Pecyn Dogfennau

Agenda

Pwyllgor Craffu ar Berfformiad – Pobl

Dyddiad: Dydd Mawrth, 26 Mawrth 2024

Amser: 10.00 am

Lleoliad: Cyfarfod Microsoft Teams / Ystafell Bwyllgor 1

At: Cynghorwyr: W Routley (Cadeirydd), J Cleverly, C Townsend, P Bright, B Davies, P Drewett, D Jenkins, R Howells and D Mayer

Eitem   **Wardiau Dan Sylw**

Person cyswllt: Samantha Schanzer, Cynghorydd Craffu
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Dyddiad cyhoeddi: Dydd Mawrth, 19 Mawrth 2024

Mae'r dudalen hon yn wag yn

Minutes

NEWPORT
CITY COUNCIL
CYNGOR DINAS
CASNEWYDD

Performance Scrutiny Committee - People

Date: 16 January 2024

Time: 10.00 am

Present: Councillors W Routley (Chair), J Cleverly, P Bright, B Davies, D Jenkins, R Howells and D Mayer

Samantha Schanzer (Scrutiny Adviser), Robert Green (Assistant Head of Finance), Sally Ann Jenkins (Strategic Director - Social Services), Sarah Morgan (Chief Education Officer), Natalie Poyner (Head of Children Services), Mary Ryan (Head of Adults Services) and Mandy Shide (Service Manager)

In Attendance:

Apologies: Councillors C Townsend and P Drewett

1 **Apologies**

Councillor Drewett and Councillor Townsend

2 **Declarations of Interest**

None.

3 **Minutes of Previous Meeting**

The minutes of the previous meeting held on the 12th December 2023 were agreed as a true and accurate record.

4 **2024-25 Budget and Medium Term Financial Projections**

Invitees:

- **Meirion Rushworth – Head of Finance**

- **Robert Green – Assistant Head of Finance**

- **Sally Ann Jenkins – Strategic Director – Social Services**

- **Mary Ryan – Head of Adult Services**

- **Natalie Poyner – Head of Children Services**

- **Caroline Ryan-Phillips – Head of Prevention and Inclusion**

- **Mandy Shide – Service Manager**

- **Rhianydd Williams – Service Manager Integrated Family Support**

This document is available in Welsh / Mae'r ffurflen hon ar gael yn Gymraeg

- **Sarah Morgan – Chief Education Officer**

- **Sarah Davies – Deputy Chief Education Officer**

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The Assistant Head of Finance introduced a brief overview of the budget process.

New Pressures and Investments

The following was discussed:

- The Committee enquired about the SEN Out of County and Local Provision pupil demand and noted the increase of 4 places in both Sporting Chance and Catch 22 and asked for more information about this. The Chief Education Officer (CEO) informed Committee that Budget demand for Education is now being met by the Council and this looks at the need to support children that might have to go out of county due to complex needs. The CEO assured the Committee that work is being undertaken to establish local provision where possible and the contracts with current providers will be maintained as they provide around 30 places, but this will provide an additional 4 places if required. The CEO informed Committee that if they aren't used, it would be considered an underspend in the Budget, but the places are needed, and they are positive will be utilised. There is consistent monitoring taking place around who need places and what is available to us and when contracting additional places Quality Assurance checks are carried out to ensure pupils welfare and that the ratios of teacher to student are correct.

- The Committee enquired about the ALN Provision for schools and noted that last year funding was to be confirmed and we were unable to meeting ALN requirements and would like reassurance that this investment will meet requirements. The CEO informed the Committee that there has always been cost pressures around ALN pupils and this has been identified more than ever before. The CEO informed the Committee that due to more complexities with children and people, this investment amount doesn't mean it will necessarily meet all needs however schools have responsibility with wholistic budget to provide for all children, so this investment is in addition to an individual school budget. The CEO informed the Committee that they know the demand on schools, and this won't necessarily provide everything, but it is one additional step to support those recognised challenges. The Committee stated that it is a good thing that there is this additional investment to support ALN students.

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Domiciliary care support to be enhanced with assistive technology to reduce the levels of care hours required.

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- The Committee enquired how assistive technology will be used to help reduce the levels of care. The Head of Adult Services informed Committee that they have already started to implement this and there is a smart HUB exhibition in Newport Market which demonstrates how this can be used for things like automatic curtains, and communication with family. They informed Committee that feedback from the public has been positive, but they are ensuring that it is tailored to meet individual needs.

- The Committee enquired that if domiciliary care is looking to be replaced in part by assistive technology that there is an assumption of family support to carry out these

checks in place of the domiciliary care. The Head of Adult Services informed the Committee that during the Pandemic there were more family support which is not the case now but for unpaid carers this assistive technology has been a lifeline. They assured Committee that it will never replace the need for domiciliary care but is an addition to it.

Fees and Charges

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- The Committee enquired who pays fees and charges to the Council. The Assistant Head of Finance informed the Committee that the headings highlighted in green on the report show who pays these fees and charges, the first set is other Local Authorities and the second is Newport Residents. The charges are the same amounts, but they differentiate between who is paying. The Head of Adult Services informed the Committee that if there is a vacancy that a neighbouring authority wishes to use, they get charged at the same rate as Newport residents as it is means tested.

- The Committee queried the percentage increase of Appointeeship by 102% and wanted to know why it is such a large increase. The Assistant Head of Finance informed the Committee that this is now reflective following a thorough review and recosting exercise of the service area that has taken place and in cash terms it is not as significant an increase as other services even though the percentage is high. The Head of Adult Services informed the Committee that anyone who requires the Appointee services is subject to a full financial assessment of their circumstances.

The Chair thanked the Officers for attending.

5   **Conclusions of Committee Reports**

Comments to the Cabinet on the following proposals:

a) The Committee noted the budget proposals relevant to the People Directorate and agreed to forward the minutes to the Cabinet as a summary of the issues raised.

b) The Committee wished to make the following comments to the Cabinet on the Proposals within the People Directorate:

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New Pressures and Investments

- The Committee highlighted that the ALN investment is good for students with complex needs and the Committee are glad that it is now reflected in the Budget.

Domiciliary care support to be enhanced with assistive technology to reduce the levels of care hours required.

- The Committee wanted to ensure that where domiciliary care is being replaced by assistive care that there is sufficient family support in place.

- The Committee wanted to ensure that the delivery of services of important and must not be impacted and highlighted the importance of the continuation of service delivery quality.

- The Committee noted that they are content for proposals to go ahead as they are.

6   **Scrutiny Adviser Reports**

a) <u>**Actions Arising**</u>

The Scrutiny Advisor provided an update to the Committee on the outstanding actions and the figure for the 1.2% of Education employees has been circulated to the Committee.

b) <u>**Forward Work Programme**</u>

The Scrutiny Advisor informed the Committee that the next Committee meeting date is the 20th February for the Regulated Service Reports and then the final meeting for this year is on the 26th March for the Recruitment and Retention Reports and an additional item of Key Stage 4 Outcomes.

The meeting terminated at Time Not Specified

Scrutiny Report

NEWPORT
CITY COUNCIL
CYNGOR DINAS
CASNEWYDD

Part 1

Date: March 2024

Subject   Recruitment and Retention – Social Services

Author   Scrutiny Advisor

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

Invitee:	Area / Role / Subject
Sally Ann Jenkins	Strategic Director – Social Services
Natalie Poyner	Head of Children's Services
Mary Ryan	Head of Adult's Services
Caroline Ryan Phillips	Head of Prevention and Inclusion
Cllr Jason Hughes	Cabinet Member – Social Services (Adults)
Cllr Stephen Marshall	Cabinet Member – Social Services (Childrens)
Cllr Debbie Harvey	Cabinet Member – Community Wellbeing

Section A – Committee Guidance and Recommendations

1   Recommendations to the Committee

The Committee is asked to:

1. Consider and assess the Recruitment and Retention report.

2. Establish whether additional information is required.

3. Determine whether it wishes to make any comments or recommendations in relation to the report.

2   Context

Background

2.1   Recruitment and retention has been highlighted as a challenge in local authorities for a number of years.

2.2   As a result, the Chairperson of the Performance Scrutiny Committee – People requested that a report be prepared for the Committee to consider and discuss this issue and make any comments and recommendations as would be beneficial.

