risks are mitigated and addressed

The proposed Terms of Reference for the LG are at Appendix 3.

The **Lead Organisation** will be responsible for

- the hosting and management of the **Programme Management Office**
- Ensuring appropriate governance and effectiveness of the PMO and the wider service is reported to the Contact Tracing Regional Board

The **Programme Management Office** will be responsible for:

- Administration and support of the Regional Board, Regional Oversight Group and other task and finish groups
- Liaison with partner organisations which have specific lead roles within The Service
- Quality assurance and performance review for the service
- Communications strategy and implementation including stakeholder management
- Risk monitoring and management
- Training strategy, keeping training materials relevant and in line with latest SOPs and national guidance/ changes to CRM
- Strategic HR oversight, monitoring and supporting implementation of organisation specific workforce plans

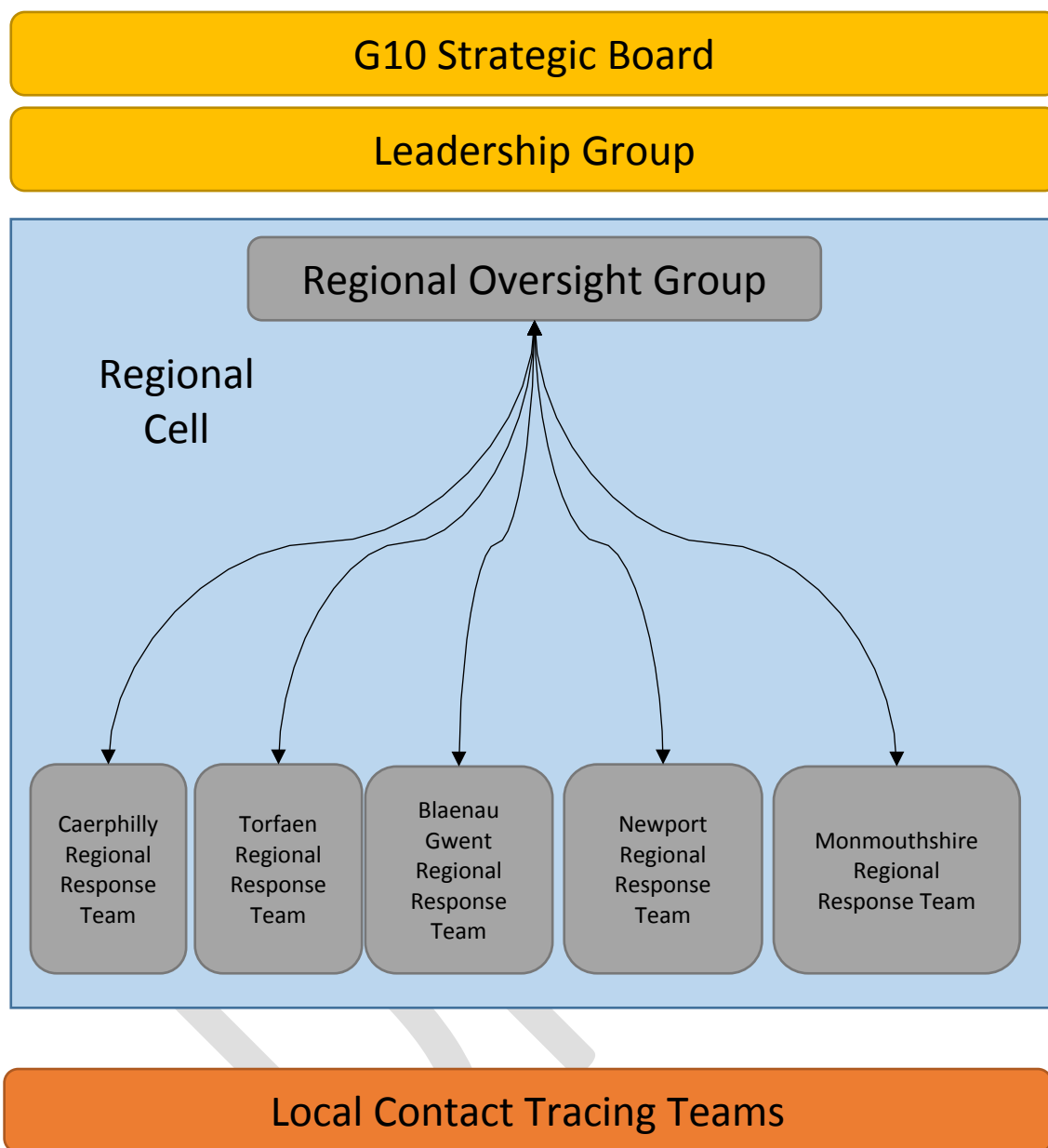
ABUHB Partnership Role

- Provision of clinical leads into local contact tracing teams

- Public Health Wales interface
- Ensuring effectiveness of testing service and its relationship to contact tracing
- Lead finance function for the service
- Specific PMO functions:
 - Data modelling, analytics and predictive forecasting
 - Population surveillance

Regional Cell

- Working pro-actively with settings (such as care homes, schools, large employers) identified as presenting specific risks and respond to small clusters and outbreaks within the region.
- Use surveillance outputs to identify hotspots/clusters with high transmission rates (including sub-population groups) and mobilise local teams accordingly, as well as contribute data to the national dashboard
- The Regional cell comprises of the Regional Oversight Group and Regional Response Teams. This group has support the Regional Operational Group and Data Cell. Additionally, the Cell has a dedicated programme office separate from the Gwent TTP Programme.



