

# Agenda

## Pwyllgor Craffu ar Berfformiad – Pobl

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Dyddiad: Dydd Mawrth, 3 Tachwedd 2020

Amser: 10.00 am

Lleoliad: Ystafell Bwyllgora 1 - Canolfan Ddinesig

At: Cynghorwyr: J Watkins (Cadeirydd), H Thomas, J Richards, R Hayat, M Linton,  
S Marshall, T Watkins, C Townsend, J Cleverly and W Routley

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<b>Eitem</b>	<b>Wardiau Dan Sylw</b>
1	<u>Ymddiheuriadau</u>
2	<u>Datganiadau o ddiddordeb</u>
3	<u>Cofnodion y cyfarfod blaenorol a gynhaliwyd ar 8 Medi 2020</u> <i>(Tudalennau 3 - 6)</i>
4	<u>2020/21 Adolygiadau Canol Blwyddyn y Cynllun Gwasanaeth</u> <i>(Tudalennau 7 - 90)</i>
5	<u>Casgliad Adroddiadau Pwyllgorau</u> Ar ôl cwblhau adroddiadau'r Pwyllgor, gofynnir i'r Pwyllgor ffurfioli ei gasgliadau, ei argymhellion a'i sylwadau ar eitemau blaenorol i'w gweithredu
6	<u>Diweddariad Rhaglen Blaen-Waith</u> <i>(Tudalennau 91 - 96)</i>
7	<u>View the live event</u> <a href="#">To view the live event please click here</a>

Person cyswllt: , Cynghorydd Craffu

Ffôn: 01633 656656

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Dyddiad cyhoeddi: Dydd Mawrth, 27 Hydref 2020

Mae'r dudalen hon yn wag yn

# Minutes



## Performance Scrutiny Committee - People

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Date: 8 September 2020

Time: 10.00 am

Present: Councillors J Watkins (Chair), S Marshall, T Watkins, C Townsend, J Cleverly and W Routley

In Attendance: Gareth Price (Head of Law & Regulation)

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### 1 Apologies

None.

### 2 Declarations of Interest

None.

### 3 Minutes of the meeting held on 14 January 2020

The minutes of the previous meeting held on 14 January 2020 were **accepted** as a true and accurate record.

A member queried the last paragraph on page 7, has the Fairness and Equalities been published? The Head of Law and Regulations advised the committee that the actions from this meeting would have been completed before the Budget, so they would have been published.

### 4 Draft 2020-21 Annual Forward Work Programme

Attendees

– Gareth Price (Head of Law and Regulations)

The Chair presented the item to the committee. It was suggested that the committee look at the Covid Strategic Recovery Aims report that was agreed at Cabinet on 24 June 2020. Members would be able to scrutinise the Council's response in the areas that concern the committee.

Members asked the following:

- When will the committee receive the six monthly service plans?

Members were advised that they will be received by November 2020 at the latest. They are currently going through a lot of updating. It is hopeful that one or two plans will be ready in October.

- Members voiced concern that Members were advised that the agenda for the 16<sup>th</sup> September 2020 Cabinet meeting will be published tomorrow. It will contain the Covid report which will give more details on what service areas have done. Members were reminded that they are able to view the live broadcast of the meeting.
- Members advised that they would like to see how the placements for children who cannot attend mainstream schools, and looked after children that have been placed out of area have fared during the pandemic.
- Members commented that on the Covid Strategic Recovery Aims report there are no dates on when they are aimed to be completed. Are there going to be dates issued or is it a document on what the Council is hoping to achieve?

The Head of Law and Regulation advised the committee that the documents are high level strategic aims that are linked into the Corporate Plan and the Well-being objectives so against these particular objectives there are no target dates. However, if the committee drill down into service plans so that within each of these strategic aims, there will be actions and objectives for each of the service areas.

Within those service plans, service areas will put a target date and a deadline for completion of those actions. All details will appear in the service plans and performance plans for this year.

- Concern was raised about residents being unable to access help and information as the Information Station during the pandemic and the reception desk at the Civic Centre being closed, and being faced with long call wait times. What plans are in place to reopen these channels?

Members were advised that these details will be given when other service areas report back on how this translates into what action they are delivering, which will feed into the strategic aims that will go to Cabinet about the New Normal and New Ways of Working. There will be a detailed report on this in regards to what Customer Services intend on doing what is planned for the reopening of public buildings and the Information Station, acknowledging that things can never go back completely to the way they were. There will be an opportunity for Scrutiny to have input and to challenge the basis of that proposal.

- Over the next couple of months, are the committee going to look at each of the strategic aims in separate meetings or will they be scrutinising all of the strategic areas within one meeting and seeing how they develop through?

Members were advised that the committee won't be going through each of the strategic aims, but take the various objectives that sit below them, how they relate to the People based services and pick them up through the service plans. The committee will then have an opportunity to raise questions to Heads of Service and Cabinet Members about the impact on their particular services and what they propose doing in the recovery stage.

Members were then advised that if something comes out of those questions in terms of wanting more detailed reports on specific issues whether it relate to schools or adult Social Services, then the Scrutiny Team can put those in the work programme.

- It was suggested that the committee do as what had normally been done in the past, which is to split the performance reviews over two meetings, with one meeting looking into Education services and the other looking at Adult and Children Services. This would allow the committee the opportunity to look more in depth.
- Members were advised that Housing Services and homelessness issues, start up business grants and support for the unemployed fall under Regeneration Investment and Housing service plan which is reported to the Performance Scrutiny Committee - Place and Corporate. However, the committee could ask in terms of any sort of social adult care issues that arise out of housing concerns, such as support services to help those moving into accommodation, and if any issues arose that have impacted on people's health and social care then Members could pick it up as part of the remit of the People committee.
- Members asked are the committee able to receive an immediate update on the readiness of digital inclusion with schools for those that might not have access to Wi-Fi, internet or computer facilities. There is a concern that if a school or class had to go into lockdown, how ready are the Council to enabling our children and young people to have full access to computers and equipment.
- Members were advised that this was already in place during the four months that schools were closed. Back in March, Education had ordered a large number of devices that could be made available for digitally excluded families during this period. Members were then advised that the Chief Education Officer can provide more information on this when she presents her service plan to the committee. The committee are free to submit a question to the Chief Education Officer if they wish to receive information.
- Query was made about air quality, affecting the health and wellbeing of residents and what measures are in place. Members were advised that this falls under the remit of the Place and Corporate committee, however Members are able to submit a Question At Any Time to Cabinet Members to find out what measures are in place. Members were then advised that there is a report on Sustainable Travel and Air Quality that is going to Cabinet on 16<sup>th</sup> September 2020 which will provide an update on what measures have been put in place to improve sustainable travel which will have an impact on air quality.
- Where would the committee be able to go to receive information on Mental Health services for adults and children during the lockdown situation, specifically how it has been and will be in the recovery stages?

Members were advised that they receive the Adult Social Care service report, they can ask the Head of Service and Cabinet Member. A written question can also be made by Members if they would like to get the information sooner. A committee member then advised that the Community Adult Mental Health team have been working all the way through lockdown.

## **Conclusion**

The committee agreed to accept the Annual Forward Work Programme 2020 – 21.

The meeting ended at 10:50.



# Scrutiny Report

## Performance Scrutiny Committee – People

### Part 1

Date: 3<sup>rd</sup> November 2020

### Subject 2020/21 Service Plan Mid-Year Reviews

Author Head of Legal & Regulatory Services

Responsible Cabinet Member / Officer:	Area / Role / Subject
Paul Cockeram	Cabinet Member for Social Services (Adults and Children Services)
Chris Humphrey	Head of Adult & Community Services
Sally-Ann Jenkins	Head of Children & Young People Services

## Section A – Committee Guidance and Recommendations

### 1 Recommendations to the Committee

The Committee is asked:

- 1.1 To consider the following Service Plan Mid-Year Reviews in relation to their performance for 2020/21. Each Mid-year review report includes an Executive Summary, 2020/21 Budget and Forecasted Expenditure, Q2 Service Areas Risks, Executive Summary, Analysis of Performance against Service Plan Objectives and Performance Measures as at end of Quarter 2 (30<sup>th</sup> September 2020) for:
- **Appendix 1** – Adult & Community Services
  - **Appendix 2** – Children & Young People Services

### 2 Context

#### Background

- 2.1 Each Service Area has set a Service Plan to support the delivery of the Council's Corporate Plan 2017-22 and now the Strategic Recovery Aims which were endorsed by the Council's Cabinet in June 2020. Annually, each service area reviews their plans and updates accordingly based upon resources (finance and human resources), strategic objectives and risks.

Service Plans for 2020/21 include:

- Key programme and project work being undertaken by the service area;
- Service Plan Objectives and planned actions including links to the Strategic Recovery Aims;
- Performance measures including National (Welsh Government / Public Accountability Measures) and locally set measures; and
- Service area risks.

- 2.2 Service Plans were originally approved by Cabinet Members in 2018/19 and have been annually reviewed and updated as the Council has progressed in the delivery of the Corporate Plan. The 2020/21 service plans has been approved by the relevant Cabinet Member, following the Member consultation process. This report presents Members with the Mid-Year Reviews for each Service Plan. Due to Covid-19, the 2019/20 Year-end reviews did not take place and were provided to Scrutiny members for information in August 2020. A copy of the 2020/21 Service Plan will be provided to Scrutiny Members as part of the reporting pack.
- 2.3 At the start of this financial year, the Council's Cabinet endorsed the Council's Strategic Recovery Aims in response to the Covid-19 crisis and to enable service areas to focus on recovering their services and adapting to the changes as a result of the current restrictions in place. A copy of the Strategic Recovery Aims will be linked into the Report.

### 3 Information Submitted to the Committee

- 3.1 This year's report for Mid-year reviews cover the period 1<sup>st</sup> April 2020 to 30<sup>th</sup> September 2020 and include: 2020/21 Budget and Forecasted Expenditure, Service Areas Risks, Executive Summary, Analysis of Performance against Service Plan Objectives and Performance Measures.

The updates are structured into the following sections:

<b>Introduction and Financial Summary</b>	Each report provides an introduction to each service area and their main objectives, budget and forecasted expenditure for the financial year 2020/21.
<b>Executive Summary</b>	The Executive Summary of the Head of Service is provided as an overview of performance for the first six months of the financial year. Heads of Service will also provide a summary of the impacts that Covid-19 has had on the service area and will also be looking forward for the remaining six months of the financial year.
<b>Service Area Risks</b>	Overview of corporate and service risks including risk scores for Quarter 2 and the previous three quarters. Also included is a glossary for the objective updates and risk scores. Note: Corporate and Service Risks are reported quarterly to the Council's Audit Committee and Cabinet.
<b>Analysis of Progress against Objectives / Actions</b>	Each service plan will have an overview of progress made in the first six months (1 <sup>st</sup> April 2020 to 30 <sup>th</sup> September 2020) against the objectives and their actions. For this years' service plan, actions will also indicate where they support the Council's Strategic Recovery Aims.  Each action has a start date and an end date. Actions that are commencing from 1 <sup>st</sup> October 2020 onwards will be included but not performance reported against it. Performance against each action will be based upon Red / Amber / Green (RAG) status based upon whether the action is anticipated to be delivered by the agreed date or not. Each action also has a percentage of completion to enable Members to understand the current progression against the action. <ul style="list-style-type: none"> <li>• Green <b>C / 100%</b> - Action has been completed</li> <li>• Green % - Action is on target to complete by agreed timescale</li> <li>• Amber % - Issues are identified which could impact on the delivery of the action by the agreed timescale.</li> <li>• Red % - The action is not going to be able to deliver by agreed timescale and immediate action is required.</li> <li>• ? - Update has not been provided for Q2.</li> </ul>
<b>Performance Measures</b>	Performance measures reported in the review are for the first six months of the financial year. Not all performance measures will be reported as they may be reported annually and therefore will be included as part of the End of year review process. Additionally, this year due to Covid-19 there may also be some performance measures that cannot be reported due to the measure being suspended or for other reasons the service area is unable to collect the data. Where this occurs the service area will indicate this in the report.

	<p>For performance measures that are reported the figure will indicate whether it is achieving its target or if it is under achieving. Where measures are under achieving against the target (Amber / Red) the service area will provide commentary to explain the reason(s) and what action is being taken to improve performance. Performance of the Measures is ranked using the following:</p> <ul style="list-style-type: none"> <li>• Green - Performance is above Target</li> <li>• Amber - Performance is below Target (0-15%)</li> <li>• Red - Performance is under achieving (+15%)</li> <li>• ? – Performance is unknown (data missing)</li> </ul> <p>The report will also include the performance measures previous performance in the last three years for comparison.</p>
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## 4. Suggested Areas of Focus

### 4.1 Role of the Committee

<p><b>The role of the Committee in considering the report is to:</b></p> <p><b><u>Assess and make comment on:</u></b></p> <ul style="list-style-type: none"> <li>• <b>Finance</b> – Based upon current forecasting and considering the impacts of Covid-19, is the service area projected to be under spent or over spent by the end of the financial year? <ul style="list-style-type: none"> <li>○ Is there sufficient assurance that service delivery is not impacted?</li> </ul> </li> <li>• <b>Objectives and Actions</b> – Is the service area making good progress against the actions identified in the service plan? <ul style="list-style-type: none"> <li>○ For actions that have been completed, has the service area demonstrated what the outcome(s) of delivery are and what impact it has had on the service area.</li> <li>○ The impact(s) of Covid-19 on the capacity and capability of the service area to deliver its objectives.</li> <li>○ For actions still in progress, are these actions still projected to be completed on time and are there any areas where further clarification is required.</li> <li>○ Do Members have sufficient assurance that good progress is being made by the service area to support the overall delivery of the Corporate Plan and the Strategic Recovery Aims.</li> </ul> </li> <li>• <b>Performance Measures</b> – Are there any performance measures that are under performing and is there reasonable explanation and sufficient action being taken to address performance both in the short term and long term.</li> </ul> <p><b><u>In drawing its conclusions, the Committee should assess:</u></b></p> <ul style="list-style-type: none"> <li>• Is the Committee satisfied that the service areas are making good progress against their objectives, actions and performance measures at the end of quarter 2?</li> <li>• What was the overall conclusion on the information contained within the reports?</li> <li>• Are there any areas that requires more in-depth reviews by the Committee</li> <li>• Are there any areas in the report that are missing and/or require further clarification?</li> <li>• Does the Committee wish to make any Comments / Recommendations to the Cabinet?</li> </ul>
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### 4.2 Suggested Lines of Enquiry

In evaluating Service Plan performance, the Committee may wish to consider:

- Analysing the Service Plan Mid-Year Reviews and evaluating how well Service Areas performed in the first half of the financial year against the objectives, actions, recovery aims and performance measures in their service plans;
- Has the service area fully considered the impacts of Covid-19 in the delivery of their objectives?
- Is the service area taking demonstrating sufficient steps to innovate or change the way they deliver services to meet the long term needs of its users?
- Are targets sufficiently challenging and balanced between being realistic and robust especially in light of the Covid-19 crisis?
- Are actions appropriately contributing to the Well-being objectives and Strategic Recovery Aim(s) listed?
- Is any underperformance being addressed and are associated risks being mitigated?
- What is being done to improve performance for the second half of this financial year (taking ongoing Covid-19 impacts into consideration)?
- Are there any emerging risks / issues and lessons learned as result of Covid-19 on the service area both short term and long term?
- Are there any barriers to improving performance of objectives, actions and performance measures in the Service Plans?
- Is the Service Area on target with its budget? If not what mitigations are planned to reduce overspends within this financial year?

#### 4.3 Well-being of Future Generations (Wales) Act

5 Ways of Working	Types of Questions to consider:
<b>Long-term</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Do the objectives and actions of the service area take into account the long-term trends that will impact services areas?
	Do the objectives and actions consider the needs of service users and future trends of service delivery? E.g. What is the demographic forecast of young people living in Newport services required to support needs of future service users?
<b>Prevention</b> Prevent problems occurring or getting worse.	Do the objectives and actions undertaken prevent issues being faced by service users / communities now and in the future?
	Are the solutions being provided today having an impact on the root causes of the problem(s)?
	Is the service area addressing areas of underperformance that will improve service delivery in the short term and long term?
<b>Integration</b> Considering how public bodies' well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	Are service areas considering the goals of strategic partner organisations, the Public Services Board and wider regional / national objectives?
	Is the progress of delivery against objectives aligned with that of other Council service areas, strategic partners and that of other organisations?
<b>Collaboration</b> Acting in collaboration with any other person (or different parts of the organisation itself).	Who does the service area collaborate with (Internal / external) to deliver objectives and actions?
	What are the lessons learned and benefits from collaborative working?
	How does collaboration benefit the Council and service users in the long term? E.g. resource, knowledge, expertise, value for money, outcome(s) for the service user.
<b>Involvement</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area	How are the views of the service user / wider community and partners being considered in the delivery of services and activities?
	How does the feedback of service users, citizens and businesses improve their experience and ensure lessons are learned?

which the body serves.	How do you ensure the views of vulnerable and marginalised communities taken into consideration on decision making?
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## Section B – Supporting Information

### 5 Links to Council Policies and Priorities

- 5.1 Service Plan Mid-Year Reviews directly support the delivery of the Council’s Well-being Objectives set in the Council’s Corporate Plan 2017-22 and the Strategic Recovery Aims. Furthermore, the four Well-being Objectives contribute towards the delivery of the Public Services Board ‘One Newport’ Well-being Plan 2018-23 and ultimately the Well-being Goals set in the Well-being of Future Generations Act 2015. An overview of the strategic alignment is highlighted in the table below.
- 5.2 Members of the Committee should also consider the statutory duties that service areas are required to deliver and comply with necessary legislation. These are outlined in the Council’s Constitution and where necessary stated in the report.