Previous Consideration of this item

This Committee has not received this report previously. However, a similar report was seen by the Performance Scrutiny Committee – Place and Corporate in April 2023.

3 Information Submitted to the Committee

3.1   Attached at Appendix 1 is the Recruitment and Retention Report.

3.2   There are a series of appendices to support this report:

- Appendix 2 – Social Services Breakdown
- Appendix 3 – Children's Services Breakdown
- Appendix 4 – Adult's Services Breakdown
- Appendix 5 – Prevention and Inclusion Breakdown

4.   Suggested Areas of Focus

4.1   **Role of the Committee**

> **The role of the Committee in considering the report is to:**
>
> - Receive the report for information and take the opportunity to comment on its contents;
>
> - Consider the main strengths and areas for development within the current workforce recruitment and retention matters.
>
> - Conclusions:
>   - What was the overall conclusion on the information contained within the reports?
>   - Is the Committee satisfied that it has had all of the relevant information to base a conclusion on the recruitment and retention matters?
>   - Do any areas require a more in-depth review by the Committee?
>   - Do the Committee wish to make any Comments / Recommendations?

4.2   **Suggested Lines of Enquiry**

In evaluating the Recruitment and Retention report, the Committee may wish to consider:

- What is your assessment of the current recruitment market that we are operating in and how well are we meeting the needs of that market?
- Are there any particular service areas that are a priority to recruit for, and what is being done to solve this?
- Have there been any feedback or complaints from employees or job applicants regarding the recruitment and retention process, and how were they addressed?
- How does staff turnover compare to previous years?
- Are there any best practices or innovative strategies from other local authorities or industries that the Council could implement to improve its recruitment and retention outcomes?

- How does the council plan to address the challenges identified in the report and improve recruitment and retention in the future?

4.3   Wellbeing of Future Generation (Wales) Act

5 Ways of Working	Types of Questions to consider:
Long-term The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	What consideration have you given to the long term trends that could affect your proposal or; how could your proposal impact these trends?
	How will the needs of your service users potentially change in the future?
Prevention Prevent problems occurring or getting worse.	What is the objective (or the desired outcome) of this proposal?
	How are you addressing these issues to prevent a future problem?
	How have the decisions, so far, come about? What alternatives were considered?
Integration Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	Are there any other organisations providing similar / complementary services?
	Have you consulted with the health board, third sector, emergency services, businesses and anyone else you think might be impacted?
	What practical steps will you take to integrate your project with existing plans and strategies of other public organisations to help us all contribute fully to the seven national well-being goals?
Collaboration Acting in collaboration with any other person (or different parts of the organisation itself).	Who have you been working with? Why? Who have you collaborated with in finding out more about this problem and potential solutions?
	How are you co-working with other sectors?
	How are you using the knowledge / information / good practice of others to inform / influence the Council's work?
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.	How have you involved the people who are being impacted by this decision?
	How have you taken into account the diverse communities in your decision making?
	How have you used different / alternative methods to reach people and involve them?

	How will you communicate the outcome of your decision?

Section B – Supporting Information

5   Links to Council Policies and Priorities

Well-being Objective	1 – Economy, Education and Skills	2 – Newport's Environment and Infrastructure	3 – Preventative and Equitable Community and Social Care	4 – An Inclusive, Fair and Sustainable Council
Aims:	Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.	A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.	Newport is a supportive city where communities and care are at the heart of what we do.	Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.

5.1   This report has strong links with all Well-being Objectives.

8.   Background Papers

- The Essentials – Well-being of Future Generation (Wales) Act
- Corporate Plan 2022-2027
- PSC – Place and Corporate recruitment and retention report
- Strategic Equality Plan
- People Plan

Report Completed: March 2024

Performance Scrutiny People

Date: 26th March 2024

Subject Recruitment & Retention

Purpose The purpose of the report is to update Scrutiny as requested on the current position of workforce recruitment and retention in Social Services.

Author Sally Jenkins
Natalie Poyner
Mary Ryan
Caroline Ryan Phillips

This report was prepared after consultation with:

Head of People, Policy & Transformation
Corporate Director for Transformation & Corporate Services
Head of Finance
Senior HR & OD Business Partners

Background

Recruiting and retaining a suitable workforce is one of the most significant challenges in local government with vacancy rates in some public sector areas being reported as rising sharply. The ability to attract and retain talent is critical to maintaining a skilled workforce capable of delivering quality services to our communities. The Council employs a workforce of around 5,800 employees, to a fulltime equivalent workforce of around 4,600 employees, largely female based, at approximately 77 percent. This includes school-based staff. The purpose of this report is to provide an overview of the recruitment and retention issues faced specifically by Children's Services, Adult Services and Prevention and Inclusion, as well as work being undertaken to support the ongoing challenges.

Attached to this report are a series of appendices with the data for each of the service areas. The following data is a snapshot of the more detailed information included in the appendices.

- The overall headcount for the Directorate is 1,151, with 907.92 FTE posts.
- The turnover rate for the past 12 months is 11.73%, with 150 starters, 135 leavers and 185 recruitment campaigns.

- The average length of service for employees is 9 years and 64.64% of contracts are permanent.
- 56.17% of contracts are part time, 42.37% of contracts are full time and 1.45% are job share contracts.
- 86.97% of the workforce identify as female, 12.95% identify as male and 0.09% of the workforce chose not to specify their gender.
- The 35-44 age bracket has the highest number of employees (29.19%). 5.65% of the workforce are aged between 16 and 24 years and 2.69% are aged over 60 years.
- Over the past 12 months, there have been 1,949 instances of sickness absence with 21,392 working days lost. 72.34% of return-to-work interviews were completed within 7 days of an employee returning to work and 460 wellbeing meetings were held. The most common sickness absence reason for days lost was emotional illness (39.49%).
- 33 employees took a period of maternity leave during the 12-month period from 1st January to 31st December 2023. 6 (18%) of these employees were based in Adult Services, 19 (58%) of these employees were based in Childrens Services and 8 (24%) of these employees were based in Prevention and Inclusion.

Recruitment and retention overview

The recruitment challenges in all areas of social care are well documented in the media. Vacancy rates are concentrated in particular teams, notably the Safeguarding Hub, First Contact, Child Protection, Case Managers, and residential staff across all our homes. However, there are issues across every area of the directorate and recruitment is to some extent a struggle with social workers, family support workers, occupational therapists, residential workers, youth workers, domiciliary care staff, early years staff, whenever and wherever posts are advertised.

There are a range of reasons for the recruitment and retention challenges:

- Competition from other local authorities
- Competition from other organisations in the public and third sector, for example overall salary rewards are higher in equivalent health posts and the nature of the work is sometimes perceived as more attractive in the voluntary sector
- Agencies for temporary staff offering significantly higher rates of pay and better working conditions with e.g. guaranteed caseloads
- A reduction in the numbers of individuals opting to train in social care
- Uncertainty related to immigration and the ending of protected status of certain posts
- High rates of staff leaving for career changes because of the work pressures and stresses.

None of these challenges are specific to the social care workforce in Newport. Staff are actively working with colleagues regionally and nationally to build towards a robust workforce for the future. This work is in tandem with steps being taken within the Council to ensure our support for staff, the opportunities we offer and the broad range of rewards are all attractive for our current staff as well as those we seek to recruit.

Options and Considerations

There are a number of key contributors to recruitment and retention in local government.

1.   Salary and rewards

All Council job roles, approximately 600, are evaluated using the Council's job evaluation scheme. This scheme awards points for different elements of the role. The job evaluation scheme places all our jobs into a 'rank order' of jobs based on their point score. The nationally agreed pay structure then sits alongside the rank order of jobs, and pay values attributed to each job evaluation using scoring bands. The need to have an equality proof and analytical job evaluation scheme means it is not, therefore, possible to easily amend pay values of jobs, once they are set, to meet external factors or demands.