Regional Oversight Group

- To support the operation of the Regional Cell
- To guide the work of the Local Contact Tracing Teams
- To provide intelligence from the Local Contact Tracing Teams to inform the GCTS response and strategy

- To escalate issues from local risk registers
- Act as the Regional Outbreak Control Team (as per The Communicable Disease Outbreak Plan for Wales)

Regional Response Teams

- Act as the Local Outbreak Control Team (as per The Communicable Disease Outbreak Plan for Wales) on a LA specific basis

Regional Data Cell:

Regional Data Cell is responsible for collation, analysis and reporting of data related to the TTP Programme. With the requirements for monitoring and analysis of end to end data the key functions within the data cell are:

- Supporting local Contact Tracing teams with workforce demand and capacity intelligence
- Cleanse data received from the national system Case Record Management (CRM) system to identify suitability and allocation of cases for tracing
 - Only appropriate people are directed to the local hubs for contact tracing, by removing care home residents, hospital inpatients with no recent community contacts, deceased.
 - All demographic information is correct to avoid any information governance breaches.
 - identifies and provides additional information, including escalating issues to the clinical leads at an early stage
 - Respond to CRM Regional queue inbox
- Validate CRM data
 - Quality assuring data is essential for accurate reporting. The data captured on the CRM system is checked for completeness, accuracy, and any inconsistencies will be validated with the local teams.
- Collate data for stakeholder reporting (linked to communications and performance function in PMO)
 - This data collection and reporting uses both manual collated data from local teams and access to data from within the National CRM.
- Surveillance
 - To monitor and understand information which is being collected locally with input at national level to provide surveillance and epidemiological data to the Regional Cell.

Regional Operational Group

To prioritise and begin bringing forward and implementing the best operational protocols to manage the relevant day to day internal and inter-regional work.

ABUHB & Lead Organisation

- Sit on national boards representing the service

Every Partner

- Employ their local contact tracing teams and maintain staffing levels as agreed by the modelling and predictions
- Provide robust and timely data
- Sign up to and work in the partnership in line with the principles identified above
- Participate fully at the Regional Oversight Group

WORKFORCE

The GCTS at its peak (winter 2020/21) is estimated to have approximately 400 people (whole time equivalents). This is based on the following assumptions:

- The staffing costs are based on the service operating hours of 7 days per week, 12 hours per day for 39 weeks.
- The calculations to determine the number of the Contact Tracer and Contact Advisor roles has been calculated based on sampling capacity of 12,600 people per week across Gwent (Public Health Wales, 2020a) and a positivity rate of 10% (July – August 2020) and 15% (September 2020 - March 2021). Public Health Wales, 2020b), as outlined in Public Health Wales (2020a; 2020b).
- Recruitment of staff is assumed as 50% for July - August, 75% for September and 100% in post from October 2020.
- The Contact Tracer role has been estimated based on the assumption that each telephone call will last 60 minutes duration.
- The Contact Advisor role has been estimated based on the assumption that each telephone call will last approximately 5 minutes per contact, provided over an average of 7 days, with 30% opting for text follow-up.
 - 10% positivity rate assumes an average of 5 contacts per case.
 - 15% positivity rate assumes an average of 9 contacts per case.

In the interim phase (up until 31st August 2020) the partners will look where possible, to resource the Local Contact Tracing Teams and the Regional Cell from existing resources.

The HR Sub-Group has worked together to develop a regional Workforce Development Plan supported by individual plans for each organisation. This is at Appendix 4. The GCTS is based on a distributed partnership model whereby each organisation has a role to play whilst operating within the same principles and working to the same outcomes. Each organisation, through adoption of this business case and a developing Memorandum of Understanding, will be responsible for the recruitment and management of the identified staff in this business case to ensure successful contact tracing in Gwent.

Through the development of the workforce plans each organisation is clear on its timescales and abilities to scale up to meet increasing demand as per the proposed model outlined above (50%, 75% and 100%). The PMO working with the HR Sub-Group and ROG will advise,

from looking at data and demand, when the next stage of workforce growth needs to commence. Scaling up will only occur if there is a demand rather than following the model of growth.

One of the key principles for managing the workforce will be mutual aid which will be necessary for cluster or outbreak management. However that is only a sustainable model when pressures are only felt in one or two of the LA teams. Scaling up, being flexible and responsive from an HR function will be integral to the success of the GCTS and will be led by the evidence and data emerging from the data cell and the ROG.

Each organisation also has a pool of experienced and trained staff. Whilst they will be returning to their substantive posts in due course there is an expectation that organisations will utilise this capacity flexibly to manage demand and peaks.

Workforce needs are being modelled across an 84 hour week. Overall 36 or 24 hour contracts will be required but completely recognising the flexible and part-time policies of each organisation. The organisation specific plans outline their terms and conditions to ensure that good employment practices are being followed.