<b>Well-being Objectives</b>	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities
<b>Corporate Plan Commitments</b>	Thriving City	Aspirational People		Resilient Communities
<b>Supporting Function</b>	Modernised Council			

### 6. Background Papers

- [The Essentials – Well-being of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017-22](#)
- [Strategic Recovery Aims](#)
- Adult & Community Services Service Plan (2020-21)
- Children & Young People Service Plan (2020-21)

Report Completed: November 2020

Mae'r dudalen hon yn wag yn

# Adult & Community Services

## Mid-Year Review 2020/21



**Cabinet Member for Social Service –  
Councillor Paul Cockeram  
Head of Service – Chris Humphrey**

## Introduction

This is the Adults & Community Services update on the progress being made against the objectives, actions, performance and risk for the period 1<sup>st</sup> April 2020 to 30<sup>th</sup> September 2020. Service plans have been designed to support the delivery of the [Council's Corporate Plan 2017-22](#) and the [Council's Strategic Recovery Aims](#) in response to the Covid-19 crisis. As one of the 44 public bodies, Newport Council must consider the Well-being of Future Generations Act in the delivery of its plans and the sustainable development principle of meeting our duty under the Act.

Long term		The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
Prevention		How acting to prevent problems occurring or getting worse, may help public bodies meet their objectives.
Integration		Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
Collaboration		Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
Involvement		The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area, which the body serves.

To support the delivery of the Council's Corporate Plan 2017-22 and the Strategic Recovery Aims, the Adult & Community Services Plan 2020/21 focuses on the delivery of:

- **Wellbeing Objective 3** – To enable people to be healthy, independent and resilient; and
- **Strategic Recovery 3** – Promote and protect the health and wellbeing of people, safeguarding our most vulnerable and building strong, resilient communities.

The 2020/21 Service Plan has five objectives that are focused on:

### **Objective 1 – Early Intervention and Prevention.**

We will direct and signpost effectively and when support is required we intervene early to prevent escalation and dependence

### **Objective 2 – Integrated working across health and social care.**

The development of an integrated approach to the provision of care and support for people in Newport through the establishment of Neighbourhood Care Networks.

### **Objective 3 – Commissioning.**

The procurement and management of service contracts that deliver high quality, cost effective and sustainable services based on evidenced community need and market intelligence.

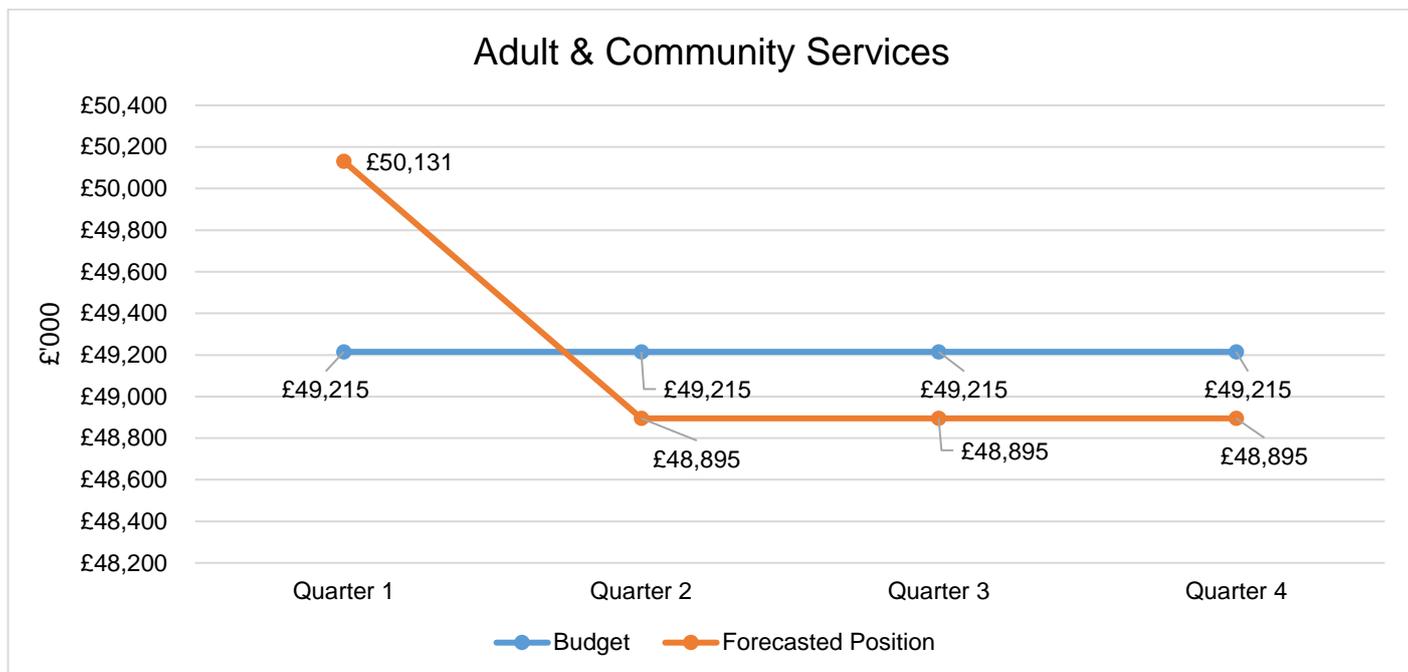
### **Objective 4 – Carers.**

To fulfil NCC's responsibility to carers as required by the Social Services & well-being Act providing support and reducing carer breakdown.

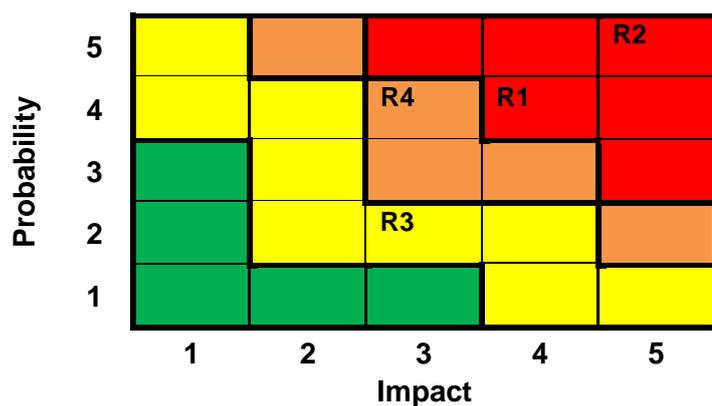
### **Objective 5 – Safeguarding.**

To improve safeguarding arrangements that protect children and adults within all aspects of Council services functions and duties.

## 2020/21 Budget and Forecasted Expenditure



## Service Risks as at 30<sup>th</sup> September 2020



<b>R1</b> – Pressure on Adult & Community Services	<b>R2</b> – Stability of Social Services Providers
<b>R3</b> – Safeguarding Risk	<b>R4</b> – Liberty Protection Safe Guards Legislation

Corporate / Service Risk	Risk Score Quarter 3 2019/20	Risk Score Quarter 4 2019	Risk Score Quarter 1 2020/21	Risk Score Quarter 2 2020/21
<b>Corporate Risk</b> – Pressure on Adult & Community Services	16	16	20	20
<b>Corporate Risk</b> – Stability of Social Services Providers	20	25	25	25
<b>Corporate Risk</b> – Safeguarding Risk	6	6	6	6
<b>Service Risk</b> – Liberty Protection Safe guards Legislation.	8	8	12	12

## **Executive Summary from the Head of Service**

This year has brought unprecedented challenge to adult services. At this stage we are still in the midst of a crisis and uncertain about how the medium to long term impact of COVID 19 will affect the community and how we deliver our services.

The pandemic has resulted in delays to work plans as focus has been concentrated on adapting service provision and supporting partners to ensure service continuity. At the beginning of the financial year Newport was badly affected by the virus and the impact on care home settings was significant and devastating for the families of those affected and the staff. The ongoing work with care homes includes the continued distribution of PPE and the allocation of additional funding from Welsh Government. Close partnerships have been forged between Commissioning Teams, Environmental Health, Public Health Wales and ABUHB in order to provide support and guidance to providers, to ensure service continuity for citizens and to ensure oversight of the regional position.

Hospital discharge processes have been impacted as some care homes have been unable to accept new placements. There are now very few cases in care settings as safety measures are fully implemented and a regional standard operation procedure has been agreed with the ABUHB to ensure the virus is not transferred from the hospital setting.

The Regional Home First service continues to operate to prevent unnecessary admission. Data collected between 1<sup>st</sup> April and 31<sup>st</sup> July indicated 1,272 referrals and 1,100 discharges in the Royal Gwent and Neville Hall Hospitals, thereby indicating only a small percentage of referrals that proceeded to a hospital admission.

An agreement with Volunteering Matters to offer support to people who were shielding was quickly established. The service offers practical support such as shopping and medication collection and by the end of August there were 52 volunteers available to provide a service to 103 Newport citizens.

The full impact of COVID is yet to be realised within the care sector as additional Welsh Government funding continues to be available until 31<sup>st</sup> March 2021. If financial support is withdrawn at this point then it is likely that some providers may not be financially viable but it is difficult to assess future demand and/or develop new service models within the current climate.

Whilst acknowledging the fact that the COVID response has, out of necessity, taken priority over other planned work, services have continued.

All NCC staff are working from home where possible so the First Contact hub is operating virtually. There have been 2,840 contacts since April 2020 where information, advice and assistance was provided to Newport citizens when they needed it.

Reablement figures continue to demonstrate positive outcomes as figures demonstrate that 196 out of 284 cases were discharged from the service without the need for further care and support. The service has also expanded to support an Intake model and support people with Dementia.

A new day service for people with autism and learning disabilities opened in Ringland in August enabling 4 College leavers to move into the community and during the summer three young people transitioning from children's services moved into a residential facility that will meet their long term needs.

The Carers network has continued to develop and attract new members. All Carers were contacted in April to ensure they had up to date information about how to access services and support in an emergency and provided with a Carers emergency handbook. The planning for the 2020 Carers Day is now underway.

The 90% target for dealing with safeguarding enquiries continues to be exceeded with a recorded figure of 98.4% at the mid-year point. This represents very strong performance given the additional demands that COVID have placed on the service.

As we enter into the winter period, it is difficult to accurately predict the ongoing impact on service provision but a huge amount of work has been completed and all protective measures are in place. Staff are familiar with remote ways of working and lines of communication with providers and statutory partners continue to operate effectively.

The longer term demand for services from citizens is also difficult to accurately predict. We are aware of the increased need for support with mental health issues and of the ongoing reluctance of some people to re-engage with services.

From a performance monitoring perspective, a new national reporting framework was planned for implementation from April 2020. This work has now been delayed and whilst NCC have developed collection measures the final guidance has not yet been received from Welsh Government.

It will be noted from the performance table at the end of this plan that all the measures are new. Although similar data has been previously provided the Welsh Government have changed the collection criteria and therefore it cannot be held in comparison.

The Performance Team continues to engage with regionally and national discussions and to prepare the system (WCCIS) for the full implementation of the reporting framework in 2021.

## **Glossary**

### **Actions (Red / Amber / Green)**

<b>C</b>	Green RAG – Completed
	Green RAG – Action is on course to be completed within timescale
	Amber RAG – There are potential issues which unless addressed the action might not be achieved within agreed timescales.
	Red RAG – The action requires immediate action to achieve delivery within agreed timescales.
<b>?</b>	Unknown RAG (Data missing)

## Service Plan Update (30<sup>th</sup> September 2020)

### 1. Early Intervention & Prevention

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
Tudalen 18	<p>To continue to develop First Contact as a multi-agency, multi-disciplinary team effectively managing demand.</p> <p>This includes the integration of the Frailty service into the First Contact Team.</p>	<p>Integration of the Frailty service into the First Contact Team will improve the signposting and access to services by Newport citizens. This will also reduce the number of single points of access and improve the efficiency of the service.</p> <p>The service will also improve its resilience to service demand pressures and ensure an integrated approach is provided to citizens.</p>	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	80%	<p>This period has been unprecedented in many ways. First Contact during this period has:</p> <ul style="list-style-type: none"> <li>Continued working with established and new partner agencies e.g. Volunteer matters.</li> <li>Redesigned its service delivery to accommodate staff working from home and going to a virtual model of team working (12 hours a day 7 days a week at the beginning of the period).</li> <li>Undertook all urgent visits as necessary.</li> <li>Embraced new technology and new ways of working to ensure everyone who contacted the Team received the appropriate advice from the appropriate team member.</li> <li>Redesign communication pathways to make access for the resident more stream lined and accurate.</li> <li>Project plan in place for the integration of CRT aspects into 1st Contact in place Work streams established and ongoing aim to have project pilot in place for January 2021.</li> </ul>
2	<p>Implementation of the revised Telecare Service - To further develop the availability of assistive technology as a means of preventing or supporting a care and support plan.</p>	<p>The delivery of this action will help support service users to live independently, stay in control of their health and wellbeing in the long term.</p> <p>This service also provides assurance to service user's family and carers as a means of preventing and/or supporting a care plan.</p>	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	70%	<p>The Telecare service (In partnership with Caerphilly and Monmouthshire Count Council) has been launched. Now successfully managed within the Community OT service with staff now specialising in this area. Multi agency training completed for relevant staff. To start introducing assistive technology into the managed care / step up step down sections when restrictions are eased. Focusing on the preventative aspect of Technology during this crisis e.g. helping</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
							people access online shopping /pharmacies / linking in with digital communities.
3	Development of a regional approach for service users to access and use the Direct Payments service.	This supports the delivery of the Direct Payments project and will deliver: <ul style="list-style-type: none"> <li>• Consistent service model adopted across the region;</li> <li>• Improve the future resilience of the service model for Newport citizens; and</li> <li>• Ensure individuals are able to have greater independence and tailored support that meets their needs.</li> </ul>	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	50%	Regional meetings and workshops have restarted. Themes established in which areas to take a regional approach forward agreed.

Tudalen 19

## 2. Integrated working across Health and Social Care

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1	To provide integrated health and social care support to Newport citizens.	Adult Services is able to offer Newport citizens the provision of care and support that enables them to be healthy, independent and resilient.	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	25%	We continue to work collaterally across Gwent as part of the Regional Partnership Board (RPB) to support Newport residents. The RPB is responsible for the distribution of significant amounts of WG funding including the Integrated Care Fund and Transformation Funds. This requires us to work in a collaborative way in such areas as supporting people with Dementia the regional Integrated Autism Service. We also have an integrated teams to support Adults with Mental Health problems and this service has seen a significant increase in referrals during the last 6 months.
2	To develop and effectively integrate the Regional Home First initiative into the hospital pathway and to further align patient flow processes within hospital discharge.	Through collaboration with the Health Board and partners we will be able to: <ul style="list-style-type: none"> <li>• Prevent admission</li> <li>• To build further on early planning for discharge to prevent avoidable delays</li> </ul>	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	50%	Covid-19 has continued to have an impact on hospital discharge and the pathways for discharge. Home First has resumed its core focus as per the regional transformation objectives to support admission avoidance on both sites at the front doors. The flow of patients has been affected by Covid-19 and there have been significant peaks and troughs in patient attendance at the front doors which have impacted on flow and the work undertaken by Home First. The team have had to re-establish/reaffirm its links with these wards and their impact on patient flow through the sites and between LAs. Home First have undergone an initial evaluation process and it is anticipated that there will be some key outcomes to influence the service and the ethos across sites going forward. The phased opening of the Grange Hospital in November 2020 will also impact on patient flow between sites and the investment in Home First to have a presence and influence the discharge pathways will be a critical component.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
							The Grange is expected to be fully open by March 2021 and the impact of this discharge pathway and the change in the landscape of the Royal Gwent Hospital (RGH) and Neville Hall Hospital (NHH) sites will then, over the following year be a significant factor in the need for Home First and integrating the ethos and model to influence patient flow.
Tudalen 21 <sup>st</sup>	To improve the support available for young people with learning disabilities to transition from Children Services into Adults Services.	<ul style="list-style-type: none"> <li>• Ensure young people are able to have tailored support that will maximise their opportunities to achieve independence into adulthood.</li> <li>• Enable integration of key Council, health and partners to support young people through the transition process.</li> <li>• Enable early planning and involvement with young people, their families and/or carers to support them throughout the transition process.</li> </ul>	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	60%	<p>During the summer three people moved into a new residential facility commissioned by NCC. There are two additional places in the home, one filled by a person who will transfer into adult services, and the other admission is planned. All were in specialist residential provision and the new service has ensured that they are starting in adult life in a suitable provision.</p> <p>In the community people have been reluctant to engage due to Covid-19. However support, advice and planning has been delivered virtually. The Occupational Therapist (OT) has produced resources to assist the young people and providers to manage in this time e.g. the production of packs to help people understand Covid-19 and what they need to do to keep safe.</p> <p>A new day service at St Gwynllyw has been opened enabling four college leavers to move into the community of Newport and continue their learning.</p> <p>We are also working to move people, who transitioned in last couple of years, who will move from residential settings to supported living as part of their journey to as much independence as possible. This project has been delayed until January due to Covid.</p>