What can be done to support pay issues?

Nationally there is recognition of a squeeze on public sector pay with consensus that the national pay structure needs reviewing to ensure it can keep up with important legislative requirements around the national living wage increases and professional discipline expectations.

Locally, the Council has very limited ability to increase its pay structure, as pay is set nationally. Any review of the job evaluation outcomes for our roles and redrawing our pay bandings, would add several, if not tens, of millions of pounds to our pay bill. Redrawing our pay structure also has the potential of causing regional issues - if Newport increased its pay structure, it may perpetuate pay issues for the region and create an even more competitive environment within the public sector and not just private sector. Currently the Council have a mix of paying slightly more or less for jobs across our region.

The Council will continue to review job roles as and when opportunities present, to ensure they best capture the role's profile and ensure appropriate job evaluation scores are attributed and ultimately pay reflects this.

With regards to Social Worker pay benchmarking with neighbouring Local Authorities, the following was found:

Local Authority	Pay Range (ordered by lowest starting salary)
Caerphilly	£36,648 - £39,186

Torfaen	£36,648 - £42,403
Blaenau Gwent	£38,223 - £42,403
Newport	£39,186 - £43,421

There are varying patterns in all areas of salary in social care. While social worker salaries in Newport are favourable when compared with immediate neighbours, other factors influence the choices of individuals. At times Local Authorities opt to attract staff with a range of inducements, for example honorarium and additional increments. In addition the work within Newport, because of the demographic, is described by the Inspectorate as "different" to our neighbours. Being a city, the mobile population, the diverse backgrounds, the age profile, the location all contribute to a very particular set of challenges.

2. Labour Market

The UK's decision to leave the European Union in 2020 (Brexit), has had an impact on employment in the UK, although the full extent of the impact is still somewhat unclear. Brexit has led to a decrease in being able to rely on immigration for important roles in the UK. Ultimately, this has resulted in a smaller pool of employees for UK employers to draw from and has led to shortages of staff in some areas. Since Brexit the public sector has seen an impact on its workforce, with labour shortages nationally and for care workers there has been a noticeable impact. There is a growing concern that we are likely to see a further reduction in the availability of care workers with the introduction of changes to immigration legislation. Whilst the Council and our partners in domiciliary care are less dependent on staff from overseas, we are aware that neighbouring large LAs are very reliant on this workforce and recent changes are likely to have a domino impact on our care position.

3. Agency staff

Traditionally, the Council has plugged gaps in recruitment processes with agency workers, and largely still do, however our agency providers have noted difficulty over the past months in providing appropriate resource to the Council, as they experience their own challenges in securing temporary workers. The use of agency workers in Social Services has a significant cost implication. This year in Children's Services there has been a large overspend on agency staff, in order to plug the gap in staffing residential placements. Work is ongoing to mitigate this overspend but staffing aligned with the placements challenges means there is likely to be a continued need for agency residential staff.

Over the past year, Children's Services has been part of national development, to ensure the cost of agency social workers is managed without excessive charging. The Association of Directors of Social Services has supported this work, and the early indications are that it has positively impacted on the cost of agency social workers and inhibited the move of social workers from Local Authority posts to Agency roles. Working in this way is undoubtedly a positive development and may have learning for other areas of recruitment and retention across the sector.

4.   Recruitment

The Council's recruitment process is aimed at identifying, attracting, and hiring suitable candidates for available jobs. Ensuring the Council has effective recruitment processes is critical to the success of our services. Recruitment is directly linked to the quality of the workforce and overall Council performance.

The majority, if not all of recruitment advertising is undertaken through online channels using various external press, directly relevant to roles advertised and appropriate social media platforms. All Council jobs are always put on the Council's recruitment website. For Social Services posts we use 'We Care Wales' and for a small number of posts we use 'Community Care'. We Care Wales is a national website developed by Social Care Wales, with a range of promotions and services for working in social care.

The Council recognises that it needs to be more representative of the population it serves, and recruitment strategies have already begun to diversify and target specific communities and demographics. The Council is now actively engaged in a number of face-to-face recruitment activities across the city, to meet hard to reach communities and to bring in new talent from those communities. Over the last few months, the Council has attended city wide recruitment events, showcasing the Council's offering and encouraging diverse applicants to register their interest in joining our organisation. In social care it is vital to have a workforce which is representative of the local community.

A number of other activities have taken place, and will continue, to understand our new starters' journey with the Council and learn from those experiences. The Council has reviewed its exit interview strategy, to ensure we are better aligned to be able to analyse job and organisational issues, but also reflect on positives and harness these. Our job descriptions are reviewed by managers prior to advert, to ensure they are fit for purpose and promote the Council as an employer of choice.

It is more important than ever that a prospective employee sees the Council as an employer of choice and is able to see how they can fit into the organisation and carry out a role to the best of their ability. In selecting employees, a number of our services now recruit on a values-based approach, as opposed to traditional interview questions and techniques. This has been a very useful tool when establishing new residential homes, when we have needed to build whole staff teams with a wide range of skills and experiences.

In the majority of the roles in Social Services, staff are required to engage directly with children and adults, individually and in groups. Homeworking can be used for the times when staff are engaged in administrative tasks or some meetings. Across the Directorate many staff now combine some homeworking with the service delivery face to face elements of their roles, as well as time to directly engage with colleagues and partner agencies. The flexibility of this type of working is viewed very positively by staff. Some of the advantages of home working include:

- Increased productivity as output from employees working from home often improves due to fewer interruptions than in the office.

- Greater engagement, commitment and loyalty from employees who value being able to work from home.
- Wider choice when hiring due to being able to recruit from a larger pool of talent because of where potential employees currently live may be less of a factor in whether they apply.
- Potential for a wider range of talent and innovation.
- A homeworking policy helps the carbon and green agendas, by cutting down on commuting.

Ultimately, alongside providing our current workforce with the opportunity to work flexibly, this policy also helps us become an employer of choice and flexible in our approach, which can help attract and keep talented staff.

The Council recognises that employees may require flexibility around their working patterns to suit their own personal circumstances. The flexible working policy has been updated to include the option of employees requesting a change in work location, arrangements or homeworking. The policy is supported by the new Homeworking policy. As an existing policy with amendments around homeworking, the normal process for agreeing requests for flexible working will continue.

5.   Organisational Development Activity

Employee Benefits

The Council has a number of employee benefit schemes in place including car purchase schemes, cycle to work schemes, high street discount card, technology schemes, discounted leisure facilities and the ability to purchase additional annual leave, alongside an already attractive leave arrangement. As part of a review in 2022, the Council introduced a new pension additional contribution scheme.   The shared cost additional voluntary contribution scheme is a supplementary pension scheme to that of the Local Government Pension Scheme and allows additional savings to be made for retirement. A number of staff have attended webinars to find out more about the service and sign up to the scheme continues.   To support our employee demographics, and in line with building our new People Plan, a review of our employee benefits offering is underway and has identified some initial areas for further scoping. A review will take place of our offering around family friendly policies and enhancing and developing in these areas. To support our family friendly approach, last year, our new normal review introduced the option for all eligible staff to formally request to work from home on a regular basis alongside other flexible arrangements, such as changes to working hours and working patterns, on a permanent or temporary basis and, for all eligible staff, access to a Flexitime Scheme. Many of our staff continue to benefit from flexible and hybrid working arrangements and all requests for changes to working arrangements are considered, in line with the Council's policy.

Career Development

The Council offers a number of learning and development opportunities to all its employees, through a centralised learning and development directory. Areas of this learning are mandatory, whilst other areas are optional and intended to develop and nurture our

workforce. The central learning opportunities focus on organisational need and learning, whereas employees and managers will discuss more service specific learning and development needs and agree what training or development is required to support this. The Organisational Development Team will also support services, with service specific learning and development activity.