Lead Organisation/ Programme Management Office

It is proposed that within the Programme Management Office there will be the following posts:

- Head of Service
- Programme Manager
- Project Officer x 2
- Data/Risk Manager (working closely with Data Cell and commissioning performance management reports)
- CRM System/Training Support
- Training Coordinator
- Quality Assurance
- Communications Officer
- Administration Support x 2

Regional Cell

- Programme Manager
- Cluster Leads
- Programme Support Officer
- Infection Control Nurse
- Environmental Health Officer
- Specialist in Health Protection
- Consultant in Public Health
- Data manager/Analyst
- Administration Support
- Contact Tracers

- Contact Advisors

Local Contact Tracing Teams

- Clinical Leads (ABUHB)
- Team Managers
- Contact Tracers
- Contact Advisors
- Business Co-ordinators

IT & DATA SYSTEMS

Interim Position

The SCG in Gwent took a decision in May that an interim solution was needed to be able commence a pilot of test, trace and protect for the region. The region had to quickly build two key areas of capability:

- the first was a way of contacting citizens. Each Local Authority added to their own existing telephony solutions to enable calls to be made to positively tested citizens.
 - the second was a way of managing citizen data that was collected during the call. The five Local Authorities and ABUHB implemented a common data management system based on Microsoft Forms and Microsoft Teams and delivered it to over 200 staff across the region once.

The National Position

The National system replaced the interim system, going live on June 8th initially with a week of dual running whilst any issues were resolved. From June 15th Gwent were then using only the National system. The National system integrates the two interim capabilities into one solution.

The National system is based on a Microsoft Dynamics Customer Relationship Management (CRM) platform and has a telephony solution integrated into it called Solgari. This means that all contact advisor and contact tracer activity can be performed from within the one screen.

The system is entirely cloud based which means staff can continue to use their corporate equipment and logins to access the system from wherever they need to work.

FINANCIAL MODEL

An initial service financial model was submitted to Welsh Government on 15th June 2020. This outlined the proposed costs of the model from 1st July 2020 to 31st March 2021.

ABUHB are to be the lead finance organisation for the GCTS.

On 29th June 2020 the G10 agreed the following principles for the financial case:

- All costs must be covered, including non-pay

- All costs incurred to date must be covered by WG
 - Service will only operate in the envelope of the funding provided
 - Funding award from WG does not mean spend up to grant level but deliver a proportionate and efficient service
 - Finance build will need to be amended to reflect the need for non-pay and additional IT costs that may be needed
 - WG need to give flexibility for managing the funding award
- It is proposed, through the MoU that funding will be allocated against the budget build in Appendix 5. Each organisation has costed up, based on their T&Cs and payscales the operation they must fulfil as part of this business case (and is in line with the workforce plans identified above). The funding will be held by ABUHB and organisations will submit claims with proof of expenditure monthly to ABUHB for reimbursement.

ABUHB will be expected to produce monthly finance reports of expenditure against profile to the PMO and LG identifying any risks as appropriate.

Appendix 5 shows the latest finance model projections. This is currently showing a need for £10.2m against a budget allocation of £9.6m (which must also cover expenditure between Apr-Jun). However this is assuming expenditure from 1st July 2020. Currently expenditure is not as forecast as organisations are still operating on a redeployment basis, and the Regional Cell and PMO have not yet been formed. Therefore there will be an underspend in July and August to balance the budget need until year end.

A finance working group has been established which is finalising a budget build based on each organisations' workforce plans and pay/T&Cs. The group is also collating the costs incurred before Jul 2020.

The finance model also excludes the £200k allocated by WG to support local IT capital costs.

MEASURES OF SUCCESS

The best measure of success is the ongoing monitoring of the R rate and transmission in the community. SCG has asked for this information and PHW have advised that this cannot be calculated at a regional level. The lower the number the more positive the situation. This is one service where low numbers of staff and not needing to pull on the bank/reserve will be a sign of success. As the CRM system is still developing with further functionality expected in future weeks/months it is proposed that the Data Cell and Head of Service with the partners develops a suite of measures which will include:

- % of positive test cases traced each day
- % of positive cases engaging fully with the service
- % of contacts successfully reached
- % of contact engaging fully with the service i.e. successfully contacted over the 14 day period
- Early identification of and response to clusters

It is anticipated that WG may develop a national suite of measures and therefore it is proposed a dashboard be developed to present to the LG and Board in due course.

LEGAL STATUS

All of the organisations have statutory duties under Public Health legislation to respond to notifiable diseases. Whilst there is not specific legislation placing duties on either the Health Board of the Local Authorities to create a Contact Tracing Service there is absolute recognition that Covid-19 is a global pandemic emergency and the organisations are best placed to develop the necessary trace and protect systems to meet the aims of the national Test, Trace and Protect strategy. However it is also important that the organisations are not acting ultra vires and therefore:

For LAs the key provisions which underpin the creation of this service are:

- The Public Health (Control of Disease) Act 1984 places a statutory obligation on LAs to investigate notifications of infectious diseases in their locality. LAs are also required to appoint a Proper Officer (CCDC) for this purpose. Covid is an infectious notifiable disease.
- The LG Act 2000 gives us the power of well-being – so power to do anything to promote economic, social and environmental well-being. A global pandemic and creating a service to protect public health and the economy is seen as an appropriate use of this power.
- The LG Act 1972 a local authority shall have power to do any thing (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.
- The Health Protection (Coronavirus Restrictions) (No.2) (Wales) Regulations 2020.
- The Health Protection (Coronavirus International Travel) (Wales) (Amendment) Regulations 2020

For ABUHB:-

- The Health Protection (Coronavirus Restrictions) (No.2) (Wales) Regulations 2020.
- The Health Protection (Coronavirus International Travel) (Wales) (Amendment) Regulations 2020

CONCLUSION

This business case outlines the key elements of the creation of the service: aims, principles, governance, operational management, workforce, finance and the legal basis for its operation.