### 3. Commissioning

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1	Assess the impact of Covid 19 on the long term future sustainability of service providers ensuring that the market is able to offer sufficient market capacity and diversity.	<p>This will provide an understanding of the impact that Covid 19 has had on the social care sector and service users in Newport.</p> <p>The outcomes of this work will determine the future market offer to ensure service users receive high quality and sustainable care and support packages that enables healthy, independent living.</p>	<p><b>Strategic Recovery Aim 3</b></p> <p>Assess the impact and the long term sustainability of the social care sector in Newport informing future service requirements.</p>	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	20%	<p>The long term impact of COVID on provider sustainability is currently unknown. Demand for services cannot be assessed properly as many people are working and living in different circumstances that may or may not continue i.e. working from home has allowed more flexibility for carers.</p> <p>The situation will continue to be monitored as we analyse the short/medium and long term impact of the pandemic on social care provision.</p>
2	To monitor the quality of services to ensure they deliver against agreed outcomes and offer value for money.	Service providers are able to provide sustainable services that are meeting the necessary quality standards and requirements stipulated in their agreements.	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	70%	<p>This work is ongoing but the Pandemic has changed the way we engage with providers. As site visits are only conducted when absolutely necessary the team have maintained contact by phone and email and meetings have been done via Teams. It is worth noting that providers have also changed the way they operate to ensure practices are safe and compliant with Covid-19 restrictions.</p> <p>There has been considerable advice and support available to providers to ensure they can continue to deliver services and that financial support is available to support the market.</p>
3	Work with Aneurin Bevan University Health Board and Local Authority partners to develop common contracts and monitoring protocols.	The delivery of this action will ensure that there is a consistent approach in setting up and monitoring contractual arrangements in Newport.	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	80%	<p>This work is well developed. The joint contract is in place and joint monitoring is undertaken as a matter of course with ABUHB Complex Care in relation to Nursing Homes.</p> <p>Since Covid-19, the Commissioning Team have also forged necessary links with Environmental Health and with Public Health Wales in order to oversee, monitor and support the care home sector.</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
4	To further develop the People Commissioning function to oversee all commissioning and contractual activity within the Directorate.  To monitor the People Commissioning Function to maximise opportunities to add value across the whole service area.	The delivery of this action will seek to ensure value for money is provided across Adult and Children's social services ensuring that service users, families and carers receive the necessary care support packages to live healthy, independent and resilient.	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	75%	The Commissioning Team have worked very hard to maintain contact with providers and to ensure they are supported to continue to provide services. Considerable additional work has been required in the distribution of funding to the sector and to field and co-ordinate communication between stakeholders. The Team has been subject to a re-structure whereby the Brokerage and Finance Officer posts have been amended to reflect a more generic role of Commissioning Support Officer. This builds more capacity and resilience within the team and provides a wider range of experience. A new Team Manager is in post and opportunities now exist to reflect on the experiences of Covid-19 and implement any required changes to practice.
Tudalen 23 5	Develop a regional Appointeeship service through collaboration with other local authorities and partners.	The outcome(s) of this action will ensure: <ul style="list-style-type: none"> <li>Consistent service model is adopted across the region for all citizens.</li> <li>Improve the access and efficiency of the Appointeeship service for Newport citizens.</li> </ul>	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	10%	Work has been done in this service area around charging - the Appointeeship service is no longer a free service. The charges have been implemented in line with those of Caerphilly Council (CCBC) who are the lead partners in the development of a regional service. The regional team have now re-scheduled meetings that were delayed as a result of COVID and new discussions are underway.
6	Independent Living Strategy – To facilitate the move on of 5 people with learning disabilities to a new development in Herbert Road.	This action will enable service users with learning disabilities to live healthy, independent lives within the community.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	50%	We are working to move people from residential settings into a new supported living complex as part of their journey to as much independence as possible. The opening of this complex has been delayed until January 2021 due to Covid-19.
7	Continue to provide and develop in house provision	To continue to provide and develop in house provision where appropriate and cost effective.	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	C	We provide 3 care homes for older people which are very much in demand and we often have a waiting list. We also provide 15 step down beds for people who need further

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
							reablement before returning to their own home and Parklands where these beds are situated has become a Reablement hub which supports people in the unit and in the community.

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#### 4. Carers

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1	To continue to develop the Newport Carers Network to facilitate engagement and opportunities to provide specialist information	The delivery of this action will enable Adult Services to support carers and provide integrated support that will prevent carer breakdown.	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	80%	Carers handbook revised and updated All known carers written to / emailed at the start of Covid and given information e.g. Copy of Carers Handbook, Emergency planning guide and fob, up to date contact details for connectors. Community groups mapped to monitor restart possibilities and up to date information given to carers. Planning for Carers right day underway.
Tudalen 25	To develop a revised service offer for adult carers	<ul style="list-style-type: none"> <li>• Ensure adult carers are able to be signposted and access the service(s) they need.</li> <li>• Involvement of carers to ensure their financial, physical and emotional wellbeing is supported throughout,</li> <li>• Enable integrated support for all carers by the Council, health, third sector and charities.</li> </ul>	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2021	90%	<p>Progress to date includes:</p> <ul style="list-style-type: none"> <li>• Carers offer now formalised and transparent.</li> <li>• Looking to launch for Carers Rights Day 2020.</li> <li>• Carer's handbook completed and published - now being reviewed as published 12 months ago.</li> <li>• Emergency carers pack and fob published.</li> <li>• Website updated with offer and information</li> <li>• All adult social care staff has been informed of the offer and the expectation that it is offered to all Carers - attached for information.</li> <li>• Suite of Information on offer to be finalised with My Council services for people to access via Council website.</li> </ul>
3	To develop a revised service offer for young carers in partnership with Barnardo's	<ul style="list-style-type: none"> <li>• Ensure young carers are able to be signposted and access the service(s) they need.</li> <li>• Involvement of carers to ensure their financial, physical and emotional</li> </ul>	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	60%	Actively working with Childrens services to develop a tangible offer similar to the one devised for adult carers. Working closely with Barnardos to increase awareness and engagement with school e.g. Bear that cares book. Working with Childrens

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
		wellbeing is supported throughout, Enable integrated support for all carers by the Council, health, third sector and charities.					services to launch and promote the national young carers ID card initiative.

## 5. Safeguarding

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1	To implement new processes for Liberty Protection Safeguards which will be introduced in October 2020.	The Mental Capacity Act requires the Council to implement the deprivation and Liberty Protection Safeguards for Newport citizens. The delivery of this action will ensure the Council's processes meet these new legislative requirements.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> December 2020	50%	Implementation of new processes and legislation postponed until 2022 due to Covid measures in place. Practitioners are engaged in the production of the code of practice which will be required for practitioners.
2	To continue to support and empower citizens through the adult safeguarding process.	The delivery of this action will ensure all Newport Citizens, Partners, Council Members and Officers are able to raise safeguarding concerns and issues and have confidence that these are investigated in accordance with the Social Services and Wellbeing Act,	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2021	90%	Service improvement with advocacy for all adults at risk and full safeguarding investigations and meetings continues to improve.
Tudalen 27.1	To provide training and raise awareness of the new Liberty Protection Safeguards for all practitioners and officers.	The delivery of this action will ensure practitioners and officers are aware of their role and responsibilities under the new LPS legislation. This will also prevent non-compliance with the new legislation.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> November 2020	50%	The legislative changes to the Deprivation of Liberty statutes will be postponed until 2022 due to Covid measures in place. This expands the timescale for training and production of the Code of Practice that will be required for practitioners.
2.2	To provide training and Practitioner access to Welsh Government Safeguarding App through council mobile phones and computers.	The delivery of this action will ensure practitioners are aware of their safeguarding role and responsibilities. The new app will improve the accessibility for staff and to locate the necessary information that they require whilst undertaking their duties.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	100%	Staff are now able to access the policies and procedures via an App on their work phones
3	Contribute towards the All Wales Adult Safeguarding Guidance	To contribute towards the new All Wales Adult / children Safeguarding Guidance.	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> December 2020	100%	The new guidelines have now been published and we have updated our

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
							internal policies and procedures accordingly.
4	Website Development	To further develop website information and access to service users.	Not Applicable			99%	Further work to improve citizens and employees of Newport access to immediate safeguarding straplines and contacts will enhance the front web page for the Council. Clear pathways and contacts whether concerned for a child or adult at risk, Safeguarding in Education and also VAWDASV support and services.

## Performance Measures as at end of Quarter 2 (30<sup>th</sup> September 2020)

At the Mid-year point there may be some performance measures that cannot be reported as they are reported annually i.e. 31<sup>st</sup> March and will be reported at the End of Year review. Additionally, due to Covid-19, there may also be some performance measures that are unable to be reported in this review or data is unavailable. These will be noted in the table below.

In 2020/21, the Welsh Government has introduced new a new performance management framework for Adult Services. As there is no previous data and benchmarking data to determine a target, no targets have been introduced for 2020/21

Performance Measure	Q2 Figure (or latest) 2020/21	Target 2020/21	Previous Year (Actual @ Quarter 4)2019/20	Previous Year (Actual @ Quarter 2) 2019/20	Previous Year (Actual @Quarter 2) 2018/19	Comments
<b>AD/002</b> – The number where advice and assistance was provided  <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Tudalen 29</span>	No. referrals in the period (contacts) = 2840 (2262 clients)  Of those 980 progressed to proportionate assessment	New Measure	Not Available	Not Available	Not Available	The WG definition - In order to provide advice and assistance the following criteria must be met: <ul style="list-style-type: none"> <li>• Personal Information (core data) must be recorded about the individual (where known).</li> <li>• The five elements of assessment must have been considered.</li> <li>• A what matters conversation” must have occurred.</li> </ul> This represents a change to the previous metric so represents a change in the way the data is collected  <b>Note this also includes assessments on Carers.</b>
<b>AD/004</b> – The number of new assessments completed for adults during the year	1,584 assessment forms were completed in the period  (total number of proportionate and integrated assessments)	New Measure	Not Available	Not Available	Not Available	Note this also includes assessments on Carers.

Performance Measure	Q2 Figure (or latest) 2020/21	Target 2020/21	Previous Year (Actual @ Quarter 4)2019/20	Previous Year (Actual @ Quarter 2) 2019/20	Previous Year (Actual @Quarter 2) 2018/19	Comments
<b>AD/006b</b> – The active offer of Welsh was accepted	We are not aware of any requests for an assessment to be completed in Welsh during this period.	New Measure	Not Available	Not Available	Not Available	Note this also includes assessments on Carers.
<b>AD/010</b> – The total number of packages of reablement completed during the year	284	New Measure	Not Available	Not Available	Not Available	Note Reablement services completed from 01-April-2020 to 30-Sept-2020. Service users whose reablement service was ended before completion i.e. Hospital Admission/Deceased have been excluded
<b>AD/011a</b> – The number packages of reablement completed during the year that reduced the need for support	18	New Measure	Not Available	Not Available	Not Available	Note Reablement services completed from 01-April-2020 to 30-Sept-2020 where the outcome of the services on completion was that ongoing support was reduced.
<b>AD/011b</b> – The number of packages of reablement completed during the year that maintained the need for the same level of support.	54	New Measure	Not Available	Not Available	Not Available	Note Reablement services completed from 01-April-2020 to 30-Sept-2020 where the outcome of the services on completion was that ongoing support remained at the same level.
<b>AD/011c</b> – The number of packages of reablement completed during the year that mitigated the need for support.	196	New Measure	Not Available	Not Available	Not Available	Note Reablement services completed from 01-April-2020 to 30-Sept-2020 where the outcome of the services on completion was that ongoing support was no longer required.
<b>AD/012</b> – The number of adults with a care and support plan as at 31 <sup>st</sup> March.	1812	New Measure	Not Available	Not Available	Not Available	Number of Adults with a Care and Support Plan as at the 30-September 2020
<b>AD/013</b> – The total number of adults with eligible needs for care and support maintained by Direct Payments at 31 <sup>st</sup> March	92	New Measure	Not Available	Not Available	Not Available	Service users age 18+ with an open Direct Payments Service provision as at 30-September-2020
<b>National (Social Services Performance Measures, SSPM) -</b>	<b>98.4%</b>	<b>90%</b>	100%	99.8%	97.9%	For the period 01 April 2020 to 30 Sept 2020

Performance Measure	Q2 Figure (or latest) 2020/21	Target 2020/21	Previous Year (Actual @ Quarter 4)2019/20	Previous Year (Actual @ Quarter 2) 2019/20	Previous Year (Actual @Quarter 2) 2018/19	Comments
The Percentage of adult protection enquiries completed within 7 days.						

### Performance Measures

	Green – Performance is above Target
	Amber RAG – Performance is below Target (0-15%)
	Red RAG – Performance is Under achieving (+15%)
?	Unknown RAG (Data missing)

Mae'r dudalen hon yn wag yn

# Adult & Community Services, Service Plan 2018-22 (2020/21)

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## Introduction & Background

The Well-being for Future Generations (Wales) Act 2015 requires all public sector bodies to set Well-being objectives in their Corporate Plans. The Act also requires that the Council delivers in a sustainable way and considers its principles the '5 Ways of Working'. Newport City Council's Corporate Plan 2017-22 has set four Well-being objectives that supports the delivery of Wales' Well-being Goals:

1. To improve skills, educational outcomes and employment opportunities;
2. To promote economic growth and regeneration whilst protecting the environment;
3. To enable people to be healthy, independent and resilient; and
4. To build cohesive and sustainable communities.

## Newport Strategic Recovery Aims

At the start of 2020, Wales faced a Covid 19 pandemic which has impacted on the way which Newport Council and Adult Services delivers its services to communities. The Council's initial response was to protect frontline services, support the vulnerable in the community and ensure continuity of services. On the Council's road to recovery and reinstatement of services, Newport Council has established [Strategic Recovery Aims](#) that will enable the Council to learn from the impacts that Covid 19 caused, the new and emerging challenges that services face and the opportunities that have emerged from new ways of working. These Aims will support the Council's Corporate Plan and this Service Plan will support the delivery of these aims.

## **Adult and Community Services**

Newport citizens represent a diverse group of people, and their social care needs are determined by a wide range of factors including age, physical and mental health and economic circumstances.

Challenges for adult and community services are that the population is growing and people are living longer. Therefore, we have to find sustainable solutions that will meet new demands in a climate of reducing budgets.

This requires new solutions that focus on early intervention and prevention, working in partnership with health to promote independence and encourage less reliance on statutory services. Third sector and independent providers deliver services on behalf of the Local Authority and we need to ensure all partners are delivering care and support in line with our strategic requirements.

The population of the City is unevenly distributed with the areas at the eastern and western edges, Marshfield, Castleton, Penhow, and Llandevaud, having geographically large electoral divisions with fewer numbers of people living in them. The north and east of the City is more heavily populated with Bettws, Malpas, Ringland and Alway wards having the highest proportion of the total population of the City.

Demographic trends generally predict increasing numbers of older people and decreasing numbers of younger adults. This is a National trend and has significant consequences for the future demand for health and social care services.

Social Isolation and loneliness are often triggered by the loss of family, friends, mobility or income, to which older people are particularly vulnerable. This can have damaging effects on physical health and mental wellbeing. There was an estimated 11,677 people aged 65 and over living alone in Newport in 2010, and this is projected to rise to 13,160 in 2025.

In order to effectively manage increasing future demand Newport City Council will need to offer preventative services that promote independence and self-reliance, working in partnership with Health to maximise opportunities for citizens to access support that will improve and maintain health and well-being. This shift will enable citizens to maintain their independence for longer and reduce reliance on statutory services.

We currently have approximately 1500 people in receipt of a care and support plan and receive care and support across a range of services. We also have a responsibility to ensure that those in our care are protected. Under Social Services and Wellbeing (Wales) Act 2014 we have a duty to ensure that all adults are protected from harm or abuse. Our Safeguarding measures in the Council places a duty on all officers and supporting services to report incidents where they believe an individual or group are at risk.

The pressures faced by the service area include:

- Reducing budgets
- Increase in population
- Increasing numbers of people over 65 and living alone

- Increase in numbers of people with a diagnosis of dementia
- Lack of supply of specialist dementia services
- Higher than average numbers of people living in circumstances defined as deprived
- Higher than average numbers of people experiencing poor health
- Recruitment and retention issues for social care staff

## Finance

The Council’s budget for 2020/21 was agreed at [Council](#) on 27<sup>th</sup> February 2020. In 2020/21 Adult Services base revenue budget has been set as £49,261,000. For the financial year 2019/20 the budget for Adult Services was set as £46,744,000.