The Council has invested in a number of strategies to support its talent management approach over the last few years with programmes such as:

- Stepping up to management – for those developing and aspirational staff who want to get a taste of what it's like to work at that next level and receive some management support to help with their aspiration.
- Emerging leaders programme – for the last few years the Council have identified and retained a number of identified critical leaders and developed these into roles for the future. This was supported through working with our partners at the University of South Wales. Those who have successfully completed the programme have applied and been successfully appointed to senior roles with the Council.
- Shadowing schemes – encouraging team members to request an opportunity to shadow colleagues, to support their development needs and get a taste of other areas they may be interested in.
- Coaching & Mentoring – staff are developed and trained to ILM level 5 coaching standard to be able to support other colleagues in their roles and provide mentorship. A coaching network, to lead and direct the Council's approach to coaching, has been established.
- Inclusive Leadership – with a more and more diverse city, staff have attended training to understand inclusive leadership and build their understanding and approach. Training includes awareness of unconscious bias in recruitment and recognising different needs.
- IOSH Managing safely – to support our staff in their management responsibility for health and safety – whether staffing, buildings or service led, the Council has committed to delivering mandatory health and safety training to all our managers. This important health and safety training role out is ongoing.

Outside of the centralised corporate learning and development activities there are a number of service specific activities that support our workforce needs. Within Social Services, there is a continuing student social worker placement programme, with a view to supporting university study alongside working in our Social Services workplace environment. The Council successfully appoint individuals from the scheme each year as newly qualified social workers. This is a useful way to "grow our own" staff.

Staff Engagement & Wellbeing

As the Council continues to navigate through challenging times, it's more important than ever to keep our workforce engaged and motivated. Line manager activity is critical in supporting staff engagement. The type of general day to day management activity required to support engagement includes:

- Regular Feedback: Providing regular feedback to staff is a really effective way to improve engagement. Regular feedback can include constructive feedback, praise and recognition, and opportunities for growth and development. It is helpful to formally capture this through the iTrent check-in process. All employees have regular check ins, and these are extended quarterly for managers.
- Staff Supervision Reviews: For Social Services staff, supervision of the work undertaken is crucial to ensure effective case management. Staff supervision reviews and management decisions are entered on the Social Services electronic case management system WCCIS.
- Employee Wellness: Continuing to make use of our newly embedding wellness opportunities can help to improve engagement and productivity. It is recommended that support is sought is sought from the Health & Safety team, to support employee wellbeing.
- Flexible Work Arrangements/New Normal: Providing flexible work arrangements, such as hybrid working, can help staff achieve better work-life balance, reduce stress, and improve engagement.
- Recognition Programs: Our recognition and benefits program is an effective way to show our employees that their hard work is valued. Recognition programs can also be internal to teams. Our previously named values awards will support this later in the year.
- Career Development Opportunities: Providing employees with career development opportunities such as mentorship, training, and education opportunities, can help to increase engagement and retention.
- Team meetings/ Office Days: Having invested in hybrid activities with meeting rooms available in most areas, every team should expect to have team meetings with an opportunity to catch up with colleagues regularly. The regularity and arrangements may vary to suit service needs, but staff feedback because of New Normal remote working makes these more important than ever. Staff break out areas are also important in the new normal developments, vending facilities are now available in main reception and will be reviewed for usage and considered in other areas. The previous staff canteen area is now available as a breakout space for rest and relaxation.
- Team Building Activities: Team building activities can help to encourage a sense of unity and belonging within the team. Activities can be as simple as team lunches or more elaborate events such as team development workshops. These are for services to develop as and when appropriate.

It's important to note that not all engagement options will be suitable for every team, and it will be necessary to assess what will work best for teams. It is recommended that service areas review employee engagement activity in their management teams and determine which options will be most effective for their team's needs.

At the most senior level, engagement activity includes the Chief Executive holding regular staff focus groups and engaging with staff directly, with feedback and actions being supported wherever possible. Senior engagement is cyclical and is summarised as below:

Annual Cycle to senior engagement 2024

Date	Activity	Detail	Leads
January/February	Directorate Roadshows	Whole Directorate meeting to discuss Council wide development	Director & Heads of Service
April/May	Service Area Roadshows	Service area business/ Council wide developments Lead into Staff Conference	Head of Service
May (prior to staff conference)	Staff Survey - Values	Lead into staff conference and discussion about values	Chief Executive/OD
June-August	Staff Conference/Awards	Communicate Corporate Plan Develop our Values Celebrate success	Chief Executive/ Directors
November/December	Service Area Roadshows	Service area business Lead into Staff Conference	Head of Service

Social Services has a well-established pattern of regular events. These now include Prevention and Inclusion. As well as sharing core information, the events are an opportunity to learn about other areas of service delivery and open up opportunities for shared working and celebration.

In addition to the above activity, the Council holds quarterly 'Newport Manager Network' meetings, where the Chief Executive chairs a network of senior Council staff from Service Managers, Heads of Service and Directors. This is an opportunity for the Chief Executive or Directors to update on Council priorities whilst also inviting guest contributors to the meeting on important and relevant topics.

Employee Voice Groups

Employee voice groups allow our workforce the opportunity and channels to share their opinions, ideas, concerns, and suggestions about workplace issues that affect their daily work and overall job satisfaction. Over the past few years, the Council's employee groups have grown in number and in influence. Our groups include; Pride staff network, Diversity Network, In-NCC (disability group) and Climate change network. These groups form part of

the Council's strategic equality plan and climate change plan in ensuring employees voices are heard and considered in developing strategic and operational activities.

Improved employee voice helps to foster a sense of ownership, involvement, and engagement among employees, as they feel valued and recognised for their contributions. This, in turn, leads to higher job satisfaction, motivation, and commitment to the Council. By giving employees a voice, the Council aims to support and reduce turnover and absenteeism, by creating a positive work environment where employees feel respected, supported, and included in decision making.

The Council also fully commits to working in partnership with our Trade Unions and recognises that partnership working is critical to the successful delivery of a number of our workforce strategies. Our Trade Unions meet with members of our Cabinet at our Employee Partnership Forum (EPF) on a quarterly basis, for strategic matters. EPF brings together all our Trade Union colleagues in a consultative forum with officers from HR to engage in, and help steer the direction for workforce matters and will regularly focus on recruitment and retention matters.

Employee Wellbeing

Employee wellbeing refers to the physical, mental, and emotional health and happiness of employees. Ensuring good wellbeing is an essential aspect of the Council's success and can lead to several benefits, including increased productivity, reduced absenteeism and presenteeism, improved mental health, improved employee engagement and job satisfaction and creating a positive workplace culture. The ultimate outcome from ensuring employee wellbeing is positive is increased productivity and retention, whilst also boosting our employee brand/employer of choice and attracting new talent.

The Council changed its approach to managing staff absence from a traditional management of attendance approach, based on sanctions, to a more holistic, supportive approach with the aim to promote and support employee wellbeing, therefore delivering a positive work environment which enables our employees to flourish and reach their full potential, rather than issuing sanctions based on the number of days or instances of absence.

The Wellness at Work Policy has been in place since January 2022 and focuses on aiming to keep employees well in work. This is done in a number of ways:

- *Wellbeing check-ins* – an opportunity for an employee and their manager to discuss health or wellbeing concerns in an informal or formal environment, utilising our employee and manager self service portal, iTrent, to capture discussions and outcomes.
- *Wellbeing support plans* – these can be accessed by an employee who feels they need more support to keep them in work, or through a wellbeing case discussion to identify the employee's needs and any reasonable support that can be provided by the Council.
- *Wellbeing referrals* – managers or employees can request for further support in managing an employee's health and wellbeing which could include health and safety interventions (stress/work role assessment), HR&OD support, occupational health appointments or support from external agencies.

- *Wellbeing case discussions/support meetings* – these are meetings where the employee and manager will be joined by relevant parties including HR, H&S, Unions, occupational health and any support agency, to identify further support and agree a support plan if necessary.

Our Wellness at Work approach has seen positive benefits in a number of areas. Further work is continuing to ensure all our managers are engaged in the approach, to supportively manage employees to be in work.