The partners are committed to delivering an effective and impactful contact tracing service in line with this business case and aims to support the regions' and Wales' aspirations to save lives, protect the NHS and protect the economy.

DRAFT

Appendix 1

Staffing Numbers from SOP May 2020

Local authority area	Population	Contact Tracing Lead	Contact Tracers	Contact Advisors
Blaenau Gwent	69,713	2	6-8	20-24
Caerphilly	181,019	6	18-24	60-72
Monmouthshire	94,142	3	9-12	30-36
Newport	153,302	4-5	12-20	40-60
Torfaen	93,049	3	9-12	30-36
TOTAL	591,225	19	57-76	190-228

DRAFT

APPENDIX 2

G10 GWENT CONTACT TRACING STRATEGIC BOARD

TERMS OF REFERENCE

The Gwent Contact Tracing Strategic Board is a key partnership body; established to lead and guide the service established in the face of the Covid-19 pandemic.

The G10 is a partnership of the 10 organisations that all sit on the local PSBs and work together to promote well-being and improvement in Gwent. The G10 is exploring with WG the creation of a Gwent-wide PSB. Rather than create another governance layer or new Board for the GCTS the utilisation of this group will test the Gwent PSB hypothesis and demonstrate the organisation's commitment for partnership working and ensuring effective and efficient governance of the service.

The Gwent Contract Tracing Service (herein referred to as The Service) operates in the Gwent area (covering the areas of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen) sitting within the footprint of the Aneurin Bevan University Health Board area.

The G10 is responsible for bringing together the 6 partner organisations:

Aneurin Bevan University Health Board (ABUHB)
Blaenau Gwent County Borough Council (BGCBC)
Caerphilly County Borough Council (CCBC)
Monmouthshire County Council (MCC)
Newport City Council (NCC)
Torfaen County Borough Council (TCBC)

with the collective aim of protecting our residents through breaking the chains of transmission of Covid-19 in our communities and places of work.

Other organisations also sit on G10:

South Wales Fire and Rescue (Chief Fire Officer and Chair)
Gwent Police (Chief Constable)
Police and Crime Commissioner
Natural Resources Wales

Purpose of the Service

Find, Act, Prioritise and Report; Stay at Home; Save Lives

Purpose of the Board/G10

The Board is the key leadership body to oversee The Service

The Board, operating on behalf of their respective organisations, will be responsible for:

- Ensuring The Service is delivering against its stated purpose, aims and objectives

- Ensuring The Service is delivered against its stated principles
- Representing the interests of their respective organisations
- Strategic oversight of the establishment of The Service
- Agreeing the financial framework of The Service noting that commitment of additional resources (financial, human etc.) will be referred back to organisations (where arrangements have not been made to delegate these functions to the partnership by the constituent bodies)
- Ensuring effective governance, leadership and management of The Service
- Ensuring the effective planning and delivery of The Service
- Scrutinising the performance of The Service
- Ensuring effective decommissioning of and exit strategy for The Service
- Ensuring The Service is operating in alignment with and complimenting wider Covid-19 strategies
- Promoting the interests of The Service to national partners, particularly Welsh Government and Public Health Wales.

Delegation Framework

Any delegated functions will be set out in an agreed Memorandum of Understanding and a Scheme of Delegation for the GCTSB

Governance

The Board is supported through the establishment of a Programme Implementation Governance Structure.

- Leadership Group
- A Programme Management Office
- A Regional Oversight Group

5. Chair of the Strategic Board

The Chair of the G10 is determined on a rotational basis.

6. Deputies

The principle of deputies is supported.

Only formally nominated deputies for each voting member will be entitled to vote, when representing their organisation in the absence of the voting member.

For the Local Authority Cabinet Members, this would be another Executive Member and for the Health Board either another Independent Member or Executive Member of the Health Board.

Quorum and Decision Taking

The Board will have a quorum of 6 members and must include either the Chair or Vice Chair. However, wherever possible, decisions will be made on a consensus basis. In the event that consensus cannot be reached, decisions will be taken on a majority vote, with the Chair having the casting vote. The Vice Chair, in the Chair's absence will have the casting vote.

External Scrutiny

The external scrutiny will be via the current Local Authority Scrutiny Committees and appropriate Health Board committees.

Secretariat

Business, project, managerial, secretariat and administrative support for the Board will be provided or arranged by the Programme Management Office. All papers will be circulated one week ahead of scheduled meeting, with any later papers needing Chair approval for late circulation or tabling at the meeting – in exceptional circumstances only.

Reporting

The Board will receive reports from the Leadership Group and the Head of Gwent Contact Tracing Service. These reports will provide an assurance function with regard to the effective and efficient delivery of The Service.