## Adult Services Programmes and Projects 2020-22

*To support the delivery of the Council's Strategic Recovery Aims, Corporate Plan 2017-22 objectives, Adult and Community Services is delivering the following projects:*

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Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Strategic Recovery Aim(s) supported	Wellbeing (WB) Objective(s) that it supports	Corporate Theme(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
Home First	<p>The objective of this project is to further align patient flow processes within hospital discharge. Through collaboration with our health and social care partners the outcomes will be to:</p> <ul style="list-style-type: none"> <li>• Prevent future admissions into hospital by ensuring tailored care packages are in place.</li> <li>• Implement early planning for discharge to prevent avoidable delays for patients returning home or to appropriate accommodation.</li> <li>• During the COIVD 19 crisis, Home First has continued to provide in line with regional arrangements a critical frontline service to support hospital discharge.</li> </ul>		<p><b>Wellbeing Objective 3</b> To enable people to be healthy, independent and resilient. <b>Step 2</b> - Work with partners to promote healthy lifestyles and support the prevention, early intervention and self-management of illness.</p>	<b>Resilient Communities</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Strategic Recovery Aim(s) supported	Wellbeing (WB) Objective(s) that it supports	Corporate Theme(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
<b>Integration of Frailty team into First Contact</b>	The objective of this project is to integrate the Frailty team into the First Contact team. The outcomes of this work will: <ul style="list-style-type: none"> <li>• Reduce the number of entry points for Newport citizens to contact and engage with the Council.</li> <li>• Improve the efficiency and consistency of the First Contact service to signpost Newport citizens to the correct team(s) and ensure that they receive necessary information and support for their needs.</li> </ul>	<b>Not Applicable</b>	<b>Wellbeing Objective 3</b> To enable people to be healthy, independent and resilient. <b>Step 1</b> – Support people to remain living independently in their homes and communities <b>Step 2</b> - Work with partners to promote healthy lifestyles and support the prevention, early intervention and self-management of illness.	<b>Resilient Communities</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
<b>Direct Payments Regional Service</b>	To develop a regional approach for service users to access and use the Direct Payments service that will ensure: <ul style="list-style-type: none"> <li>• Consistent service model adopted across the region;</li> <li>• Improve the future resilience of the service model for Newport citizens</li> <li>• Ensure individuals are able to have greater independence and tailored support that meets their needs.</li> </ul>	<b>Not Applicable</b>	<b>Wellbeing Objective 3</b> To enable people to be healthy, independent and resilient. <b>Step 1</b> - Support people to remain living independently in their homes and communities.	<b>Resilient Communities</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022
<b>Appointeeship Regional Service</b>	To develop a regional approach for Newport citizens to access the Appointeeship service. The outcome(s) of this project will ensure: <ul style="list-style-type: none"> <li>• Consistent service model is adopted across the region for all citizens.</li> <li>• Improve the access and efficiency of the Appointeeship service for Newport citizens.</li> </ul>	<b>Not Applicable</b>	<b>Wellbeing Objective 3</b> To enable people to be healthy, independent and resilient. <b>Step 1</b> - Support people to remain living independently in their homes and communities	<b>Resilient Communities</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Strategic Recovery Aim(s) supported	Wellbeing (WB) Objective(s) that it supports	Corporate Theme(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
<b>Independent Living Strategy</b>	<p>To work with Registered Social Landlords (RSL's) &amp; providers to develop cost effective and sustainable accommodation options for people with learning disabilities that supports their independence and wellbeing.</p> <p>This project will also facilitate the move of 5 people with learning disabilities to a new development in Herbert Road.</p>	<p><b>Strategic Recovery Aim 3</b></p> <p>Assess the impact and the long term sustainability of the social care sector in Newport informing future service requirements.</p> <p><b>Strategic Recovery Aim 4</b></p> <p>Developing opportunities for people to access suitable and affordable housing.</p>	<p><b>Wellbeing Objective 3</b></p> <p>To enable people to be healthy, independent and resilient.</p> <p><b>Step 1</b> - Support people to remain living independently in their homes and communities</p>	<b>Resilient Communities</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022
<b>Transitions into Adult Services</b>	<p>The objective of the project is to improve the support available for young people with learning disabilities transitioning from Children Services into Adult Services. The outcomes of this project will:</p> <ul style="list-style-type: none"> <li>• Ensure young people are able to have tailored support that will maximise their opportunities to achieve independence into adulthood.</li> <li>• Enable integration of key Council, health and partners to support young people through the transition process.</li> <li>• Enable early planning and involvement with young people, their families and/or carers to support them throughout the transition process.</li> </ul>	<b>Not Applicable</b>	<p><b>Wellbeing Objective 3</b></p> <p>To enable people to be healthy, independent and resilient.</p> <p><b>Step 1</b> – Support people to remain living independently in their homes and communities</p> <p><b>Step 2</b> - Work with partners to promote healthy lifestyles and support the prevention, early intervention and self-management of illness.</p> <p><b>Wellbeing Objective 1</b></p> <p>– To improve skills, education and</p>	<b>Resilient Communities</b> <b>Aspirational People</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Strategic Recovery Aim(s) supported	Wellbeing (WB) Objective(s) that it supports	Corporate Theme(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
			employment opportunities.			
<b>Development of the Carers Offer to Newport Citizens</b>	<p>The objective of this project is to improve the advice and assistance available to adult and young carers in Newport. The outcome(s) of this project will:</p> <ul style="list-style-type: none"> <li>• Ensure all carers are able to be signposted and access the service(s) they need.</li> <li>• Involvement of carers to ensure their financial, physical and emotional wellbeing is supported throughout,</li> <li>• Enable integrated support for all carers by the Council, health, third sector and charities.</li> </ul>	<b>Not Applicable</b>	<p><b>Wellbeing Objective 3</b> To enable people to be healthy, independent and resilient. <b>Step 1</b> – Support people to remain living independently in their homes and communities <b>Step 2</b> - Work with partners to promote healthy lifestyles and support the prevention, early intervention and self-management of illness.</p>	<b>Resilient Communities</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022

### Service Plan Objectives and Actions 2020/21

Adult & Community Services has set 5 Objectives to deliver in 2020/21:

**Objective 1** – Early Intervention and Prevention

**Objective 2** – Integrated working across health and social care

**Objective 3** – Commissioning

**Objective 4** – Carers

**Objective 5** - Safeguarding

<b>Objective 1</b>		<b>Early Intervention and Prevention</b>				
<b>Objective Outcome(s)</b>		We will direct and signpost effectively and when support is required we intervene early to prevent escalation and dependence.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient.				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Resilient Communities</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the Action support the Strategic Recovery Aim(s)?</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
<b>Tudalen 39</b>	1 To continue to develop First Contact as a multi-agency, multi-disciplinary team effectively managing demand.  This includes the integration of the Frailty service into the First Contact Team.	Integration of the Frailty service into the First Contact Team will improve the signposting and access to services by Newport citizens. This will also reduce the number of single points of access and improve the efficiency of the service.  The service will also improve its resilience to service demand pressures and ensure an integrated approach is provided to citizens.	Not Applicable	Service Manager (DP)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022
	2 Implementation of the revised Telecare Service - To further develop the availability of assistive technology as a means of preventing or supporting a care and support plan.	The delivery of this action will help support service users to live independently, stay in control of their health and wellbeing in the long term.  This service also provides assurance to service user's family and carers as a means of preventing and/or supporting a care plan.	Not Applicable	Service Manager (DP)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
	3 Development of a regional approach for service users to access and use the Direct Payments service.	This supports the delivery of the Direct Payments project and will deliver: • Consistent service model adopted across the region;	Not Applicable	Service Manager (DP)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022

<b>Objective 1</b>		<b>Early Intervention and Prevention</b>				
<b>Objective Outcome(s)</b>		We will direct and signpost effectively and when support is required we intervene early to prevent escalation and dependence.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient.				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Resilient Communities</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the Action support the Strategic Recovery Aim(s)?</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
		<ul style="list-style-type: none"> <li>• Improve the future resilience of the service model for Newport citizens; and</li> <li>• Ensure individuals are able to have greater independence and tailored support that meets their needs.</li> </ul>				

Tudalen 40

<b>Objective 2</b>		<b>Integrated working across Health and Social Care</b>				
<b>Objective Outcome(s)</b>		The development of an integrated approach to the provision of care and support for people in Newport through the establishment of Neighbourhood Care Networks.				
<b>What Well-being Objective(s) does this objective support?</b>		Well-being Objective 3 – To enable people to be healthy, independent and resilient.				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Resilient Communities</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the Action support the Strategic Recovery Aim(s)?</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	To provide integrated health and social care support to Newport citizens.	Adult Services is able to offer Newport citizens the provision of care and support that enables them to be healthy, independent and resilient.	Not Applicable	Head of Service (CH)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022
Tudalen 2	To develop and effectively integrate the Regional Home First initiative into the hospital pathway and to further align patient flow processes within hospital discharge.	Through collaboration with the Health Board and partners we will be able to: <ul style="list-style-type: none"> <li>• Prevent admission</li> <li>• To build further on early planning for discharge to prevent avoidable delays</li> </ul>	Not Applicable	Service Manager (JA)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022
41 3	To improve the support available for young people with learning disabilities to transition from Children Services into Adults Services.	<ul style="list-style-type: none"> <li>• Ensure young people are able to have tailored support that will maximise their opportunities to achieve independence into adulthood.</li> <li>• Enable integration of key Council, health and partners to support young people through the transition process.</li> <li>• Enable early planning and involvement with young people, their families and/or carers to support them throughout the transition process.</li> </ul>	Not Applicable	Service Manager (HL)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022

<b>Objective 3</b>		<b>Commissioning</b>				
<b>Objective Outcome(s)</b>		The procurement and management of service contracts that deliver high quality, cost effective and sustainable services based on evidenced community need and market intelligence.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient.				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Resilient Communities</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the Action support the Strategic Recovery Aim(s)?</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
Tudalen 42	Assess the impact of Covid 19 on the long term future sustainability of service providers ensuring that the market is able to offer sufficient market capacity and diversity.	This will provide an understanding of the impact that Covid 19 has had on the social care sector and service users in Newport.  The outcomes of this work will determine the future market offer to ensure service users receive high quality and sustainable care and support packages that enables healthy, independent living.	<u><b>Strategic Aim 3</b></u>  Assess the impact and the long term sustainability of the social care sector in Newport informing future service requirements.	Service Manager (JJ)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022
	To monitor the quality of services to ensure they deliver against agreed outcomes and offer value for money.	Service providers are able to provide sustainable services that are meeting the necessary quality standards and requirements stipulated in their agreements.	Not Applicable	Service Manager (JJ)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022
	Work with Aneurin Bevan University Health Board and Local Authority partners to develop common contracts and monitoring protocols.	The delivery of this action will ensure that there is a consistent approach in setting up and monitoring contractual arrangements in Newport.	Not Applicable	Service Manager (JJ)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022
	To further develop the People Commissioning function to oversee all commissioning and contractual activity within the Directorate.	The delivery of this action will seek to ensure value for money is provided across Adult and Children's social services ensuring that service users, families and	Not Applicable	Service Manager (JJ)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022

<b>Objective 3</b>		<b>Commissioning</b>				
<b>Objective Outcome(s)</b>		The procurement and management of service contracts that deliver high quality, cost effective and sustainable services based on evidenced community need and market intelligence.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient.				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Resilient Communities</b>				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
	To monitor the People Commissioning Function to maximise opportunities to add value across the whole service area.	carers receive the necessary care support packages to live healthy, independent and resilient.				
Tudalen 43 5	Develop a regional Appointeeship service through collaboration with other local authorities and partners.	The outcome(s) of this action will ensure: <ul style="list-style-type: none"> <li>• Consistent service model is adopted across the region for all citizens.</li> <li>• Improve the access and efficiency of the Appointeeship service for Newport citizens.</li> </ul>	Not Applicable	Service Manager (JJ)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022
	Independent Living Strategy – To facilitate the move on of 5 people with learning disabilities to a new development in Herbert Road.	This action will enable service users with learning disabilities to live healthy, independent lives within the community.	Not Applicable	Service Manager (HL)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
	Continue to provide and develop in house provision	To continue to provide and develop in house provision where appropriate and cost effective.	Not Applicable	Service Manager (GC)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022

<b>Objective 4</b>		<b>Carers</b>				
<b>Objective Outcome(s)</b>		To fulfil NCC's responsibility to carers as required by the Social Services & well-being Act providing support and reducing carer breakdown.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient.				
<b>What Corporate Theme(s) does this objective support</b>		<b>Resilient Communities</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the Action support the Strategic Recovery Aim(s)?</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	To continue to develop the Newport Carers Network to facilitate engagement and opportunities to provide specialist information	The delivery of this action will enable Adult Services to support carers and provide integrated support that will prevent carer breakdown.	Not Applicable	Service Manager (DP)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022
Tudalen 44 2	To develop a revised service offer for adult carers	<ul style="list-style-type: none"> <li>• Ensure adult carers are able to be signposted and access the service(s) they need.</li> <li>• Involvement of carers to ensure their financial, physical and emotional wellbeing is supported throughout,</li> <li>• Enable integrated support for all carers by the Council, health, third sector and charities.</li> </ul>	Not Applicable	Service Manager (DP)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2021
3	To develop a revised service offer for young carers in partnership with Barnardo's	<ul style="list-style-type: none"> <li>• Ensure young carers are able to be signposted and access the service(s) they need.</li> <li>• Involvement of carers to ensure their financial, physical and emotional wellbeing is supported throughout, Enable integrated support for all carers by the Council, health, third sector and charities.</li> </ul>	Not Applicable	Service Manager (DP)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021

<b>Objective 5</b>		<b>Safeguarding</b>					
<b>Objective Outcome(s)</b>		To improve safeguarding arrangements that protect children and adults within all aspects of Council services functions and duties.					
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient.					
<b>What Corporate Theme(s) does this objective support?</b>		<b>Resilient Communities</b>					
Action No.	Actions Description	Action Outcome(s)	Does the Action Support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date	
1	To implement new processes for Liberty Protection Safeguards which will be introduced in October 2020.	The Mental Capacity Act requires the Council to implement the deprivation and Liberty Protection Safeguards for Newport citizens. The delivery of this action will ensure the Council's processes meet these new legislative requirements.	Not Applicable	Head of Corporate Safeguarding (MR)	1 <sup>st</sup> April 2020	31 <sup>st</sup> December 2020	
Tudalen 45	2	To continue to support and empower citizens through the adult safeguarding process.	The delivery of this action will ensure all Newport Citizens, Partners, Council Members and Officers are able to raise safeguarding concerns and issues and have confidence that these are investigated in accordance with the Social Services and Wellbeing Act,	Not Applicable	Head of Corporate Safeguarding (MR)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2021
	2.1	To provide training and raise awareness of the new Liberty Protection Safeguards for all practitioners and officers.	The delivery of this action will ensure practitioners and officers are aware of their role and responsibilities under the new LPS legislation. This will also prevent non-compliance with the new legislation.	Not Applicable	Head of Corporate Safeguarding (MR)	1 <sup>st</sup> April 2020	31 <sup>st</sup> November 2020
	2.2	To provide training and Practitioner access to Welsh Government Safeguarding App through council mobile phones and computers.	The delivery of this action will ensure practitioners are aware of their safeguarding role and responsibilities. The new app will improve the accessibility for staff and to locate the necessary information that they require whilst undertaking their duties.	Not Applicable	Head of Corporate Safeguarding (MR)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021

<b>Objective 5</b>		<b>Safeguarding</b>				
<b>Objective Outcome(s)</b>		To improve safeguarding arrangements that protect children and adults within all aspects of Council services functions and duties.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient.				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Resilient Communities</b>				
<b>Action No.</b>	<b>Actions Description</b>	<b>Action Outcome(s)</b>	<b>Does the Action Support the Strategic Recovery Aim(s)?</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
3	Contribute towards the All Wales Adult Safeguarding Guidance	To contribute towards the new All Wales Adult / children Safeguarding Guidance.	Not Applicable	Head of Corporate Safeguarding (MR)	1 <sup>st</sup> April 2019	31 <sup>st</sup> December 2020
4	Website Development	To further develop website information and access to service users.	Not Applicable	Head of Corporate Safeguarding (MR)	1 <sup>st</sup> April 2019	31 <sup>st</sup> December 2020

Tudalen 46

## **Adults & Community Service Performance Measures 2020/21**

*In 2020/21, Welsh Government has introduced a new Social Services Performance Framework. Not all performance measures will be available from 1<sup>st</sup> April and targets set as the Council implements new measures / benchmarks the data.*

<b>Performance Measure</b>	<b>National / Local / Management Information</b>	<b>Service Plan (SP) Objective</b>	<b>2018/19 Actual</b>	<b>2018/19 Target</b>	<b>2019/20 Actual</b>	<b>2020/21 Target</b>
<b>AD/002</b> – The number where advice and assistance was provided	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	<b>To be Confirmed</b>
<b>AD/004</b> – The number of new assessments completed for adults during the year	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	<b>New Measure</b>
<b>AD/006b</b> – The active offer of Welsh was accepted	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	<b>New Measure</b>
<b>AD/010</b> – The total number of packages of reablement completed during the year	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	<b>New Measure</b>

Performance Measure	National / Local / Management Information	Service Plan (SP) Objective	2018/19 Actual	2018/19 Target	2019/20 Actual	2020/21 Target
<b>AD/011a</b> – The number of packages of reablement completed during the year that reduced the need for support	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	<b>New Measure</b>
<b>AD/011b</b> – The number of packages of reablement completed during the year that maintained the need for the same level of support.	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	<b>New Measure</b>
<b>AD/011c</b> – The number of packages of reablement completed during the year that mitigated the need for support.	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	<b>New Measure</b>
<b>AD/012</b> – The number of adults with a care and support plan as at 31 <sup>st</sup> March.	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	<b>New Measure</b>
<b>AD/013</b> – The total number of adults with eligible needs for care and support maintained by Direct Payments at 31 <sup>st</sup> March	National	Objective 1	Not Applicable	Not Applicable	Not Applicable	<b>New Measure</b>

Performance Measure	National / Local / Management Information	Service Plan (SP) Objective	2018/19 Actual	2018/19 Target	2019/20 Actual	2020/21 Target
<b>National (Social Services Performance Measures, SSPM) -</b> The Percentage of adult protection enquiries completed within 7 days.	National	<b>Objective 5</b>	98.9%	<b>90%</b>	<b>95%</b>	<b>90%</b>

### Glossary

National – Collected and reported to an external organisation such as Welsh Government / Estyn / WLGA etc for benchmarking / comparison

Local – specifically collected and reported by NCC / Service area to support delivery of an objective.