6. **Newport Social Care Workforce Development Team.**

Social Services receives the Social Care Wales Workforce Development Grant from Welsh Government. The total grant is £415,509 per annum. A small team is employed to deliver against the various requirements of the grant. The focus of the team is specifically for the workforce development for social care. This includes qualified and unqualified staff across Social Services Teams in Adults and Childrens Services, Residential staff across adults and children's homes, OT's, Early Intervention and Prevention.

The team delivers the following activities to enhance the recruitment and retention of social workers:

- Pre-qualification and post qualification training of social workers
- Placement arrangement and facilitation of student social workers
- Support in house practice educators with placements
- Part of the University Partnership meetings and Panels
- Facilitate and support staff to access the consolidation of practice supporting with placement and assessment
- Facilitate and support staff to access the Practice Assessor Programme
- Commission external Practice Educators for placements that cannot be supported in house
- Manage the Sponsorship offer for unqualified staff to access the Social Work degree through the Open University
- Post qualifying 1st year in practice programme/workshops for newly qualified staff.

The team directly provides the following training for all staff in Social Services

- All Wales Induction Framework for Health and Social Care (AWIF)
- Safeguarding Training – Refresher and full day – generic
- Manual Handling (2 day foundation and competency refresher)
- First Aid (3 day Generic) and refresher
- Paediatric First Aid for Foster Carers
- Positive Behaviour Practice for Foster Carers
- Person Centred Recording and Reporting
- Team Teach for Residential staff
- Positive Practice for Supporting Adults
- Violence Against Women Domestic Abuse and Sexual Violence
- Promoting independence – Adult Services
- Mental Capacity Act – introduction

The team also commission required training from external sources, across a range of areas of work.

7. National and Regional initiatives

Staff at all levels are actively involved in a number of national and regional initiatives. Social Care Wales are pursuing a range of activities to promote social care roles. Employees from Newport have been part of some of the promotion activities and assisted with case studies. The WeCare Wales website and campaigns provide information and advertise all social care posts. The portal gives guidance as well as acting as a mechanism to advertise posts and highlight jobs to those interested. WeCare is increasingly a Wales wide "go to" site for those seeking information about social care training and vacancies.

The primary social work training opportunities are through the Universities including the Open University. Social work staff in Newport offer support to students from courses through placement opportunities and participate in sessions as part of the courses to assist with the theoretical aspects of the course and links with practice. There are links with all the key University providers. In the same way Occupational Therapy staff support students with placements throughout the year.

Over the past year 20 of the 22 Local Authorities have worked together with a Memorandum of Understanding to manage the amounts paid for agency social workers in Children's Services and how Local Authority social workers move to work in the agencies. The work has undoubtedly slowed the flow of social workers to agencies and ensured a ceiling on the charges. This work is currently being evaluated with a view to continuing and expanding the remit to Adult Services social workers and then residential agency staff.

Regionally the Gwent Workforce Development Board is supporting recruitment and retention initiatives across the five Local Authorities and the Aneurin Bevan University Health Board. Work has been undertaken with shared work with the schools and colleges as well as recruitment drives. There are challenges in this arena because of the differences with social care and health renumeration and reward schemes.

Conclusion

As the report outlines there are a number of contributing factors that impact the Council's ability to recruit and retain suitable employees across Children's, Adults and Prevention and Inclusion. The Council will continue to make best use of the resources it has available and the pay arrangements in place, to support service delivery. Outside of pay, there are a number of important workplace interventions that can be implemented or developed further to ensure we are promoting the Council as best we possibly can, as an employer of choice, and bring in and retain exceptional talent.

The national and regional challenges have a significant impact on our workforce capacity. Senior officers will continue to work with colleagues to support national and regional initiatives and ensure the needs of Newport are fully represented in those discussions.

Links to Council Policies and Priorities

Recruitment Policy
Strategic Equality Plan
Workforce Plan
Corporate Plan
Employee Handbook
People Plan

Mae'r dudalen hon yn wag yn

Refreshing the report

'Reporting Date': enter the date 12 months prior to today's date.

Exclusions

The following position types are excluded: Service Providers, Volunteers and Social Services Panel Members, in addition to occupants of positions with a category of 'Non-Employee' (e.g. ABHB and Barnardos employees)
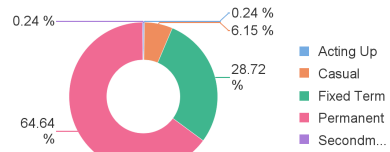
Format

The report output is designed to be exported and viewed as a PDF.

Demographics

Headcount	FTE (Total)	Average LoS (Years)	Turnover Rate (12 Months)
1,151	907.92	9	11.73%

Contract Type
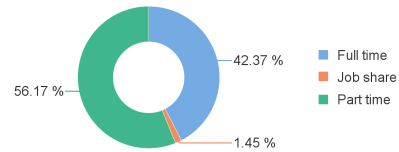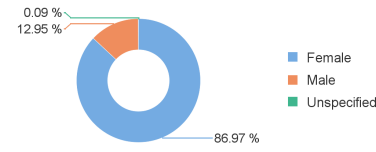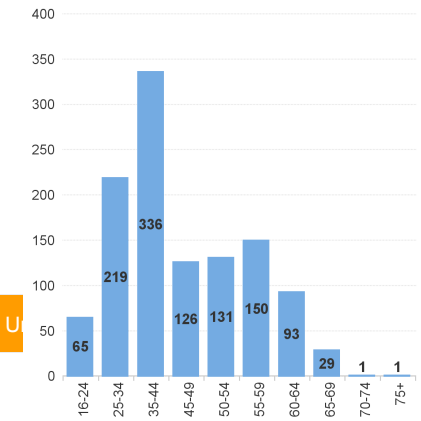
- Acting Up — 0.24 %
- Casual — 6.15 %
- Fixed Term — 28.72 %
- Permanent — 64.64 %
- Secondm... — 0.24 %

Acting Up	Casual	Fixed Term	Permanent	Secondm
3	76	355	799	3

Contract Basis

- Full time — 42.37 %
- Job share — 1.45 %
- Part time — 56.17 %

Full time	Job share	Part time
525	18	696

Gender

- Female — 86.97 %
- Male — 12.95 %
- Unspecified — 0.09 %

Female	Male	U
1,001	149	

Age Groups

Age	Count
16-24	65
25-34	219
35-44	336
45-49	126
50-54	131
55-59	150
60-64	93
65-69	29
70-74	1
75+	1

Tudalen 26

Starters in Previous 12 Months by Team

- Prevention and Inclusion — 44
- Children Services — 60
- Adult Services — 46
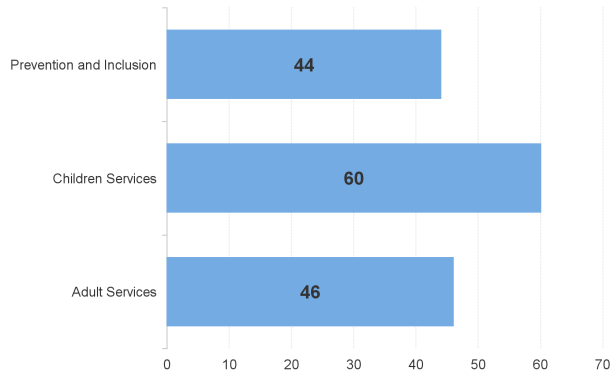
Starters
150

Leavers in Previous 12 Months by Team

- Prevention and Inclusion — 46
- Children Services — 50
- Adult Services — 39
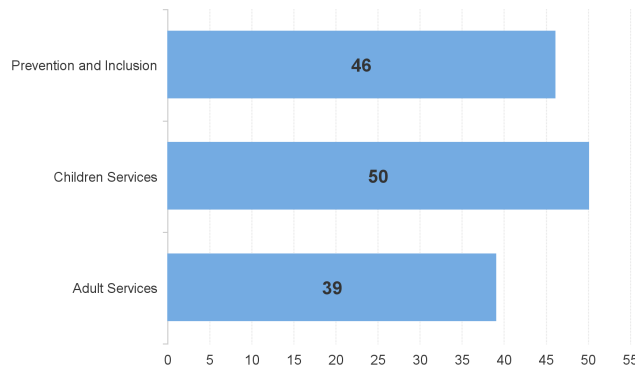
Leavers
135