The Board will focus on Key Strategic Decisions. All operational and managerial decisions will be delegated to the Leadership Group, which will engage with all relevant Strategic Partnerships and Service Delivery Teams to deliver the agreed programme.

Frequency and operation of meetings

From August 2020, the Board will meet monthly (if needed), with the Leadership Group meeting weekly, to ensure agreed actions are progressed prior to formal decision making.

Review of Terms of Reference

The Terms of Reference will be reviewed 3 months into operation

APPENDIX 3

GWENT CONTACT TRACING LEADERSHIP GROUP

TERMS OF REFERENCE

The Gwent Contact Tracing Leadership Group is a key partnership body. It is established to lead and guide the service established in the face of the Covid-19 pandemic and specifically to support the G10/Strategic Board in achieving its aims and terms of reference.

The Gwent Contract Tracing Service (herein referred to as The Service) operates in the Gwent area (covering the areas of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen) sitting within the footprint of the Aneurin Bevan University Health Board area.

The Leadership Group is responsible for bringing together the 6 partner organisations:

Aneurin Bevan University Health Board (ABUHB)
Blaenau Gwent County Borough Council (BGCBC)
Caerphilly County Borough Council (CCBC)
Monmouthshire County Council (MCC)
Newport City Council (NCC)
Torfaen County Borough Council (TCBC)

with the collective aim of protecting our residents through breaking the chains of transmission of Covid-19 in our communities and places of work.

Purpose of the Service

Find, Act, Prioritise and Report; Stay at Home; Save Lives

Purpose of the Leadership Group

To represent their organisations, ensure the partnership is working effectively and support the Strategic Board through appropriate escalation and due diligence with regards to the governance framework and delegations outlined in the Memorandum of Understanding.

The Leadership Group, operating on behalf of their respective organisations, will be responsible for:

- Ensuring The Service is delivering against its stated purpose, aims and objectives
- Ensuring The Service is delivered against its stated principles
- Representing the interests of their respective organisations
- Strategic oversight of the establishment of The Service

- Agreeing the financial framework of The Service noting that commitment of additional resources (financial, human etc.) will be referred back to organisations (where arrangements have not been made to delegate these functions to the partnership by the constituent bodies)
- Ensuring effective governance, leadership and management of The Service
- Ensuring the effective planning and delivery of The Service
- Scrutinising the performance of The Service
- Ensuring effective decommissioning of and exit strategy for The Service
- Ensuring The Service is operating in alignment with and complimenting wider Covid-19 strategies
- Promoting the interests of The Service to national partners, particularly Welsh Government and Public Health Wales.
- Supporting the Lead Organisation with the recruitment and performance management of the Head of Service and the Programme Management Office.
- Monitoring the implementation of The Service's action plan
- Owning The Service's risk register and ensuring their organisations take the appropriate actions to mitigate and reduce risks
- Ensuring the organisations are working effectively in partnership

Delegation Framework

Any delegated functions will be set out in an agreed Memorandum of Understanding and a Scheme of Delegation for the GCTSB

Contact Tracing Leadership Group Membership

Local Authorities – Five Members

Chief Officers/Directors or Heads of Public Protection

Aneurin Bevan University Health Board –5 members

TBC

Sub-Group Chairs (if not represented above)

HR

Finance

Data/Systems

Communications

Also, any nominated additional lead strategic and operational representatives from the Health Board e.g. Chief Operating Officer, Consultants in Public Health etc

Chair of the Leadership Group

The Chair and Vice Chair will be appointed from within the Leadership Group.

Deputies

The principle of deputies is supported for each organisation represented.

Secretariat

Business, project, managerial, secretariat and administrative support for the Leadership Group will be provided or arranged by the Programme Management Office.

Reporting

The Board will receive reports from the Leadership Group and the Head of Gwent Contact Tracing Service. These reports will provide an assurance function with regard to the effective and efficient delivery of The Service.

The Leadership Group will focus on strategic and managerial decisions. All operational decisions around the technical implementation of The Service will be delegated to the Regional Oversight Group.

Frequency and operation of meetings

Leadership Officer Group are and will meet weekly (if appropriate), to ensure agreed actions are progressed prior to formal decision making.

Review of Terms of Reference

The Terms of Reference will be reviewed 3 months into operation

Appendix 4

Gwent HR Workforce Development Plan

Local Contract Tracing Teams	WTE		Local Authority Area	Population	% Share	
			Blaenau Gwent	69,713	11.79%	
Clinical Leads (NHS Band 7)	6		Caerphilly	181,019	30.62%	
Team Managers (LA Scale pt 40/NHS Band 7)	7.4		Monmouthshire	94,142	15.92%	
Contact Tracers (LA Grade 7/NHS Band 5)	68.8		Newport	153,302	25.93%	
Contact Advisors (LA Grade 5/NHS Band 3)	279.5		Torfaen	93,049	15.74%	
Business Co-ordinators (LA Grade 7)	15.3		ABUHB			
IT Support	0.2					
			TOTAL	591,225	100.00%	
TOTAL	377					
Torfaen	Total WTE	WTE July (50%)	WTE Aug (50%)	WTE Sept (75%)	WTE Oct onwards (100%)	
Team Managers (LA Scale pt 40)	1.0	0.5	0.5	0.8	1.0	
Contact Tracers (LA Grade 7)	8.3	4.2	4.2	6.3	8.3	
Contact Advisors (LA Grade 5)	40.8	20.4	20.4	30.6	40.8	
Business Co-ordinators (LA Grade 7)	2.4	1.2	1.2	1.8	2.4	
TOTAL	52.5	26.2	26.2	39.3	52.5	
BLAENAU GWENT	Total WTE	WTE July (50%)	WTE Aug (50%)	WTE Sept (75%)	WTE Oct onwards (100%)	
Team Managers (LA Scale pt 40)	1.0	0.5	0.5	0.8	1.0	
Contact Tracers (LA Grade 7)	6.2	3.1	3.1	4.7	6.2	