Management Information – Collected and reported to support the delivery of a specific activity and/or service.

**Current Service Area Risks 2020/21**

Risk Name	Risk Description	Risk Owner	Corporate Risk / Service Risk	Risk linked to Wellbeing Objective	Risk linked to Corporate Theme?	Risk linked to Service Objective?	Inherent Risk Score (0-25)	Target Risk Score (0-25)
<b>Liberty Protection Safeguards Legislation</b>	In 2020 new Liberty Protection Safeguards (LPS) legislation will be passed replacing the current Deprivation of Liberty Safeguards (DOLS).	Service Manager (HL)	Service Risk	Well-being Objective 3	Resilient Communities (Social Care)	Safeguarding	12	4
<b>Pressure on Adult &amp; Community Services</b> Tudalen 50	There is increased pressure on Adult Services to deliver services to adults with complex and long lasting needs. With an increase in demand / volume of referrals and care packages the Council has seen an increase in costs whilst in the context of tightening budgets. There are also additional statutory requirements to safeguard adults in our care and prevent risk of harm, injury or a loss of life.	Service Manager (JJ)	Corporate Risk	Well-being Objective 3	Resilient Communities (Social Care)	Not applicable	20	10
<b>Safeguarding Risk</b>	To ensure the Council safeguards adults, children and carers as part of its statutory duty.	Head of Corporate Safeguarding	Corporate Risk	Well-being Objective 3	Resilient Communities (Social Care)	Not applicable	20	4
<b>Stability of Social</b>	The Council requires support from external providers to deliver	Service Manager (JJ)	Corporate Risk	Well-being Objective 3	Resilient Communities (Social Care)	Not applicable	20	6

Risk Name	Risk Description	Risk Owner	Corporate Risk / Service Risk	Risk linked to Wellbeing Objective	Risk linked to Corporate Theme?	Risk linked to Service Objective?	Inherent Risk Score (0-25)	Target Risk Score (0-25)
<b>Services Providers</b>	care packages for adults (residential / Non Residential). The current marketplace for external providers is volatile due to the increasing costs to provide care, maintain homes, staffing meeting legislative and regulatory requirements.							

Mae'r dudalen hon yn wag yn

# Children & Young People Services

## Mid-Year Review 2020/21



**Cabinet Member for Social Service –  
Councillor Paul Cockeram  
Head of Service – Sally Ann Jenkins**

## Introduction

This is the Children & Young People Services update on the progress being made against the objectives, actions, performance and risk for the period 1<sup>st</sup> April 2020 to 30<sup>th</sup> September 2020. Service plans have been designed to support the delivery of the [Council's Corporate Plan 2017-22](#) and the [Council's Strategic Recovery Aims](#) in response to the Covid-19 crisis. As one of the 44 public bodies, Newport Council must consider the Well-being of Future Generations Act in the delivery of its plans and the sustainable development principle of meeting our duty under the Act.

Long term		The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
Prevention		How acting to prevent problems occurring or getting worse, may help public bodies meet their objectives.
Integration		Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
Collaboration		Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
Involvement		The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area, which the body serves.

To support the delivery of the Council's Corporate Plan 2017-22 and the Strategic Recovery Aims, the Children & Young People's Service Plan 2020/21 focuses on the delivery of:

- **Wellbeing Objective 3** – To enable people to be healthy, independent and resilient; and
- **Strategic Recovery 3** – Promote and protect the health and wellbeing of people, safeguarding our most vulnerable and building strong, resilient communities.

The 2020/21 Service Plan has four objectives that are focused on:

### **Objective 1 – Deliver effective services to support children to safely remain with their families.**

Prevention and early intervention are key drivers in the Social Services Wellbeing Act (SSWA). Working with families with a strengths based model is an integral part of working in partnership with families to achieve their goals and ensure they build the resilience to support their children safely and meet their aspirations without access to specialist services. Focussing on these services is key to ensuring children are safe and happy and is integral to the overall work of safely reducing our looked after children numbers.

### **Objective 2 – Improve outcomes for children in care and care leavers including a focus on safe reunification.**

Children who become looked after and care leavers will have experienced significant early disadvantage and trauma. As children who are looked after they should benefit from corporate parenting which ensures they have access to good quality services to improve their life choices and ensure they are able to fulfil their potential. The key areas of home lives, education, health, leisure activities and transition to adulthood must be part of the corporate parenting agenda. As part of this objective supporting reunification where safe is an imperative. For care leavers Hidden Ambitions published by the Children's Commissioner will underpin the actions.

### **Objective 3 – Ensure a range of placements are available for looked after children.**

Newport has a mix of in house residential services and externally commissioned services. Newport is in a very different position to most local authorities as it has 3 residential homes and 1 short breaks facility for children with disabilities. Even though Newport has in house residential resources and a good range of fostering placements there has been a need to also commission external residential and fostering provision. These placements are for a mix of children who have complex and challenging behaviours, risky behaviours and placements are children with significant disabilities. The dearth of placements has led to a very strong provider's market with generally poor outcomes for children.

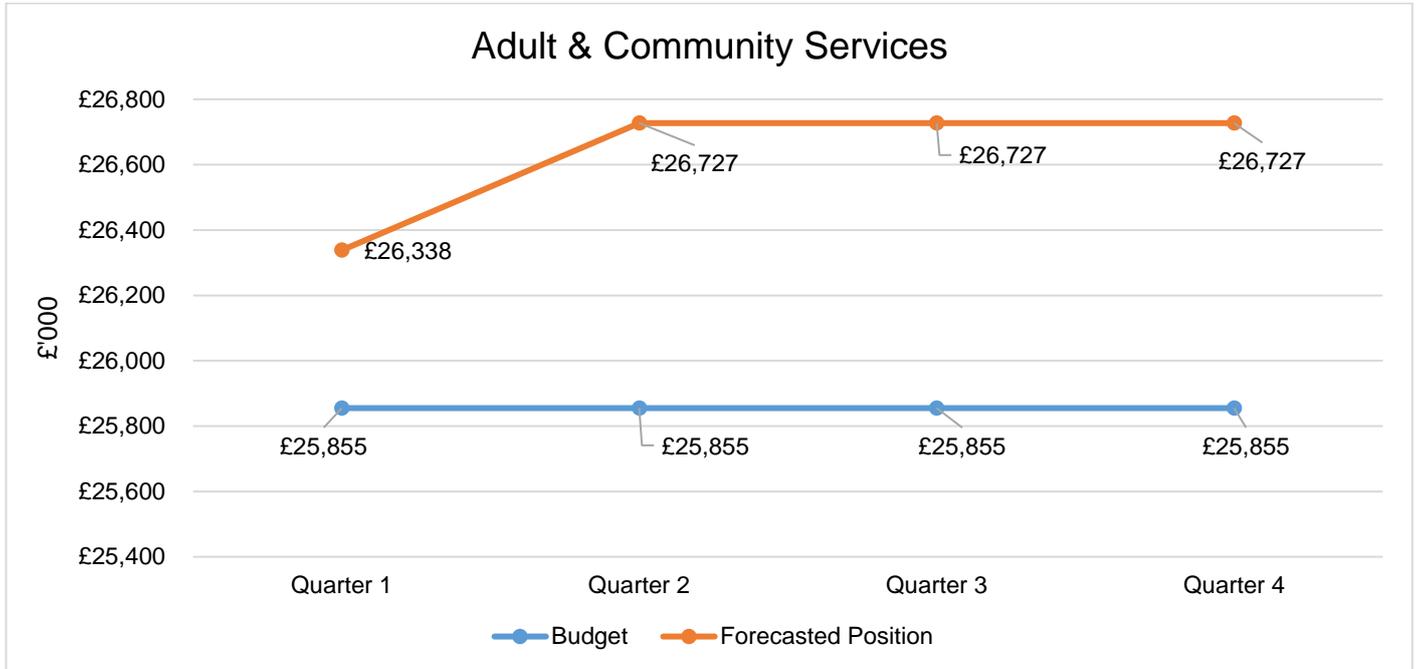
This work under this objective seeks to expand the in house placement provision and improve the quality of the placement offer.

**Objective 4 – Prevent offending and re-offending by children and young people.**

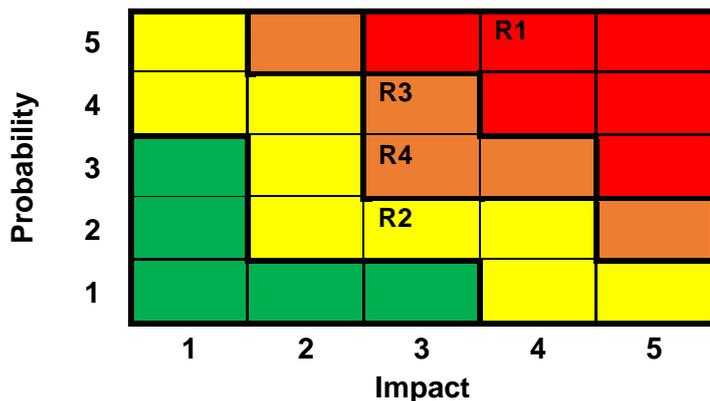
The Youth Justice Service (YJS) is a partnership across a range of services within the Council and more widely with other agencies. The provision is laid out as key to preventing offending and re-offending by children and young people. The service offers a range of interventions and delivers against the requirements of the Youth Justice Board and the criminal justice system.

The service manager for YJS and the Head of Children's Services with the Local Management Board are responsible for the delivery of the plan.

**2020/21 Budget and Forecasted Expenditure**



**Service Risks as at 30<sup>th</sup> September 2020**



<b>R1</b> – Pressure on the delivery of Children Services	<b>R2</b> – Safeguarding
<b>R3</b> – Family Court Cases	<b>R4</b> – Liability Claims made against Children Services.

Corporate / Service Risk	Risk Score Quarter 3 2019/20	Risk Score Quarter 4 2019/20	Risk Score Quarter 1 2020/21	Risk Score Quarter 2 2020/21
<b>Corporate Risk</b> – Pressure on the delivery of Children Services	16	16	20	20
<b>Corporate Risk</b> - Safeguarding	6	6	6	6
<b>Service Risk</b> – Family Court Cases	-	-	12	12
<b>Service Risk</b> – Liability claims made against Children Services	-	-	9	9

## **Executive Summary from the Head of Service**

The first six months of 20/21 have inevitably been dominated by the pandemic. Children's Services have continued to operate throughout providing safeguarding and support for the most vulnerable children, young people and families in Newport. Children's Services staff in all areas of service have sustained provision and responded positively to the challenges of working differently and rapid shifts in guidance.

The pressure on families over the past seven months have been immense and that has been reflected in both the increasing numbers and the nature of referrals to Children's Services. Despite the increases the number of looked after children has remained stable and there has been no overall increase in the number of children on the child protection register. Social workers have continued to visit throughout and all safeguarding work has been undertaken in line with statutory responsibilities. We have been able to sustain work in court with minimal interruption.

Children's homes and short breaks services had to adapt overnight to the changed circumstances and to providing direct care to children with heightened anxiety and with limited access to education. Foster carers have been supported throughout and for many they have found positive ways to enjoy quiet, quality time with children. A small set of children's artwork is being put together as is a collection of the views of foster carers. The recruitment and approval of carers has continued throughout the period of restrictions. A small number of children have been placed for adoption.

Despite all of the challenges some elements of innovative work has continued to grow for example family group conferencing, Baby and Me and a strong focus on children at risk of exploitation. The report of the Joint Inspection into Child Protection Arrangements was published by the shared Inspectorates.

Over the coming six months we will be supporting the roll out of MYST (My Support Team) as a service to increase the support available to our children in placement particularly those children placed away from Newport. Ongoing work with Gwent Police and a wide range of partners will drive forward shared and improved understanding for children at risk of exploitation. Rosedale children's home will open before Christmas and work will commence on Windmill Farm. The Disabled Children's team submitted a self-evaluation to Care Inspectorate Wales and will in due course be subject of a short inspection. Staff in Pathway will develop increased services for unaccompanied asylum seeking children while staff across Children's Services will work on updated guidance within the family justice system.

While there is no end in easy sight to the current challenges Children's Services staff will continue to work positively and constructively to offer the best possible support to families.

## **Glossary**

### **Actions (Red / Amber / Green)**

<b>C</b>	Green RAG – Completed
	Green RAG – Action is on course to be completed within timescale
	Amber RAG – There are potential issues which unless addressed the action might not be achieved within agreed timescales.
	Red RAG – The action requires immediate action to achieve delivery within agreed timescales.
<b>?</b>	Unknown RAG (Data missing)

**Service Plan Update (30<sup>th</sup> September 2020)**

**1. Deliver effective services to support children to safely remain with their families.**

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1	Completion and implementation of Welsh Government action plan to work towards reducing the numbers of looked after children	The delivery of all the actions in this section will support Children Services objective to reduce the number of looked after children and enable effective early intervention and prevention.	Not applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	50%	Work has continued in all areas linked to the implementation of the WG action plan. There are weekly data submissions to WG and quarterly wider returns. An update on this work was reported to Cabinet on 14.10.2020. The numbers of looked after children has risen slightly against the background of the challenges of Covid but is still below the Wales average.
Tudalen 57 2	Explore sustainability options for the Early Intervention Project within the Preventions Team for post March 2021.		Not applicable	30 <sup>th</sup> September 2020	31 <sup>st</sup> March 2021	50%	There is an ongoing dialogue with key stakeholders in this project to consider sustainable options post March 2021 when the current funding expires. This has involved Head of Childrens Service and Early Intervention Project (EIP) managers. A proposal is being considered to alter the structure and pathway with the service, to embed into core business with the Prevention Team. However, this development will still require some financial grant support from Police Crime Commissioner (PCC). We remain committed to the partnership and would like to see this progress.
3	Consider models of delivery for the Prevention Team to develop effective joint working arrangements alongside SPACE, FIT, CAMHS and the existing projects run by Barnardos		Not applicable	1 <sup>st</sup> April 2020	30 <sup>th</sup> September 2020	55%	This work continues and is strengthened by the new Barnardos partnership in the Early Intervention/Prevention world. A working group has been established with managers across the partnership, with a shared vision of what is to be achieved, and how to successfully effect change across the services.

							<p>This includes, where possible a pooling of resources, eradication of duplication, development opportunities and streamlined service supports to families.</p> <p>In addition, the Prevention service is exploring ways to enhance relational based interactions with families, based on what matters to them, discussions, and move away from service led provision. This approach is evidenced based with improved outcomes for children and families.</p>
Tudalen 58	4	Develop a rapid response provision at the front door of Children's Services utilising the skill set in existing provision.	Not applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> December 2020	25%	This is on hold due to Covid-19.
	5	Work with the Pathway Service to support reunification of CLA to family/friends.	Not applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	25%	This has been challenging due to CV restrictions. However reunification remains a high priority.
	6	Embed Baby and Me to support families from early in pregnancy where there is a high risk of the need for statutory intervention.	Not applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	80%	All is going well despite Covid-19 issues with face to face contact.
	7	Continue the work started with GDAS to base multiagency staff in frontline teams.	Not applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	40%	Although progress was made in Q2 it wasn't to the desired level and therefore its likely progress will continue slowly as Covid-19 continues. We have met with the PSB and reflected this in our shared expectations and actions going forward have been set.
	8	Complete and deliver actions agreed in the post safeguarding joint inspection action plan	Not applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	50%	The Joint Inspection of Child Protection arrangements in Newport was published later than anticipated in April 2020. Work has progressed at pace linked to joint responses exploitation. This includes the confirmation of the Child Exploitation

							tool, analysis of the links of those involved and shared understanding of how could all respond more effectively.	
9	The Public Law Working Group reform of Family Justice will be published in July 2020. Children's Services staff with legal colleagues will engage in the implementation strategy for the rollout of the changes	This work will focus on Special Guardianship, Section 76, processes during the pre-proceedings period and Supervision Orders. Supporting children to safely remain with their families is the primary outcome with improved performance in the court arena as a secondary outcome.	Not applicable	30th June 2020	31 <sup>st</sup> March 2021	50%	All of the work of the Public Law Working Group has been delayed because of Covid. The Special Guardianship guidance was published in July 2020 and we have driven this forward with our Family and Friends team. The support package has improved significantly as has the quality of the assessments. The work on Section 76, case management and pre proceedings will be published in January 2021 while it is anticipated the Supervision Order changes will follow during the Spring.	
Tudalen 59	10	Work with colleagues in legal services to develop an agreed set of checklists to improve shared approaches to pre proceedings, PLO, and legal meetings.	The delivery of all the actions in this section will support Children Services objective to reduce the number of looked after children and enable effective early intervention and prevention.	Not applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> December -2020	57%	Legal meetings have reverted to Teams and have progressed well.
	11	Establish provision based on existing family support to provide an effective "hands on" support where neglect is a key presenting family issue.		Not applicable	1 <sup>st</sup> June 2019	30 <sup>th</sup> June 2020	62%	We continue to have confidence in the development and measurement of the partnerships success through Quarterly meetings and evidence of outcomes for families.
	12	Monitor the effectiveness of Family Group Conferencing (FGC).		Not applicable	1 <sup>st</sup> January 2020	31 <sup>st</sup> December 2020	60%	Q2 has seen the service impacted by covid but using media platforms conferences have continued and the service continues to be funded by ICF for 2021-2022 which is reassuring.