Recruitment in Previous 12 Months by Team

- Prevention and Inclusion — 71
- Children Services — 75
- Adult Services — 45
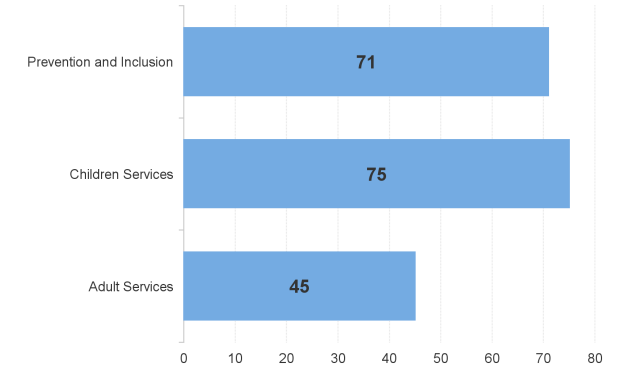
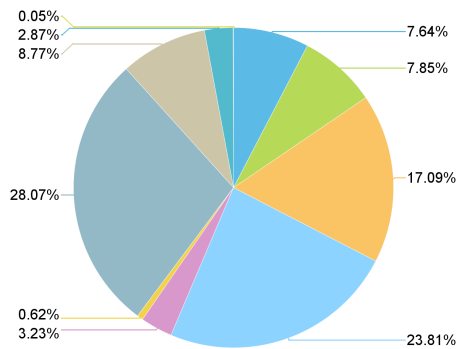| Recruitment Campaigns |
|---|
| 185 |

Wellbeing

Headcount
1,151

Sickness

Sickness Instances (Previous Month)	Sickness Instances (Previous 12 Months)	Sickness Days Lost (Previous Month)	Sickness Days Lost (Previous 12 Months)
249	1,949	1688.27	21,392.22
12 Months Ago		12 Months Ago	
243		1688.20	

Current Open Sickness Absences	% RTW Within 7 Days (Previous 12 Months)
76	72.34%
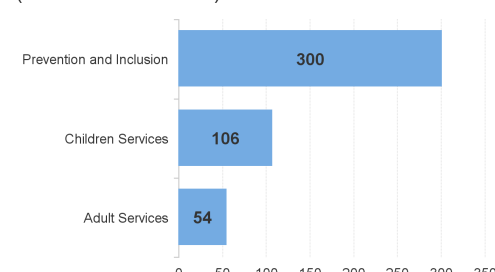
Instances by Reason Group (Previous 12 Months)

- 0.05%
- 2.87%
- 8.77%
- 28.07%
- 0.62%
- 3.23%
- 7.64%
- 7.85%
- 17.09%
- 23.81%

Legend:
- Cardio-Vascular / Respiratory
- Covid Related
- Emotional Illness
- Gastro-Intestinal / Urinary
- Gynaecological
- Infectious Illness
- Minor Ailment
- Musculo-Skeletal
- Serious Illness / Condition

Days Lost by Reason Group (Previous 12 Months)

- 0.01%
- 8.32%
- 17.40%
- 11.53%
- 0.14%
- 4.77%
- 9.18%
- 5.15%
- 4.01%
- 39.49%
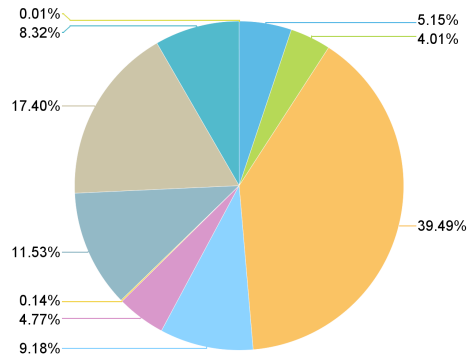
Wellbeing Check-Ins (Non-Schools)

Wellbeing Check-Ins (Previous 12 Months)
460

Wellbeing Check-Ins by Team (Previous 12 Months)

- Prevention and Inclusion: 300
- Children Services: 106
- Adult Services: 54

Wellbeing Check-Ins (Schools)

Wellbeing Check-Ins (Previous 12 Months)
0

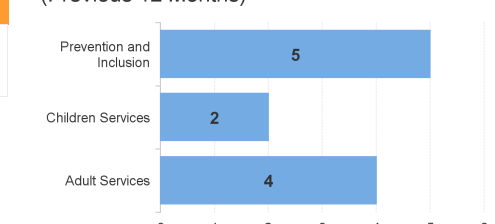### Wellbeing Check-Ins by Teaching / Support (Previous 12 Months)

- Prevention and Inclusion: 0
- Children Services: 0
- Adult Services: 0

Wellbeing Support Plans

Wellbeing Support Plans (Previous 12 Months)
11

Wellbeing Support Plans by Team (Previous 12 Months)

- Prevention and Inclusion: 5
- Children Services: 2
- Adult Services: 4

Mandatory Training

NEWPORT
CITY COUNCIL
CYNGOR DINAS
CASNEWYDD

Headcount
1,151

Completed in the required period for each course.

All Employees

Whistleblowing	Safeguarding	GDPR	VAWDASV	DSE	Fire Safety Awareness
Previous 2 Years	Previous 2 Years	Previous 2 Years	Previous 2 Years	Previous 2 Years	Previous 2 Years
633	669	460	519	467	539

Wellness at Work	Welsh History & Legislative	Information Security	Object Handling
Previous 2 Years	Previous 2 Years	Previous 2 Years	Previous 3 Years
50	145	128	53

Managers Only

H&S Premises Management	IOSH Managing Safely
Previous 2 Years	Previous 4 Years
34	119

Financial

Purchase Card	Financial Regulations
Previous 2 Years	Previous 3 Years
125	51

Other

Risk Assessment
Previous 4 Years
132

Tudalen 28

Check-Ins & Objectives

Exclusion criteria match MiHub, although figures are unlikely to match exactly: MiHub displays discrete periods, whereas the figures below are 'live'.

Eligible Headcount
1,063

Tudalen 29

Check-Ins

Check-ins Recorded (Previous 2 Months)	Percentage Recorded (Previous 2 Months)
683	64.25%

Check-Ins by Team (Previous 2 Months)

Team	Check-Ins Recorded	Check-In Eligible Headcount
Prevention and Inclusion	262	324
Children Services	214	373
Adult Services	207	385

Objectives

Currently Active Objectives	Employees with No Active Objectives
1107	654

Closed Objectives (Previous Month)	Closed in Timescale (Previous Month)
10	10

Currently Active Objectives by Team

Team	Count
Prevention and Inclusion	594
Children Services	443
Adult Services	77

Mae'r dudalen hon yn wag yn

Refreshing the report

'Reporting Date': enter the date 12 months prior to today's date.

Exclusions

The following position types are excluded: Service Providers, Volunteers and Social Services Panel Members, in addition to occupants of positions with a category of 'Non-Employee' (e.g. ABHB and Barnardos employees)
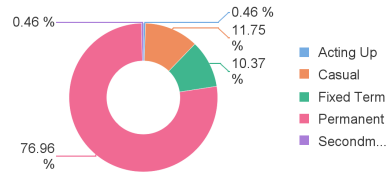
Format

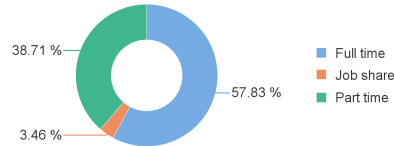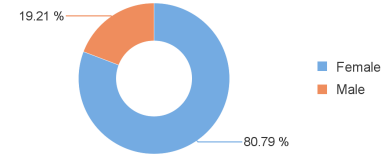The report output is designed to be exported and viewed as a PDF.

Demographics

Headcount	FTE (Total)	Average LoS (Years)	Turnover Rate (12 Months)
406	344.36	7	12.32%

Contract Type

0.46 %
0.46 %
11.75 %
10.37 %
76.96 %

- Acting Up
- Casual
- Fixed Term
- Permanent
- Secondm...