Contact Advisors (LA Grade 5)	30.5	15.3	15.3	22.9	30.5	
Business Co-ordinators (LA Grade 7)	2.0	1.0	1.0	1.5	2.0	
IT Support	0.2	0.2	0.2	0.2	0.2	
TOTAL	40.0	20.1	20.1	30.0	40.0	
CAERPHILLY	Total WTE	WTE July (50%)	WTE Aug (50%)	WTE Sept (75%)	WTE Oct onwards (100%)	
Team Managers (LA Scale pt 40)	1.8	0.9	0.9	1.4	1.8	
Contact Tracers (LA Grade 7)	16.2	8.1	8.1	12.2	16.2	
Contact Advisors (LA Grade 5)	79.3	39.6	39.6	59.5	79.3	
Business Co-ordinators (LA Grade 7)	4.6	2.3	2.3	3.4	4.6	
TOTAL	102.0	51.0	51.0	76.5	102.0	
Monmouthshire	Total WTE	WTE July (50%)	WTE Aug (50%)	WTE Sept (75%)	WTE Oct onwards (100%)	
Team Managers (LA Scale pt 40)	1.0	0.5	0.5	0.8	1.0	
Contact Tracers (LA Grade 7)	8.4	4.2	4.2	6.3	8.4	
Contact Advisors (LA Grade 5)	41.2	20.6	20.6	30.9	41.2	
Business Co-ordinators (LA Grade 7)	2.4	1.2	1.2	1.8	2.4	
TOTAL	53.1	26.5	26.5	39.8	53.1	
Newport	Total WTE	WTE July (50%)	WTE Aug (50%)	WTE Sept (75%)	WTE Oct onwards (100%)	
Team Managers (LA Scale pt 40)	1.6	0.8	0.8	1.2	1.6	
Contact Tracers (LA Grade 7)	13.7	6.9	6.9	10.3	13.7	

Contact Advisors (LA Grade 5)	67.2	33.6	33.6	50.4	67.2	
Business Co-ordinators (LA Grade 7)	3.9	1.9	1.9	2.9	3.9	
TOTAL	86.3	43.2	43.2	64.8	86.3	
ABUHB	Total WTE	WTE July (50%)	WTE Aug (50%)	WTE Sept (75%)	WTE Oct onwards (100%)	
Team Manager (NHS Band 7)	1.0	0.5	0.5	0.7	1.0	
Clinical Leads (NHS Band 7)	6.0	6.0	6.0	6.0	6.0	
Contact Tracers (NHS Band 5)	16.0	8.0	8.0	12.0	16.0	
Contact Advisors (NHS Band 3)	20.5	10.3	10.3	15.4	20.5	
TOTAL	43.5	24.8	24.8	34.1	43.5	
Recruitment						
All agreed on 6 hour shift pattern, 8am - 2pm & 2pm - 8pm, 7 days per week.						
Each LA and HB have developed a recruitment plan which enables them to flex up and down as per demand for service						
Each employer will recruit on temporary basis/fixed term basis, full/part-time including some offering 24 hour contract						
Each employer will use own Terms and Conditions						