## 2. Improve outcomes for children in care and care leavers including a focus on safe reunification.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1	Increased housing options for care leavers. Currently Newport has a limited range of choices for housing for care leavers especially with a range of suitable support. This action will seek to address this gap. Work has already commenced and will continue.	All actions in this section will contribute to improving outcomes for children in care and care leavers.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	30%	Additional properties sought. Work being undertaken with head of service and housing to assist in developing housing options for Children previously Looked After. New team manager being recruited to manage this area and develop services.
Tudalen 60	Continue to develop a range of options for CLA to engage in work experience and have the offer of a mentor.		Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	0%	Work experience on hold due to Covid-19.
3	Work with the Pathway Service to ensure that all CLA are offered opportunities to develop independent living skills to ensure that young people transition into independent living successfully.		Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> December 2021	50%	There has been an increased offer of workshops and there continues to be monthly independent living panel.
4	Work to the revised guidance for Corporate Parenting from Welsh Government (due in summer 2020) with the Corporate Parenting Forum and potentially other partners to build understanding of shared responsibility.		Not Applicable	1 <sup>st</sup> June 2020	31 <sup>st</sup> July 2021	0%	The revised guidance has been delayed. Once the guidance is available this work will commence.
5	In light of the learning during lockdown we will review our existing arrangements for family		Strategic Recovery Aim 3	1 <sup>st</sup> July 2020	31 <sup>st</sup> October 2020	75%	We have relaunched the service as the Family Time Service in Q2 and rebranded as the CWTCH Centre. The language has shifted to normalise the experience for

	<p>time to improve the offer for children and families:</p> <ul style="list-style-type: none"> <li>i) To develop a comprehensive framework of all aspects of family time;</li> <li>ii) Continue to deliver family time virtually as a positive for families.</li> </ul>						<p>children spending time with their families so it is referred to as family time and not contact.</p>
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### 3. Ensure a range of placements are available for looked after children.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1	Continue with the development of the residential provision (including Windmill Farm) across Newport in order to increase the number of children who can be cared for safely in Newport	Through collaboration with MyST also been recruited to in Newport who should promote the return of Out of County foster children to Newport. These new homes will increase the number of placements available to Newport Children and also allow potential to 'sell' placements to other Gwent LA's.	Not Applicable	1 <sup>st</sup> April 2019	30 <sup>th</sup> September 2021	46%	Rosedale, a 4 bed children's home, has a planned opening in November 2020. This includes a child returning from an out of county placement and two in our emergency home. This will enable the LA to make savings and also ensure a high quality of care for these children within Newport. Windmill Farm has now passed planning and it is planned for completion at the end of 2021. MyST will be starting in early 2021 and it is hoped that MyST can focus on returning children from Out of County placements including foster placements.
2	To increase the number of foster carers recruited to NCC through increased marketing and scoping raising fostering fees and implementing council tax exemptions.	Increased numbers of foster carers means a reduction in OOC and Independent foster placements. This will reduce costs to the department and allow children to remain within Newport.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	40%	It is unlikely that foster carer tax exemptions will take place. However, there has been increased recruitment of new carers through regional and Wales wide work to recruit carers. More work is required in this area to increase the numbers of carers recruited. MyST starts work in January 2021 and they should assist in supporting carers.
3	To continue to develop the Family and Friends team to offer a robust package of support for family and friend carers from assessment through to placement	Robust support in place-although some support groups have not taken place due to covid 19. Virtual training and support in place and moves to provide group and face to face contact will be in line with WG guidance. This should prevent the breakdown of SGO placements and increase the number of foster placements transitioning into SGO	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	80%	Team in place. Work being undertaken in compliance with Special Guardianship Orders (SGO) regulations and good practice guide. Work and support services are being showcased as good practice across Wales and linked with CAF/CASS Cymru. Covid-19 has caused some of the services to be provided in new ways or on hold but this will continue once restrictions ease. Positive feedback from SGO carers about training and services provided.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
		placements thereby reducing the number of CLA.					
4	To work with MyST and Fostering Team to develop a joint approach to supporting foster carers and children looked after.	This should prevent the breakdown of SGO placements and increase the number of foster placements transitioning into SGO placements thereby reducing the number of CLA.	Not Applicable	1 <sup>st</sup> July 2020	31 <sup>st</sup> July 2021	5%	Team manager and posts have been recruited to MyST. They will be in place to start support in January 2021. They are engaging with teams and making links to consider what areas of support are required in NCC.

#### 4. Prevent offending and re-offending by children and young people

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1	Youth Justice Service to engage on local and national youth justice issues and develop strategic plans in response	All of the action in this section work towards prevention of offending and re-offending.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	C	The service is actively engaged and represented with all local and national issues through a variety of forums - including monitoring the custody practice of children arrested, implementing the Youth Justice Blueprint, addressing the disproportionality of BAME within the sector and decriminalisation practice of children.
Tudalen 64	Embed new Local Standards across the service.		Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> December 2020 (Extended to 31 <sup>st</sup> March 2021)	80%	Following a Self-Assessment audit earlier in the year, the YJS has been robustly reviewing all its practices and processes to embed the new NS. This work continues alongside the transformation of the service where standards and expectations are all addressed.
3	Adopt Her Majesty's Inspectorate (HMI) Probation YOS Standards		Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> December 2020	80%	<p>The self-assessment work has been completed and submitted to the Youth Justice Board on time. We are currently awaiting feedback to determine acceptance of the report or a new to validate the report.</p> <p>The new National Standards are being fully embedded into all new procedures in the service, and will form the backbone of the Youth Justice Service Plan for the coming financial year 2020/21.</p> <p>As the YJS service continues to undergo transformation, all processes and practice now as standard, consider and incorporate the National Standards for Youth Justice. This remains on the agenda with managers, and the new service plan will incorporate and build on the recommendations from the Self-Assessment work undertaken at the start of 2019.</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
4	Establish a clear remit for and implement pathways to embed the new Child Exploitation tool and processes within the service.		Not Applicable	1 <sup>st</sup> January 2020	30 <sup>th</sup> September 2020 (Extended to 31 <sup>st</sup> March 2021)	80%	The YJS now has a clear process for embedding cases of concern for children at risk of and/or being exploited. The Risk Management Panel has been reshaped to include this vulnerable group more transparently, where a multi-agency panel can agree an action plan in response to shared concerns. Consideration at this level, will include taking the case to the CE strategy meetings. The YJS is now a consistent partner in the Child Exploitation Strategy Meetings held weekly in Child Protection service. All actions are now consistently recorded on Child View.
Tudalen 65	Develop the breadth of support available from the service, incorporating a robust preventative and early intervention agenda within a contextual safeguarding framework		Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	80%	There is now a clear Prevention pathway into the YJS, accepting referrals for support before an offence is committed. The service accepts referrals where missing episodes, exploitation and anti-social behaviour are concerns. The offer of support is relational based, enabling children to understand potential consequences of their behaviour and make different choices. Contextual safeguarding is part of this work, with consideration and exploration of extra familial influences.
6	Build on work on Contextual harm and exploitation, safeguarding research, and embed new approaches to understanding, and responding to young people's experiences of significance		Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> December 2020	75%	This area of work has not been hugely progressed for 2 reasons. The restructure and stabilisation of the YJS continues, and Covid-19 lockdown has brought changes to how the service can operate within communities. It does however remain on the agenda and forms part of case discussions when analysing factors that may be contributing to the presenting issues. This will continue into the following financial year.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
							<p>Contextual Safeguarding briefings have been delivered to staff by Clive Diaz - Cardiff University researcher.</p> <p>The service has identified a lead practitioner for Contextual Safeguarding who is working with key partners to establish community contextual safeguarding assessments where appropriately identified.</p> <p>The community walkabouts to gain additional and new information remain largely on hold due to Covid-19.</p>

Tudalen 66

## Performance Measures as at end of Quarter 2 (30<sup>th</sup> September 2020)

At the Mid-year point there may be some performance measures that cannot be reported as they are reported annually i.e. 31<sup>st</sup> March and will be reported at the End of Year review. Additionally, due to Covid-19, there may also be some performance measures that are unable to be reported in this review or data is unavailable. These will be noted in the table below.

In 2020/21, the Welsh Government has introduced new a new performance management framework for Children Services. As there is no previous data and benchmarking data to determine a target, no targets have been introduced for 2020/21.

### Performance Measures

	Green – Performance is above Target
	Amber RAG – Performance is below Target (0-15%)
	Red RAG – Performance is Under achieving (+15%)
?	Unknown RAG (Data missing)

Performance Measure	Q2 Figure (or latest) 2020/21	Target 2020/21	Previous Year (Actual @ Quarter 4 2019/20)	Previous Year (Actual @ Quarter 2) 2019/20	Previous Year (Actual @Quarter 2) 2018/19	Comments
<b>(NEW) CH/001</b> - The number of contacts for children received by statutory Social Services during the year.	5099	<b>No Target</b>	Not Available	Not Available	Not Available	For the period 01-04-2020 and 30-09-2020. Referrals received by a Childrens Team where age is less than 18 (Note this includes referrals for Young people who are carers)
<b>(NEW) CH/005b</b> - The number where physical punishment by a parent or carer was the <b>only</b> factor. <b>Note: Measure delayed due to Covid 19</b>	Q2 data not available see comment	<b>No Target</b>	Not Available	Not Available	Not Available	Collection of this measure was delayed due to Covid-19 and was not collected in Q1 and Q2. The process collection was introduced from 1 <sup>st</sup> October 2020 so we are hopeful that this can be reported on for the last 6 months of 2020/21
<b>(NEW) CH/009b</b> - The Active Offer of Welsh was accepted (During assessment)	Q2 data not available see comment	<b>No Target</b>	Not Available	Not Available	Not Available	Collected as part of the new WG performance framework. Implementation of which has been delayed due to covid 19. Although the guidance for collecting the framework has been written it is still in draft status hence the reporting cannot be finalised.
<b>(NEW) CH/015</b> - The total number of children with a care and support plan at 31 <sup>st</sup> March.	924	<b>No Target</b>	Not Available	Not Available	Not Available	Open Childrens C&SP as at 30-Sept-2020

Performance Measure	Q2 Figure (or latest) 2020/21	Target 2020/21	Previous Year (Actual @ Quarter 4 2019/20)	Previous Year (Actual @ Quarter 2) 2019/20	Previous Year (Actual @Quarter 2) 2018/19	Comments
<b>(NEW) CH/036</b> - The total number of children removed (de-registered) from the child protection register during the year	173	<b>No Target</b>	Not Available	Not Available	Not Available	Note 173 Children De-registered from the CPR in the period 01-Oct 2019 to 30 -09-2020
<b>CH/L01</b> - The total number of children registered on the child protection register in the last 12 months.	182	<b>No Target</b>	Not Available	Not Available	Not Available	Note 182 Children, 183 Registration (1 child was reregister) Note this is not the number of Children on the CPR at a point in time but a count of all the children registered in the period 01-Oct-2019 to 30-Sept-2020
<b>CH/026</b> - The total number of children on the child protection register at 31 <sup>st</sup> March.	146	130	128	123	130	Number of Children on the Child Protection Register as at 30-09-2020. The number of children on the Register has increased. Given the challenges and pressures on families over the past six months this is to be expected.
<b>(NEW) - CH/033</b> The total number of reports of child exploitation received during the year <b>Note: Measure delayed due to Covid 19</b>	Q2 data not available see comment	<b>No Target</b>	Not Available	Not Available	Not Available	Collection of this measure was delayed due to Covid-19 and was not collected in Q1 and Q2. The process collection was introduced from 1 <sup>st</sup> October 2020 so we are hopeful that this can be reported on for the last 6 months of 2020/21
<b>(NEW) CH/037</b> - The number of children becoming looked after during the year	97	<b>No Target</b>	Not Available	Not Available	Not Available	Note this is the Number of Children that have become looked after in the period 01-10-2019 to 30-09-2020. And not the current total number of Children looked After. Also note that there were 2 children that became looked after twice in this period hence there were 99 instances of children becoming looked after.
<b>(NEW) - CH/L002</b> - The Number of Children who Ceased being Looked After during the year	103	<b>No Target</b>	Not Available	Not Available	Not Available	Note this is the Number of Children that have ceased to be looked after in the period 01-10-2019 to 30-09-2020. Also note that there was 1 child that ceased being looked after twice in this period hence there were 104 instances of children who

Performance Measure	Q2 Figure (or latest) 2020/21	Target 2020/21	Previous Year (Actual @ Quarter 4 2019/20)	Previous Year (Actual @ Quarter 2) 2019/20	Previous Year (Actual @Quarter 2) 2018/19	Comments
						ceased to be looked after in the period.
<b>CH/043</b> - The total number of children looked after at 31 <sup>st</sup> March who have experienced three or more placements during the year	<b>9.8%</b>	<b>9%</b>	11.8%	13.7%	8%	The number of moves for children in care is higher than we would like to see. We continue to experience issues with the right sorts of placements at the right time. This can mean moves from interim to longer term placements for children.
<b>CH/045</b> - The total number of children who returned home during the year	47	<b>15%</b>	9.3%	9.2%	8.3%	All Children who ceased being looked after in the period 01-Oct-2019 to 30 –Sept-2020 with an end reason of (E4) Returned home to live with parents, relatives, or other person with parental responsibility. Or (E43) Special guardianship order made to former foster carers Or (E44) Special guardianship order made to carers other than former foster carers
<b>(NEW) CA/010</b> - The total number of contacts to statutory social services by young carers or professionals contacting the service on their behalf received during the year. Provided by Barnardos	Q2 data not available see comment	<b>No Target</b>	Not Available	Not Available	Not Available	Collected as part of the new WG performance framework. Implementation of which has been delayed due to Covid 19. Although the guidance for collecting the framework has been written it is still in draft status hence the reporting has not been finalised.
<b>(NEW) CH/L003</b> – Number of Foster Carers registered with the Local Authority (Inc Kinship, Supported Lodgings General and Respite)	158	<b>No Target</b>	Not Available	Not Available	Not Available	127 General Foster Care 24 Kinship Carers 7 Supported Lodgings only
<b>(NEW) CH/L004</b> – Number of Childrens Residential Fostering Beds	20	<b>No Target</b>	Not Available	Not Available	Not Available	We have a total of 14 in house residential beds and a further 6 beds for short breaks for disabled children.

Performance Measure	Q2 Figure (or latest) 2020/21	Target 2020/21	Previous Year (Actual @ Quarter 4 2019/20)	Previous Year (Actual @ Quarter 2) 2019/20	Previous Year (Actual @Quarter 2) 2018/19	Comments
<b>(NEW) CH/L005</b> – Number of Children in care proceedings during the year	28	<b>No Target</b>	Not Available	Not Available	Not Available	There were 13 new sets of proceedings in the first quarter and 15 in the second. This a significant reduction on last year.
<b>CH/039</b> The number of looked after children at 31 <sup>st</sup> March.	<b>381</b>	<b>380</b>	380	386	365	Number of Children being looked after on 30th September 2020. There is a very slight increase on the agreed target.
<b>(Youth Justice Service)</b> - % of young people in suitable accommodation at the end of a statutory order.	<b>97.4%</b>	<b>80%</b>	96.9%	94.7%	86.5%	
<b>(Youth Justice Service)</b> – Average ‘Post 16’ Hours at end of Intervention	Q2 data not available see commentary	<b>16 hours</b>	14.4 Hours	16.4 Hours	Not Available	Due to Covid-19 we have been unable to obtain all necessary data to report for quarter 2. Data will be provided at the year-end review.
<b>(Youth Justice Service)</b> - Average number of hours ‘School Age’ children attend at the end of an Intervention.	Q2 data not available see commentary	<b>25 hours</b>	16.7 Hours	16.8 Hours	16.5 Hours	Due to Covid-19 we have been unable to obtain all necessary data to report for quarter 2. Data will be provided at the year-end review.
<b>(Youth Justice Service)</b> – Total Number of first Time Entrants	<b>22</b>	<b>40</b>	25	12	Not Available	
<b>(Youth Justice Service)</b> - % of all cases that are community resolutions.	<b>55.42%</b>	<b>70%</b>	62.58%	76.47%	Not Available	This figure represents the total percentage of community resolutions across the service during this period.  It needs to be acknowledged that this figure does not include the new preventative pathway referrals, and this measure will be adjusted for 2021/22 to more accurately reflect the full activity undertaken within the service.