Acting Up	Casual	Fixed Term	Permanent	Second
2	51	45	334	2

Contract Basis

38.71 %
3.46 %
57.83 %

- Full time
- Job share
- Part time

Full time	Job share	Part time
251	15	168

Gender

19.21 %
80.79 %

- Female
- Male

Female	Male
328	78

Age Groups

Age	Count
16-24	15
25-34	102
35-44	122
45-49	42
50-54	45
55-59	49
60-64	18
65-69	11
70-74	1
75+	1

Starters in Previous 12 Months by Team

Team	Starters
TOP LEVEL	0
Safeguarding	1
Resources	34
Performance Information	3
Operations	7
Childrens Teams	15

Starters
60

Leavers in Previous 12 Months by Team

Team	Leavers
TOP LEVEL	0
Safeguarding	4
Resources	29
Performance Information	2
Operations	6
Childrens Teams	9

Leavers
50

Recruitment in Previous 12 Months by Team

Team	Recruitment
Safeguarding	12
Resources	29
Performance Information	5
Operations	14
Childrens Teams	21

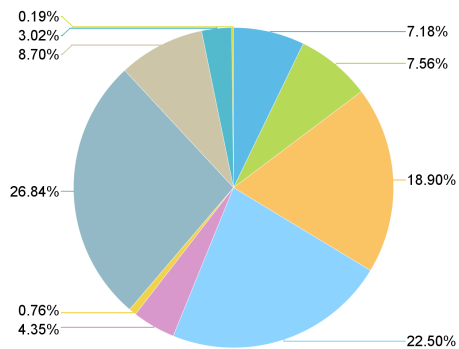| Recruitment Campaigns |
|---|
| 75 |

Tudalen 32
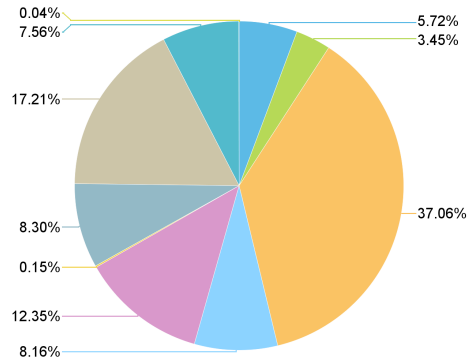
Wellbeing

Headcount

406

Sickness

Sickness Instances (Previous Month)	Sickness Instances (Previous 12 Months)	Sickness Days Lost (Previous Month)	Sickness Days Lost (Previous 12 Months)
62	529	349.11	5,423.93
12 Months Ago		12 Months Ago	
68		469.96	

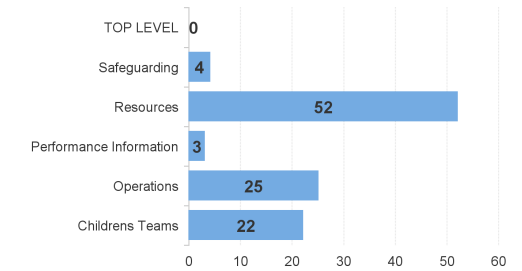| Current Open Sickness Absences	% RTW Within 7 Days (Previous 12 Months)
18	65.36%

Instances by Reason Group (Previous 12 Months)

- 0.19%
- 3.02%
- 8.70%
- 7.18%
- 7.56%
- 18.90%
- 26.84%
- 22.50%
- 4.35%
- 0.76%

Days Lost by Reason Group (Previous 12 Months)

- 0.04%
- 7.56%
- 17.21%
- 8.30%
- 0.15%
- 12.35%
- 8.16%
- 5.72%
- 3.45%
- 37.06%

Legend:
- Cardio-Vascular / Respiratory
- Covid Related
- Emotional Illness
- Gastro-Intestinal / Urinary
- Gynaecological
- Infectious Illness
- Minor Ailment
- Musculo-Skeletal
- Serious Illness / Condition

Wellbeing Check-Ins (Non-Schools)

Wellbeing Check-Ins (Previous 12 Months)
106

Wellbeing Check-Ins by Team (Previous 12 Months)

Team	Value
TOP LEVEL	0
Safeguarding	4
Resources	52
Performance Information	3
Operations	25
Childrens Teams	22

Wellbeing Check-Ins (Schools)

Wellbeing Check-Ins (Previous 12 Months)
0

Wellbeing Check-Ins by Teaching / Support (Previous 12 Months)

Team	Value
TOP LEVEL	0
Safeguarding	0
Resources	0
Performance Information	0
Operations	0
Childrens Teams	0
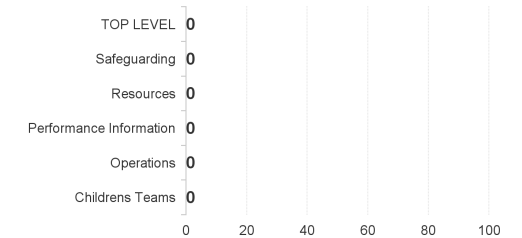
Wellbeing Support Plans

Wellbeing Support Plans (Previous 12 Months)
2

Wellbeing Support Plans by Team (Previous 12 Months)

Team	Value
TOP LEVEL	0
Safeguarding	1
Resources	0
Performance Informati...	0
Operations	0
Childrens Teams	1

Mandatory Training

Children Services

Reporting Date: 12/02/2024
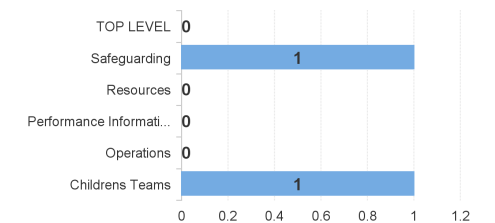
Headcount
406

Completed in the required period for each course.

All Employees

Whistleblowing	Safeguarding	GDPR	VAWDASV	DSE	Fire Safety Awareness
Previous 2 Years	Previous 2 Years	Previous 2 Years	Previous 2 Years	Previous 2 Years	Previous 2 Years
146	155	114	130	136	113

Wellness at Work	Welsh History & Legislative	Information Security	Object Handling
Previous 2 Years	Previous 2 Years	Previous 2 Years	Previous 3 Years
3	33	60	8

Managers Only

H&S Premises Management	IOSH Managing Safely
Previous 2 Years	Previous 4 Years
10	45

Financial

Purchase Card	Financial Regulations
Previous 2 Years	Previous 3 Years
95	23

Other

Risk Assessment
Previous 4 Years
41

Check-Ins & Objectives

NEWPORT
CITY COUNCIL
CYNGOR DINAS
CASNEWYDD

Exclusion criteria match MiHub, although figures are unlikely to match exactly: MiHub displays discrete periods, whereas the figures below are 'live'.

Eligible Headcount
370

Tudalen 35

Check-Ins

Check-ins Recorded (Previous 2 Months)
215

Percentage Recorded (Previous 2 Months)
58.11%

Check-Ins by Team (Previous 2 Months)

TOP LEVEL: 0 / 1
Safeguarding: 28 / 51
Resources: 78 / 153
Performance Information: 12 / 14
Operations: 43 / 81
Childrens Teams: 54 / 74

Check-Ins Recorded
Check-In Eligible Headcount
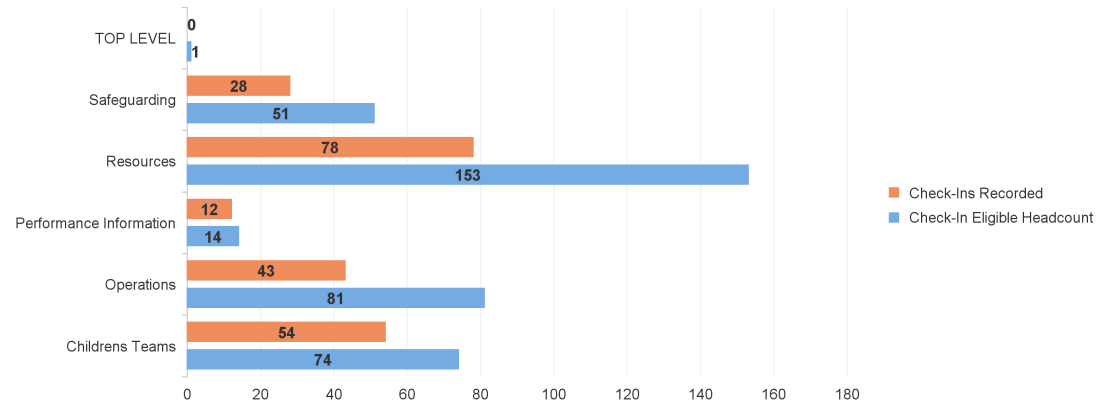
Objectives

Currently Active Objectives
443

Employees with No Active Objectives
192

Closed Objectives (Previous Month)
0

Closed in Timescale (Previous Month)
0

Currently Active Objectives by Team

TOP LEVEL: 0
Safeguarding: 27
Resources: 184
Performance Information: 69
Operations: 105
Childrens Teams: 77

Mae'r dudalen hon yn wag yn

Refreshing the report

'Reporting Date': enter the date 12 months prior to today's date.