Appendix 5

Description	Organisation	WTE	Gross monthly cost Mid-point £	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
				£	£	£	£	£	£	£	£	£	£	£	£	£	£
Programme Management Office																	
Head of Gwent Contact Tracing Service (NHS Band8C)	LA	1.00	8,801				4,400	4,400	6,601	8,801	8,801	8,801	8,801	8,801	8,801		68,206
Programme Manager (NHS 8A)	LA	1.00	6,139				3,069	3,069	4,604	6,139	6,139	6,139	6,139	6,139	6,139		47,576
Project Officer (NHS Band 6)	LA	2.00	4,471				4,471	4,471	6,707	8,942	8,942	8,942	8,942	8,942	8,942		69,301
Data/Risk Manager (Reporting and Risk Mgt) (NHS Band 6)	LA	1.00	4,471				2,236	2,236	3,354	4,471	4,471	4,471	4,471	4,471	4,471		34,653
CRM System/Training support (NHS Band 6)	LA	2.00	4,471				4,471	4,471	6,707	8,943	8,943	8,943	8,943	8,943	8,943		69,307
Administration support (NHS Band 3)	LA	2.00	2,504				2,504	2,504	3,756	5,009	5,009	5,009	5,009	5,009	5,009		38,816
Contact Tracing Training Co-ordinator (NHS Band 5)	LA	1.00	3,591				1,796	1,796	2,693	3,591	3,591	3,591	3,591	3,591	3,591		27,830
Quality Assurance Co-ordinator (NHS Band 5)	LA	1.00	3,591				1,796	1,796	2,693	3,591	3,591	3,591	3,591	3,591	3,591		27,830
Communications Officer (NHS Band 5)	LA	1.00	3,591				1,796	1,796	2,693	3,591	3,591	3,591	3,591	3,591	3,591		27,830
Regional Contact Tracing Cell																	
Programme Manager (NHS Band8A) ??	Health	1.00	6,139				3,069	3,069	4,604	6,139	6,139	6,139	6,139	6,139	6,139		47,576
Cluster Leads (NHS Band 7)	Health	5.00	5,272				13,179	13,179	19,769	26,359	26,359	26,359	26,359	26,359	26,359		204,280
Programme Support Officer (NHS Band 6)	Health	2.00	4,471				4,471	4,471	6,707	8,943	8,943	8,943	8,943	8,943	8,943		69,307
Project Manager (NHS Band 7)	Health	1.00	5,272				2,636	2,636	3,954	5,272	5,272	5,272	5,272	5,272	5,272		40,856
Infection Control Nurse (NHS Band 5)	Health	1.00	3,591				1,796	1,796	2,693	3,591	3,591	3,591	3,591	3,591	3,591		27,830
Environmental Health Officer (LA Grade 9)	LA	5.00	4,253				10,632	10,632	15,948	21,264	21,264	21,264	21,264	21,264	21,264		164,794
Specialist in Health Protection (NHS Band 9)	Health	2.54	12,600				0	0	32,024	32,024	32,024	32,024	32,024	32,024	32,024		192,143
Consultant in Public Health (NHS)	Health	2.54	12,600				32,024	32,024	32,024	32,024	32,024	32,024	32,024	32,024	32,024		288,215
Data manager/Analyst (NHS Band 6)	Health	5.08	4,471				11,357	11,357	17,036	22,715	22,715	22,715	22,715	22,715	22,715		176,040
Administration Support (NHS Band 3)	Health	2.00	2,504				2,504	2,504	3,756	5,009	5,009	5,009	5,009	5,009	5,009		38,816
Contact Tracers (NHS Band 5)	Health	10.00	3,591				17,955	17,955	26,933	35,910	35,910	35,910	35,910	35,910	35,910		278,303
Contact Advisors (NHS Band 3)	Health	12.00	2,504				15,026	15,026	22,538	30,051	30,051	30,051	30,051	30,051	30,051		232,895
Local Contract Tracing Teams																	
Clinical Leads (NHS Band 7)	Health	10.00	5,272	0	0	0	26,359	26,359	39,538	52,718	52,718	52,718	52,718	52,718	52,718		408,561
Team Managers (LA Scale pt 40)	LA	7.40	5,364	0	0	0	19,846	19,846	29,769	39,692	39,692	39,692	39,692	39,692	39,692		307,616
Contact Tracers (LA Grade 7)	LA	53.00	3,393	0	0	0	89,912	89,912	134,868	179,825	179,825	179,825	179,825	179,825	179,825		1,393,641
Contact Advisors (LA Grade 5)	LA	259.00	2,660	0	0	0	344,459	344,459	516,689	688,918	688,918	688,918	688,918	688,918	688,918		5,339,118
Business Co-ordinators (LA Grade 7)	LA	15.30	3,393	0	0	0	25,956	25,956	38,934	51,912	51,912	51,912	51,912	51,912	51,912		402,315
IT support. (assume LA Grade 7)	LA	0.20	3,393				339	339	509	679	679	679	679	679	679		5,259
Finance Support																	
	Health	1.00	4,671				2,336	4,671	4,671	4,671	4,671	4,671	4,671	4,671	4,671		39,705
ICT Staffing																	
Project Manager (NHS Band 7)	split 6 ways	1.00	4,671					4,671	4,671	4,671	4,671	4,671	4,671	4,671	4,671		37,369
Network Engineer (NHS Band 5)	split 6 ways	1.00	3,182				3,182	3,182	3,182	3,182	3,182	3,182	3,182	3,182	3,182		28,637
																	0
HR Support	TBC	1.00	4,671				2,336	4,671	4,671	4,671	4,671	4,671	4,671	4,671	4,671		39,705
																	0
TOTAL FORECAST WORKFORCE COSTS		410.06		0	0	0	655,913	665,255	973,273	1,313,315	1,313,315	1,313,315	1,313,315	1,313,315	1,313,315	0	10,174,330
NON PAY COSTS																	
Translation/Printing/TTP Promotion costs							6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000		54,000
Regional cell and PMO non pay costs							2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000		18,000
Accommodation costs?																	0
Additional IT costs?																	0
TOTAL FORECAST NON PAY COSTS							8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	0	72,000
TOTAL FORECAST COSTS							663,913	673,255	981,273	1,321,315	1,321,315	1,321,315	1,321,315	1,321,315	1,321,315	0	10,246,330