Performance Measure	Q2 Figure (or latest) 2020/21	Target 2020/21	Previous Year (Actual @ Quarter 4 2019/20)	Previous Year (Actual @ Quarter 2) 2019/20	Previous Year (Actual @Quarter 2) 2018/19	Comments
						We would expect this figure to significantly improve or increase next year as the service work towards implementing fully the Youth Justice Blueprint

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Mae'r dudalen hon yn wag yn

# Children & Young People Services, Service Plan 2018-22 (2020/21)

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## Introduction & Background

The Well-being for Future Generations (Wales) Act 2015 requires all public sector bodies to set Well-being objectives in their Corporate Plans. The Act also requires that the Council delivers in a sustainable way and considers its principles the '5 Ways of Working'. Newport City Council's Corporate Plan 2017-22 has set four Well-being objectives that supports the delivery of Wales' Well-being Goals:

1. To improve skills, educational outcomes and employment opportunities;
2. To promote economic growth and regeneration whilst protecting the environment;
3. To enable people to be healthy, independent and resilient; and
4. To build cohesive and sustainable communities.

## Newport Strategic Recovery Aims

At the start of 2020, Wales faced a Covid 19 pandemic which has impacted on the way which Newport Council and Children's Services delivers its services to communities. The Council's initial response was to protect frontline services, support the vulnerable in the community and ensure continuity of services. On the Council's road to recovery and reinstatement of services, Newport Council has established [Strategic Recovery Aims](#) that will enable the Council to learn from the impacts that Covid 19 caused, the new and emerging challenges that services face and the opportunities that have emerged from new ways of working. These Aims will support the Council's Corporate Plan and this Service Plan will support the delivery of these aims.

Children & Young People Services purpose is “*To promote and safeguard the wellbeing of children and young people within their families and where this is not possible, to provide good quality alternative care*”.

The challenges faced by children’s social care prior to the pandemic included the immense day to day pressure on front line social workers who are dealing with children and families who are at considerable risk, societal pressures linked to public perceptions of risk and perceived failings, the volume of need and handling the expectations and fears of the public and other agencies, managing increasing expectations from CIW, significantly increasing demands on social workers from the judiciary, finding suitable placements for children with complex needs and challenging behaviour, managing budget pressures particularly from placements for children in care as well as balancing emerging evidence in practice developments and changes in guidance, regulation and requirements. All of these challenges have been compounded by the significant impact on children and families of the pandemic. The impact of illness, bereavement, lockdown including school closure and the suspending of all usual activities for children, the loss of time with friends and family and the changes in family income have in the short term had both negative and positive consequences for children while the medium and long term effects will inevitably take time to fully emerge. For Children’s Services staff the personal impact of the pandemic for all has been immense. Rapid changes in working practices have had to be embedded and embraced while acknowledging the personal impact of the changes for all.

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The key factors for our services have not changed. Fundamental to all our work is firstly to support children to remain safely with their families. Our emphasis on preventative services alongside support for families to explore their strengths and meet the needs of their children is crucial in meeting this first outcome. Secondly when children are in our care and leave our care we must do everything to support them to ensure positive outcomes. Children and families deserve services that are truly holistic and recognise the multifaceted nature of families lives. In order to ensure we can work to meet this need partnership underpins our service. We work with families and a broad range of agencies to meet our stated outcomes and to offer the best possible services.

Over the coming three years we will look to develop and enhance all elements of Children’s Services to safely reduce the numbers of children being looked after while ensuring that those who are looked after have effective and nurturing placements which promote aspiration into adulthood. The added challenges of recovery and managing the necessary changes brought about by Covid 19 have not changed our underpinning drivers.

Children & Young People Services provides a range of services to children and families requiring care and support. All our teams continued to deliver services throughout the period of lockdown. Welsh Government issued additional guidance for the operation of Children’s Services while regionally the LAs worked together to a shared approach across Gwent with regular review as the situation has changed. As with all service areas Children’s Services have used the structures of the LA including Gold to raise issues and highlight challenges.

**Operations** – These teams undertake first point of contact work for referrals from the public and other agencies. They undertake assessments, multi-agency plans strategy meetings and conferences, initiate care proceedings, court processes and other activities. The core teams in this area include Newport Safeguarding Information Hub, Child Protection and Children requiring Care and Support teams, Mentoring Assessment and Consultancy, Disabled Children’s Team, Pathway Teams and Youth Justice Team.

**Placement resources for our Looked after Children** – The teams provide the direct care for children who live in residential homes, in-house fostering services, out of county placements, promoting educational achievement, training and therapeutic support for emotional and mental wellbeing. The core teams in this area include Residential Services, Fostering Team, Family and Friends Team.

**Family Support Services** - The teams provide a range of evidence based, outcome focussed interventions designed to reduce risk in families, improve resilience and avoid the need for more acute services. They work with the frontline social work teams to prevent children coming into the care system unless it is absolutely necessary. They support families when children are being rehabilitated to the care of their birth families and provide court ordered supervised contact as well as certain key programmes requested by the courts. The teams involved are the Family Support team; Family Contact Service and Prevention Services.

**Safeguarding** – The Safeguarding team is responsible for ensuring that all vulnerable children are protected and that where there is evidence that a child is at risk or harm that effective processes are in place to make an assessment, investigate and take action if necessary. The Safeguarding team collaborates with other social care providers, health board, police, education, probation and other organisations both internal and external) through the South East Wales Safeguarding Children s Board.

The Children’s Services plan needs to be read in conjunction with the Children’s Services Commissioning Strategy, the Residential Strategy, the Corporate Safeguarding reports, the plans submitted to Welsh Government for the expectation of reduction in the numbers of children who are looked after and the multi-agency action plan prepared after the December 2019 Joint Inspectorate Review of Child Protection Arrangements.

## Finance

The Council’s budget for 2020/21 was agreed at [Council](#) on 27<sup>th</sup> February 2020. In 2020/21 Children Services base revenue budget has been set as £25,904,000. For the financial year 2019/20 the budget for Children Services was set as £24,467,000.

## Children Services Programmes and Projects 2020-22

To support the delivery of the Council’s Corporate Plan 2017-22 objectives, Children Services is delivering the following projects:

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) that it supports	Strategic Recovery Aim(s) supported	Corporate Theme(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
<b>Residential Children’s Homes</b>	Increase the number of placements for children available in residential care in Newport by developing LA provision. In so doing children can be cared for locally and are more able to develop resilience and sustain their local connections. Ensuring we are aspirational in the care of our	<b>Wellbeing Objective 3</b> - To enable people to be healthy, independent and resilient	Not applicable	Resilient Communities	1 <sup>st</sup> March 2019	30 <sup>th</sup> September 2021

	children is part of this ambition as well as promoting the best use of our resources. This links with regional developments and assists in providing support for children with the highest levels of vulnerability. The planned developments for the coming year are Rosedale and Windmill Farm.					
Review of existing Children's Home	This project is a further development to improve the in house residential offer and ensure all provision is of suitable quality and offers care of the highest standard.	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Strategic Aim 3	Resilient Communities	1 <sup>st</sup> July 2020	31 <sup>st</sup> March 2021

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## Service Plan Objectives and Actions 2020/21

Children & Young People Services has set 4 Objectives to deliver in 2020/21:

**Objective 1** – Deliver effective services to support children to safely remain with their families

**Objective 2** – Improve outcomes for children in care and care leavers including a focus on safe reunification

**Objective 3** – Ensure a range of placements are available for looked after children

**Objective 4** – Prevent offending and re-offending by children and young people.

<b>Objective 1</b>		<b>Deliver effective services to support children to safely remain with their families</b>				
<b>Objective Outcome(s)</b>		Prevention and early intervention are key drivers in the Social Services Wellbeing Act (SSWA). Working with families with a strengths based model is an integral part of working in partnership with families to achieve their goals and ensure they build the resilience to support their children safely and meet their aspirations without access to specialist services. Focussing on these services is key to ensuring children are safe and happy and is integral to the overall work of safely reducing our looked after children numbers.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Aspirational People Resilient Communities</b>				
Action No.	Action Description	Action Outcome(s)	Action supporting the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
1	Completion and implementation of Welsh Government action plan to work towards reducing the numbers of looked after children	The delivery of all the actions in this section will support Children Services objective to reduce the number of looked after children and enable effective early intervention and prevention.	Not applicable	Head of Children & Young People Services (SJ)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022
2	Explore sustainability options for the Early Intervention Project within the Preventions Team for post March 2021.		Not applicable	Service Manager (CRP)	30 <sup>th</sup> September 2020	31 <sup>st</sup> March 2021
3	Consider models of delivery for the Prevention Team to develop effective joint		Not applicable	Service Manager (CRP) Service Manager (NP)	1 <sup>st</sup> April 2020	30 <sup>th</sup> September 2020

<b>Objective 1</b>		<b>Deliver effective services to support children to safely remain with their families</b>				
<b>Objective Outcome(s)</b>		Prevention and early intervention are key drivers in the Social Services Wellbeing Act (SSWA). Working with families with a strengths based model is an integral part of working in partnership with families to achieve their goals and ensure they build the resilience to support their children safely and meet their aspirations without access to specialist services. Focussing on these services is key to ensuring children are safe and happy and is integral to the overall work of safely reducing our looked after children numbers.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Aspirational People Resilient Communities</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action supporting the Strategic Recovery Aim(s)?</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
	working arrangements alongside SPACE, FIT, CAMHS and the existing projects run by Barnardo's					
4	Develop a rapid response provision at the front door of Children's Services utilising the skill set in existing provision.		Not applicable	Service Manager (NP) Service Manager (DJ)	1 <sup>st</sup> April 2020	31 <sup>st</sup> December 2020
5	Work with the Pathway Service to support reunification of CLA to family/friends.		Not applicable	Service Manager (NP)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
6	Embed Baby and Me to support families from early in pregnancy where there is a high risk of the need for statutory intervention.		Not applicable	Service Manager (DJ)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
7	Continue the work started with GDAS to base multiagency staff in frontline teams		Not applicable	Service Manager (DJ)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
8	Complete and deliver actions agreed in the post safeguarding joint inspection action plan		Not applicable	Head of Children & Young People Services (SJ)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021

<b>Objective 1</b>		<b>Deliver effective services to support children to safely remain with their families</b>				
<b>Objective Outcome(s)</b>		Prevention and early intervention are key drivers in the Social Services Wellbeing Act (SSWA). Working with families with a strengths based model is an integral part of working in partnership with families to achieve their goals and ensure they build the resilience to support their children safely and meet their aspirations without access to specialist services. Focussing on these services is key to ensuring children are safe and happy and is integral to the overall work of safely reducing our looked after children numbers.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Aspirational People Resilient Communities</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action supporting the Strategic Recovery Aim(s)?</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
9	The Public Law Working Group reform of Family Justice will be published in July 2020. Children's Services staff with legal colleagues will engage in the implementation strategy for the rollout of the changes	This work will focus on Special Guardianship, Section 76, processes during the pre-proceedings period and Supervision Orders. Supporting children to safely remain with their families is the primary outcome with improved performance in the court arena as a secondary outcome.	Not applicable	Head of Children & Young People Services (SJ)	30th June 2020	31 <sup>st</sup> March 2021
10	Work with colleagues in legal services to develop an agreed set of checklists to improve shared approaches to pre proceedings, PLO, and legal meetings.	Carried forward from 2019/20	Not applicable	Service Manager (DJ)	1 <sup>st</sup> April 2019	31 <sup>st</sup> December - 2020
11	Establish provision based on existing family support to provide an effective "hands on" support where neglect is a key presenting family issue.	Carried Forward from 2019/20	Not applicable	Service Manager (DJ)	1 <sup>st</sup> June 2019	30 <sup>th</sup> June 2020
12	Monitor the effectiveness of Family Group Conferencing (FGC).	Carried forward from 2019/20 FGCs are now embedded in practice in Newport, we need to	Not applicable	Service Manager (DJ)	1 <sup>st</sup> January 2020	31 <sup>st</sup> December 2020

<b>Objective 1</b>		<b>Deliver effective services to support children to safely remain with their families</b>				
<b>Objective Outcome(s)</b>		Prevention and early intervention are key drivers in the Social Services Wellbeing Act (SSWA). Working with families with a strengths based model is an integral part of working in partnership with families to achieve their goals and ensure they build the resilience to support their children safely and meet their aspirations without access to specialist services. Focussing on these services is key to ensuring children are safe and happy and is integral to the overall work of safely reducing our looked after children numbers.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Aspirational People Resilient Communities</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action supporting the Strategic Recovery Aim(s)?</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
		evaluate this in terms of supporting children not to come in to care.				

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<b>Objective 2</b>		<b>Improve outcomes for children in care and care leavers including a focus on safe reunification</b>				
<b>Objective Outcome(s)</b>		Children who become looked after and care leavers will have experienced significant early disadvantage and trauma. As children who are looked after they should benefit from corporate parenting which ensures they have access to good quality services to improve their life choices and ensure they are able to fulfil their potential. The key areas of home lives, education, health, leisure activities and transition to adulthood must be part of the corporate parenting agenda. As part of this objective supporting reunification where safe is an imperative. For care leavers Hidden Ambitions published by the Children's Commissioner will underpin the actions.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3 – To enable people to be healthy, independent and resilient</b>				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Aspirational People Resilient Communities</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action supporting the Strategic Recovery Aim(s)?</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	Increased housing options for care leavers. Currently Newport has a limited range of choices for housing for care leavers especially with a range of suitable support. This action will seek to address this gap. Work has already commenced and will continue.	All actions in this section will contribute to improving outcomes for children in care and care leavers.	Not Applicable	Service Manager (JL)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
2	Continue to develop a range of options for CLA to engage in work experience and have the offer of a mentor.		Not Applicable	Service Manager (NP)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
3	Work with the Pathway Service to ensure that all CLA are offered opportunities to develop independent living skills to ensure that young people transition into independent living successfully.		Not Applicable	Service Manager (NP)	1 <sup>st</sup> April 2020	31 <sup>st</sup> December 2021
4	Work to the revised guidance for Corporate Parenting from Welsh		Not Applicable	Head of Childrens & Young People (SJ)	1 <sup>st</sup> June 2020	31 <sup>st</sup> July 2021

<b>Objective 2</b>		<b>Improve outcomes for children in care and care leavers including a focus on safe reunification</b>				
<b>Objective Outcome(s)</b>		Children who become looked after and care leavers will have experienced significant early disadvantage and trauma. As children who are looked after they should benefit from corporate parenting which ensures they have access to good quality services to improve their life choices and ensure they are able to fulfil their potential. The key areas of home lives, education, health, leisure activities and transition to adulthood must be part of the corporate parenting agenda. As part of this objective supporting reunification where safe is an imperative. For care leavers Hidden Ambitions published by the Children's Commissioner will underpin the actions.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3 – To enable people to be healthy, independent and resilient</b>				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Aspirational People Resilient Communities</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action supporting the Strategic Recovery Aim(s)?</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
	Government (due in summer 2020) with the Corporate Parenting Forum and potentially other partners to build understanding of shared responsibility.			Deputy Team Manager (JB)		
5	In light of the learning during lockdown we will review our existing arrangements for family time to improve the offer for children and families: i) To develop a comprehensive framework of all aspects of family time; ii) Continue to deliver family time virtually as a positive for families.		Strategic Aim 3	Service Manager (DJ)	1 <sup>st</sup> July 2020	31 <sup>st</sup> October 2020

<b>Objective 3</b>		<b>Ensure a range of placements are available for looked after children</b>				
<b>Objective Outcome(s)</b>		Newport has a mix of in house residential services and externally commissioned services. Newport is in a very different position to most local authorities as it has 3 residential homes and 1 short breaks facility for children with disabilities. Even though Newport has in house residential resources and a good range of fostering placements there has been a need to also commission external residential and fostering provision. These placements are for a mix of children who have complex and challenging behaviours, risky behaviours and placements are children with significant disabilities. The dearth of placements has led to a very strong provider's market with generally poor outcomes for children. This work under this objective seeks to expand the in house placement provision and improve the quality of the placement offer.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient.				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Aspirational People Resilient Communities</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action supporting the Strategic Recovery Aim(s)?</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	Continue with the development of the residential provision (including Windmill Farm) across Newport in order to increase the number of children who can be cared for safely in Newport	Through collaboration with MyST also been recruited to in Newport who should promote the return of Out of County foster children to Newport. These new homes will increase the number of placements available to Newport Children and also allow potential to 'sell' placements to other Gwent LA's.	Not Applicable	Service Manager (JL)	1 <sup>st</sup> April 2019	30 <sup>th</sup> September 2021
2	To increase the number of foster carers recruited to NCC through increased marketing and scoping raising fostering fees and implementing council tax exemptions.	Increased numbers of foster carers means a reduction in OOC and Independent foster placements. This will reduce costs to the department and allow children to remain within Newport.	Not Applicable	Service Manager (JL)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
3	To continue to develop the Family and Friends team to offer a robust package of support for family and friend carers from assessment through to placement	Robust support in place- although some support groups have not taken place due to covid 19. Virtual training and support in place and moves to provide group	Not Applicable	Service Manager (JL)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021

<b>Objective 3</b>		<b>Ensure a range of placements are available for looked after children</b>				
<b>Objective Outcome(s)</b>		Newport has a mix of in house residential services and externally commissioned services. Newport is in a very different position to most local authorities as it has 3 residential homes and 1 short breaks facility for children with disabilities. Even though Newport has in house residential resources and a good range of fostering placements there has been a need to also commission external residential and fostering provision. These placements are for a mix of children who have complex and challenging behaviours, risky behaviours and placements are children with significant disabilities. The dearth of placements has led to a very strong provider's market with generally poor outcomes for children. This work under this objective seeks to expand the in house placement provision and improve the quality of the placement offer.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient.				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Aspirational People Resilient Communities</b>				
Action No.	Action Description	Action Outcome(s)	Action supporting the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
		and face to face contact will be in line with WG guidance. This should prevent the breakdown of SGO placements and increase the number of foster placements transitioning into SGO placements thereby reducing the number of CLA.				
4	To work with MyST and Fostering Team to develop a joint approach to supporting foster carers and children looked after.	This should prevent the breakdown of SGO placements and increase the number of foster placements transitioning into SGO placements thereby reducing the number of CLA.	Not Applicable	Service Manager (JL)	1 <sup>st</sup> July 2020	31 <sup>st</sup> July 2021

<b>Objective 4</b>		<b>Prevent offending and re-offending by children and young people.</b>				
<b>Objective Outcome(s)</b>		The Youth Offending Service is a partnership across a range of services within the Council and more widely with other agencies. The provision is laid out as key to preventing offending and re-offending by children and young people. The service offers a range of interventions and delivers against the requirements of the Youth Justice Board and the criminal justice system. The service manager for YOS and the Head of Children's Services with the Local Management Board are responsible for the delivery of the plan.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 4</b> – To enable people to be healthy, independent and resilient				
<b>What Corporate Theme(s) does this objective support?</b>		Not Applicable				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action supporting the Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	Youth Justice Board to engage on local and national youth justice issues and develop strategic plans in response	All of the action in this section work towards prevention of offending and re-offending.	Not Applicable	Head of Childrens & Young People (SJ) Service Manager (CRP)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
2	Embed new Local Standards across the service.		Not Applicable	Service Manager (CRP)	1 <sup>st</sup> April 2020	31 <sup>st</sup> December 2020
3	Adopt Her Majesty's Inspectorate (HMI) Probation YOS Standards	Carried Forward from 2019/20	Not Applicable	Service Manager (CRP)	1 <sup>st</sup> April 2019	31 <sup>st</sup> December 2020
4	Establish a clear remit for and implement pathways to embed the new Child Exploitation tool and processes within the service.		Not Applicable	Service Manager (CRP)	1 <sup>st</sup> January 2020	30 <sup>th</sup> September 2020
5	Develop the breadth of support available from the service, incorporating a robust preventative and early intervention agenda within a contextual safeguarding framework		Not Applicable	Head of Childrens & Young People (SJ) Service Manager (CRP)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
6	Build on work on Contextual harm and exploitation, safeguarding research, and embed new approaches to understanding, and responding	Carried Forward from 2019/20	Not Applicable	Service Manager (CRP)	1 <sup>st</sup> April 2019	31 <sup>st</sup> December 2020

<b>Objective 4</b>		<b>Prevent offending and re-offending by children and young people.</b>				
<b>Objective Outcome(s)</b>		The Youth Offending Service is a partnership across a range of services within the Council and more widely with other agencies. The provision is laid out as key to preventing offending and re-offending by children and young people. The service offers a range of interventions and delivers against the requirements of the Youth Justice Board and the criminal justice system. The service manager for YOS and the Head of Children's Services with the Local Management Board are responsible for the delivery of the plan.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 4</b> – To enable people to be healthy, independent and resilient				
<b>What Corporate Theme(s) does this objective support?</b>		Not Applicable				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action supporting the Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
	to young people's experiences of significance					

## Children & Young People Service Performance Measures 2020/21

For 2020/21 Welsh has introduced a new performance framework for Children Services. Due to Covid 19 some of these measures have been delayed and will not be measured until later in the year and also subject to change. Targets for new measures will be set once benchmarking has been completed.

Performance Measure	National / Local / Management Information	Service Plan (SP) Objective	2019/20 Actual	2019/20 Target	2020/21 Target
<b>(NEW) CH/001</b> - The number of contacts for children received by statutory Social Services during the year.	National	Objective 1	N/A	N/A	<b>No Target</b>
<b>(NEW) CH/005b</b> - The number where physical punishment by a parent or carer was the <b>only</b> factor. <i>Note: Measure delayed due to Covid 19</i>	National	Objective 1	N/A	N/A	<b>No Target</b>
<b>(NEW) CH/009b</b> - The Active Offer of Welsh was accepted (During assessment)	National	Objective 1	N/A	N/A	<b>No Target</b>
<b>(NEW) CH/015</b> - The total number of children with a care and support plan at 31 <sup>st</sup> March.	National	Objective 1	N/A	N/A	<b>No Target</b>
<b>(NEW) CH/036</b> - The total number of children removed (de-registered) from the child protection register during the year	National	Objective 1	N/A	N/A	<b>No Target</b>
<b>CH/L01</b> - The total number of children registered on the child protection register in the last 12 months	Local	Objective 1			<b>No Target</b>
<b>CH/026</b> - The total number of children on the child protection register at 31 <sup>st</sup> March.	National (Note was Local CYP/L/037)	Objective 1	128	<b>110</b>	<b>130</b>
<b>(NEW) - CH/033</b> The total number of reports of child exploitation received during the year <i>Note: Measure delayed due to Covid 19</i>	National	Objective 1	N/A	N/A	<b>No Target</b>
<b>(NEW) CH/037</b> - The number of children becoming looked after during the year	National	Objective 1	N/A	N/A	<b>No Target</b>
<b>(NEW) - CH/L002</b> - The Number of Children who Ceased being Looked After during the year	Local	Objective 1	N/A	N/A	<b>No Target</b>
<b>CH/043</b> - The total number of children looked after at 31 <sup>st</sup> March who have experienced three or more placements during the year	National (Note this is the Numerator of CYP/033 (PAM/029))	Objective 2	12.8%	9%	<b>9%</b>
<b>CH/045</b> - The total number of children who returned home during the year	National (Note was the numerator of CYP/26)	Objective 2	8.7%	15%	<b>15%</b>
<b>(NEW) CA/010</b> - The total number of contacts to statutory social services by young carers or professionals contacting the service on their behalf received during the year. Provided by Barnardos	National	Objective 1	N/A	N/A	<b>No Target</b>

Performance Measure	National / Local / Management Information	Service Plan (SP) Objective	2019/20 Actual	2019/20 Target	2020/21 Target
<b>(NEW) CH/L003</b> – Number of Foster Carers registered with the Local Authority (Inc Kinship, Supported Lodgings General and Respite)	Local	Objective 3	N/A	N/A	<b>No Target</b>
<b>(NEW) CH/L004</b> – Number of Childrens Residential Fostering Beds	Local	Objective 3	N/A	N/A	<b>No Target</b>
<b>(NEW) CH/L005</b> – Number of Children in care proceedings during the year	Local	Objective 2	N/A	N/A	<b>No Target</b>
<b>CH/039</b> The number of children looked after children at 31 <sup>st</sup> March.	National (Note was Local CYP/L/036)	Objective 3	375	<b>375</b>	<b>380</b>
<b>(Youth Offending Service)</b> - % of young people in suitable accommodation at the end of a statutory order.	Local	Objective 4	No data	<b>80%</b>	<b>80%</b>
<b>(Youth Offending Service)</b> – Average 'Post 16' Hours at End of Intervention	Local	Objective 4	No data	<b>16 Hours</b>	<b>16 hours</b>
<b>(Youth Offending Service)</b> - Average number of hours 'School Age' children attend at the end of an Intervention.	Local	Objective 4	No data	<b>25 Hours</b>	<b>25 hours</b>
<b>(Youth Offending Service)</b> – Total Number of first Time Entrants	Local	Objective 4	No data	<b>40</b>	<b>40</b>
<b>(Youth Offending Service)</b> - % of all cases that are Community resolutions.	Local	Objective 4	No data	<b>70</b>	<b>70</b>

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### Glossary

National – Collected and reported to an external organisation such as Welsh Government / Estyn / WLGA etc for benchmarking / comparison

Local – specifically collected and reported by NCC / Service area to support delivery of an objective.

Management Information – Collected and reported to support the delivery of a specific activity and/or service.

**Current Service Area Risks 2020/21**

Risk Name	Risk Description	Risk Owner	Corporate Risk / Service Risk	Risk linked to Wellbeing Objective	Risk linked to Corporate Theme?	Risk linked to Service Objective?	Inherent Risk Score (0-25)	Target Risk Score (0-25)
<b>Pressure on the Delivery of Children Services</b>	Increased pressure on Children Services to manage increase in volume of referrals / cases of children with complex needs. This is in the context of budgets not being able to meet increase in costs to provide the necessary care and front-line staff being able to manage high volume and complex caseloads.	Sally Jenkins	Service Risk	Well-being Objective 3	Aspirational People Resilient Communities (Social Care)	Not Applicable	20	6
<b>Safeguarding Risk</b>	To ensure the Council safeguards adults, children and carers as part of its statutory duty.	Mary Ryan	Corporate Risk	Well-being Objective 3	Resilient Communities (Social Care)	Not Applicable	20	4
<b>(NEW) Liability claims made against Children Services</b>	The Council like others in South East Wales has seen an increase in the number of claims made against the Council on behalf of children about decisions made and/or the level of intervention received historically. This has resulted in the Council having to increase the level of financial provision to account for these cases.	Sally Ann Jenkins (Gareth Price , Head of Law & Regulation)	Service Risk	Wellbeing Objective 3	Resilient Communities (social Care)	Not applicable	15	9
<b>(NEW) Family Court Cases</b>	As a result of Covid 19 there are emerging court delays. The requirements for social distancing means courts are going to continue to struggle	Sally Ann Jenkins	Service Risk	Wellbeing Objective 3	Resilient Communities (social Care)	Not applicable	12	6

	with likely delays for many months. There is a significant risk of increased and protracted court cases. This brings additional cost to social services and legal and places the teams under further stress.							
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**5x5 Risk Matrix**

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

**Impact**

<b>Inherent Risk</b>	This is based upon the initial risk score given in the absence of any controls.
<b>Target Risk</b>	This is the level of risk the Council, service area, programme / project is willing to tolerate in reflection of the Council's overall Risk Appetite (See Risk Management Policy).

# Scrutiny Report

## Performance Scrutiny Committee – People

### Part 1

Date: 3 November 2020

### Subject Forward Work Programme Update

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Role
Head of Law and Regulation	<b>Present the Committee with the draft work programme for discussion and update the Committee on any changes.</b>

## Section A – Committee Guidance and Recommendations

### 1 Recommendations to the Committee

The Committee is asked to:

#### Committee's Work Programme:

- 1.1 Consider the Committee's Forward Work Programme (**Appendix 1**):
- *Are there any amendments to the topics scheduled to be considered at the next Committee meeting?*
  - *Are there any additional invitees that the Committee requires to fully consider the topic?*
  - *Is there any additional information that the Committee would like to request?*

### 2 Context

#### Background

- 2.1 The purpose of a forward work programme is to help ensure Councillors achieve organisation and focus in the undertaking of enquiries through the Overview and Scrutiny function. Effective work programming is essential to ensure that the work of Overview and Scrutiny makes a positive impact upon the Council's delivery of services.
- 2.2 Further information about the work programming process, including the procedures for referring new business to the programme, can be found in our Scrutiny Handbook on the Council's Scrutiny webpages ([www.newport.gov.uk/scrutiny](http://www.newport.gov.uk/scrutiny)).

- 2.3 The Centre for Public Scrutiny's Good Scrutiny Guide recognises the importance of the forward work programme. In order to 'lead and own the process', it states that Councillors should have ownership of their Committee's work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be co-ordinated and integrated into corporate processes, to ensure that it contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.

#### **Forward Work Programme Updates**

- 2.4 The Committee's work programme recommenced in September 2020 and is being reviewed in the light of the Council's recovery aims. The revised programme will be managed and implemented by the Scrutiny team under the direction of the Committee Chair.
- 2.5 The Committee agreed to keep a degree of flexibility within its work programme to enable the Committee to respond to urgent / emerging issues. This item is an opportunity for the Committee members to raise any suggested additions to the work programme.

### **3 Information Submitted to the Committee**

- 3.1 The following information is attached:

**Appendix 1:** The current Committee forward work programme;

## 4. Suggested Areas of Focus

### Role of the Committee

The role of the Committee in considering the report is to:

- **Forward Work Programme**

Consider:

- Are there any amendments to the topics scheduled to be considered at the next Committee meeting?
- Are there any additional invitees that the Committee requires to fully consider the topic?
- Is there any additional information that the Committee would like to request?

## Section B – Supporting Information

### 5 Supporting Information

- 5.1 The Corporate Assessment, and the subsequent [follow up assessment](#) provide background information on the importance of good work programming. Specific reference is made to the need to align the Cabinet and Scrutiny work programmes to ensure the value of the Scrutiny Function is maximised.
- 5.2 The latest Cabinet work programme was approved by the Cabinet on a monthly basis for the next 12 months and includes the list of reports scheduled for consideration. Effective forward planning by both Cabinet and Scrutiny needs to be coordinated and integrated in relation to certain reports to ensure proper consultation takes place before a decision is taken. A link to the Cabinet work programme is provided [here](#) to the Committee as part of this report, to enable the Committee to ensure that the work programmes continue to reflect key decisions being made by the Cabinet.

### 6 Risk

- 6.1 If proper work programming procedures are not put in place, the organisation and prioritisation of the work programme is put at risk. The work of Overview and Scrutiny could become disjointed from the work of the rest of the Council, which could undermine the positive contribution Overview and Scrutiny makes to service improvement through policy development.
- 6.2 This report is presented to each Committee every month in order to mitigate that risk. The specific risks associated with individual topics on the work programme will need to be addressed as part of the Committee's investigations.

### 7 Links to Council Policies and Priorities

- 7.1 Having proper work programming procedures in place ensures that the work of Overview and Scrutiny makes a positive impact upon the Council's delivery of services, contributes to the delivery of corporate objectives, and ensures that work can be undertaken in a timely and well-planned manner.

## **6 Financial Implications**

- 6.1 There will be financial consequences for some of the reviews undertaken. These will be commented upon by the Head of Finance as the reports are presented. The preparing and monitoring of the work programme is done by existing staff for which budget provision is available.

## **7 Background Papers**

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan](#)
- [Cabinet Work Programme](#)
- The Corporate Assessment and [follow up assessment](#).

Report Completed: October 2020

17<sup>th</sup> November 2020

Topic	Role / Information Required	Invitees
<p>Mid-Year Service Plan Reviews</p> <p>Tudalen 95</p>	<p><b>Performance Monitoring - holding the executive to account for the Council's performance.</b></p> <p>The Service Plan will provide the Committee with a full picture of Service Areas performance and finances for a specific period of time.</p> <p><b>Monitoring of performance, focusing on:</b></p> <ul style="list-style-type: none"><li>• Achievement of outcomes and actions within service plans;</li><li>• Scrutinising progress in improvements to areas of poor performance;</li><li>• Assessing the extent to which performance objectives are contributing to the overall objectives and priorities of the Council, including Wellbeing Objectives and Improvement Plan Objectives.</li><li>• Assessing the extent to which performance is in keeping with the performance management strategy;</li></ul> <p>The Committee will receive an overview of the performance of the service area including a list of the all of the service plan measures and an indicator of whether the targets have been achieved (Red, Amber and Green status). This will also include a summary of the common measures, which include complaints answered in timeframes, staff sickness rates, and the use of agency staff and overtime. For any red and amber measure, the Committee will also receive more detailed information on these measures.</p> <p><b>Monitoring of budget, focusing on:</b></p> <ul style="list-style-type: none"><li>• Scrutinising variances in budget;</li><li>• Assessing the extent to which performance is being achieved within budget;</li><li>• Reviewing the outcomes and the delivery of agreed savings plans;</li></ul>	<p><b>Education:</b></p> <ul style="list-style-type: none"><li>• Chief Education Officer</li><li>• Cabinet Member for Education</li></ul>

12<sup>th</sup> January 2021

Topic	Role / Information Required	Invitees
<p><b>2021 – 2022 Draft Budget Proposals and MTFP</b></p> <p>Tudalen 96</p>	<p>Pre decision – to receive and comment on the Cabinet draft proposals as part of the Budget Consultation Process, prior to a final decision being taken by the Cabinet.</p> <p>Aligns with the focus of the Committee in considering the performance of the Council with its terms of reference:</p> <ul style="list-style-type: none"> <li>• Budget Proposals – January 2021</li> <li>• Scrutinising of Service specific proposals a part of the budget consultation process;</li> <li>• Assessing the anticipated impact of the budget proposals on services, performance, service users, partnerships and staffing levels</li> </ul>	<p><b>Education:</b></p> <ul style="list-style-type: none"> <li>• Chief Education Officer;</li> <li>• Strategic Director - People</li> </ul>
		<p><b>Children and Young People Services:</b></p> <ul style="list-style-type: none"> <li>• Head of Children and Young People;</li> <li>• Strategic Director – People.</li> </ul>
		<p><b>Adults and Community Services:</b></p> <ul style="list-style-type: none"> <li>• Head of Adults and Community Services;</li> <li>• Strategic Director – People</li> </ul>