Mae'r dudalen hon yn wag yn

Eitem Agenda 5

NEWPORT CITY COUNCIL: CABINET/COUNCIL WORK PROGRAMME JUNE 2020 – MAY 2021

MEETING	AGENDA ITEMS	LEAD OFFICER
CABINET 03-JUN-20	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
COUNCIL 21-JUL-20	NNDR Relief Scheme (moved to September Council) Treasury Management Year End Report (moved to September Council)	
CABINET 29-JUL-20	29 July Cabinet rearranged to take place on 22 July 2020	
22 JUL 20	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
COUNCIL 28-JUL-20	AGM	
SPECIAL CABINET 19-AUG-20	Business case for the Test, Trace Protect Service	HL&R
	Work Programme	COM
CABINET 16-SEP-20	Capital Programme Monitoring July 2019	HoF
	Revenue Budget Monitor July 2019	HoF
	Welsh Language Annual Report	HP&BC
	Risk Report Q4 (2019/20)	HP&BC
	End of Year Performance Review 2019/20	HP&BC
	WAO Annual Improvement Report 2019/20 (not confirmed for this cycle – awaiting date for WAO sign off)	HP&BC
	Transport Update	HCS

	Pay and Reward Policy (moved from April Cabinet)	HP&BC
	Annual Corporate Safeguarding Report (moved from April Cabinet - t.b.c.)	SD People
	Forecast Numbers of LAC (moved from June Cabinet - t.b.c.)	SD People
	COVID-19 Recovery - Update	CX
	PSB Summary Document (for information/awareness)	HP&BC
	Work Programme	COM
COUNCIL 29-SEP-20	Scrutiny Annual Report NNDR Relief Scheme (moved from April Council) Treasury Management Year End Report (moved from April Council) Pay and Reward Policy (moved from April Council) Strategic Equalities Plan 2020-24 (moved from April Council)	HL&R HoF HoF HP&BC HP&BC
CABINET 14-OCT-20	Corporate Plan Annual Report	HP&BC
	WAO Report – Corporate Safeguarding	HP&BC
	WAO Certificate of Compliance 1	HP&BC
	Risk Report Q1 (2020/21)	HP&BC
	Annual Report on Compliments, Comments and Complaints Management 2020	Customer Services Mgr
	Local Toilets' Strategy (moved from April Cabinet)	HL&R
	New Normal	HP&BC
	LDP Annual Monitoring Report and LDP Review	HRIH
	COVID-19 Recovery - Update	CX
	Work Programme	COM
CABINET 11-NOV-20	Revenue Budget Monitor	HoF
	Capital Budget Monitor	HoF
	COVID-19 Recovery - Update	CX
	Well-Being of Future Generations: Commissioner's Report and progress	HP&BC
	Work Programme	COM
	PSB Summary Document (for information/awareness)	HP&BC
COUNCIL 24-NOV-20	Democratic Services Annual Report Standards Committee Annual Report	
CABINET 16-DEC-20	Revenue Budget and MTFP: Draft Proposals	HoF
	Treasury Management 6 monthly Report	HoF
	Corporate Risk Register Update (Quarter 2)	HP&BC
	WAO Certificate of Compliance 2	HP&BC
	Director of Social Services Annual Report	SD - People
	WESP – 2021/2025	SD - People
	LDP Review Report & Draft Delivery Agreement (and seeking approval for public consultation)	HRIH
	COVID-19 Recovery - Update	CX

	Work Programme	COM
CABINET 13-JAN-21	Revenue Budget Monitor	HoF
	Capital Budget Monitor	HoF
	Mid-Year Performance Analysis 2020/21	HP&BC
	Verified Key Stage 4 and 5 Pupil Outcomes (Or February Cabinet??)	
	COVID-19 Recovery - Update	CX
	PSB Summary Document (for information/awareness)	HP&BC
	Work Programme	COM
COUNCIL 26-JAN-21	Mayoral Nomination 2021/22 Council Schedule of Meetings Treasury Management 6 monthly report Council Tax Reduction Scheme Director of Social Services Annual Report LDP Review Report ad Draft Delivery Agreement - t.b.c	
CABINET 10-FEB-21	Capital Strategy and Treasury Management Strategy	HoF
	Revenue Budget and MTFP: Final Proposals	HoF
	Key Stage 4 Outcomes (Or January Cabinet??)	CEdO
	COVID-19 Recovery - Update	CX
	Work Programme	COM
COUNCIL 23-FEB-21	Budget and Medium Term Financial Plan Capital Strategy and Treasury Management Strategy National Non-Domestic Rates: Discretionary Relief: High Street Relief Scheme 2021-22	
CABINET 10-MAR-21	Pay and Reward Statement 2021/22	HP&BC
	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
	Corporate Risk Register Update (Quarter 3)	HP&BC
	COVID-19 Recovery - Update	CX
	Work Programme	COM
CABINET 07-APR-21	Risk Management Strategy (or May Cabinet??)	HP&BC
	Annual Corporate Safeguarding Report	HC&YPS
	Provide feedback on Review Report & Delivery Agreement and seek permission to formally send to WG (formal commencement of an LDP Review) – t.b.c.	HRIH
	COVID-19 Recovery - Update	CX
	Work Programme	COM
	PSB Summary Document (for information/awareness)	HP&BC

COUNCIL 27-APR-21	IRP Annual Report NNDR Rate Relief Pay and Reward Statement 21/22 Provide Feedback on Review Report and Delivery Agreement and seek permission to formally send to Welsh Government (formal commencement of an LDP Review) t.b.c.	
CABINET 05-MAY-21	COVID-19 Recovery - Update	CX
	Work Programme	COM
COUNCIL 11-MAY-21	AGM	