Exclusions

The following position types are excluded: Service Providers, Volunteers and Social Services Panel Members, in addition to occupants of positions with a category of 'Non-Employee' (e.g. ABHB and Barnardos employees)
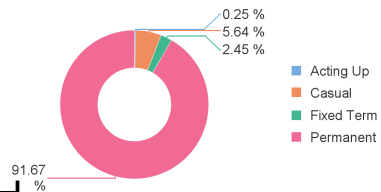
Format

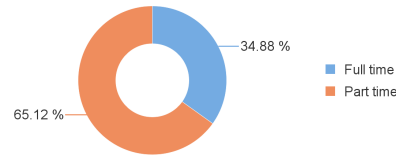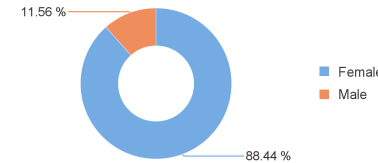The report output is designed to be exported and viewed as a PDF.

Demographics

Headcount	FTE (Total)	Average LoS (Years)	Turnover Rate (12 Months)
398	294.27	11	9.50%

Contract Type

- Acting Up
- Casual
- Fixed Term
- Permanent

0.25 %
5.64 %
2.45 %
91.67 %
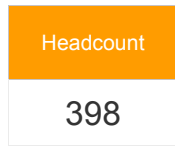
Acting Up	Casual	Fixed Term	Permanent
1	23	10	374

Contract Basis

34.88 %
65.12 %

- Full time
- Part time

Full time	Part time
143	267

Gender

11.56 %
88.44 %

- Female
- Male

Female	Male
352	46

Age Groups

16-24	25-34	35-44	45-49	50-54	55-59	60-64	65-69
10	43	101	35	61	75	58	15

Starters in Previous 12 Months by Team

- TOP LEVEL — 0
- Service Development & Commissioning — 7
- Managed Care — 1
- Integrated Occupational Therapy — 0
- Integrated Mental Health — 0
- Home First — 3
- First Contact Prevention — 1
- CRT Frailty — 1
- Care and Support Provision — 33

Starters
46

Leavers in Previous 12 Months by Team

- TOP LEVEL — 0
- Service Development & Commissioning — 0
- Managed Care — 7
- Integrated Occupational Therapy — 0
- Integrated Mental Health — 0
- Home First — 4
- First Contact Prevention — 5
- CRT Frailty — 3
- Care and Support Provision — 20

Leavers
39

Recruitment in Previous 12 Months by Team

- Service Development & Commissioning — 8
- Managed Care — 8
- Integrated Mental Health — 3
- Home First — 4
- First Contact Prevention — 5
- CRT Frailty — 4
- Care and Support Provision — 22

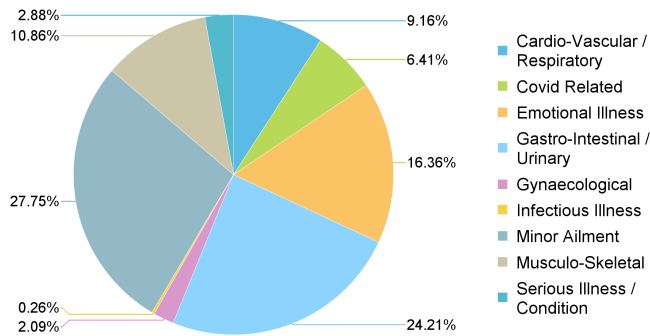| Recruitment Campaigns |
|---|
| 45 |

Tudalen 38

Wellbeing

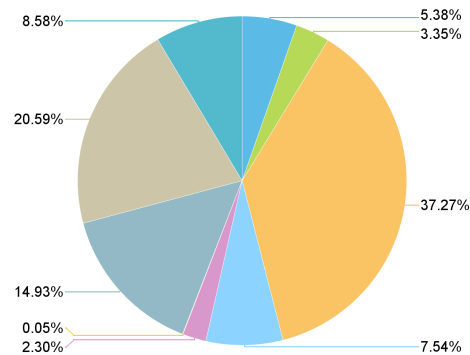**Headcount**

398

Sickness

Sickness Instances (Previous Month)	Sickness Instances (Previous 12 Months)	Sickness Days Lost (Previous Month)	Sickness Days Lost (Previous 12 Months)
89	764	735.42	9,441.6
12 Months Ago		12 Months Ago	
106		642.06	

Current Open Sickness Absences	% RTW Within 7 Days (Previous 12 Months)
36	70.14%
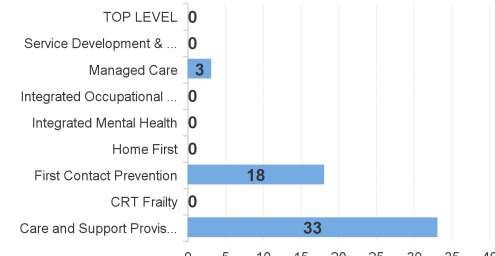
Instances by Reason Group (Previous 12 Months)

- Cardio-Vascular / Respiratory
- Covid Related
- Emotional Illness
- Gastro-Intestinal / Urinary
- Gynaecological
- Infectious Illness
- Minor Ailment
- Musculo-Skeletal
- Serious Illness / Condition

9.16%
6.41%
16.36%
24.21%
2.09%
0.26%
27.75%
10.86%
2.88%

Days Lost by Reason Group (Previous 12 Months)

5.38%
3.35%
37.27%
7.54%
2.30%
0.05%
14.93%
20.59%
8.58%
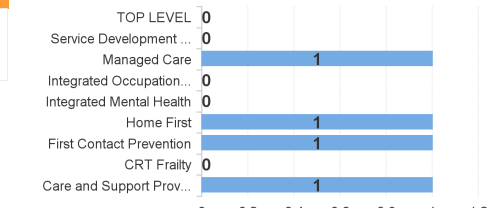
Wellbeing Check-Ins (Non-Schools)

Wellbeing Check-Ins (Previous 12 Months)
54

Wellbeing Check-Ins by Team (Previous 12 Months)

Team	Value
TOP LEVEL	0
Service Development & ...	0
Managed Care	3
Integrated Occupational ...	0
Integrated Mental Health	0
Home First	0
First Contact Prevention	18
CRT Frailty	0
Care and Support Provis...	33

Wellbeing Check-Ins (Schools)

Wellbeing Check-Ins (Previous 12 Months)
0

Wellbeing Check-Ins by Teaching / Support (Previous 12 Months)

Team	Value
TOP LEVEL	0
Service Development & ...	0
Managed Care	0
Integrated Occupational ...	0
Integrated Mental Health	0
Home First	0
First Contact Prevention	0
CRT Frailty	0
Care and Support Provis...	0

Wellbeing Support Plans

Wellbeing Support Plans (Previous 12 Months)
4

Wellbeing Support Plans by Team (Previous 12 Months)

Team	Value
TOP LEVEL	0
Service Development ...	0
Managed Care	1
Integrated Occupation...	0
Integrated Mental Health	0
Home First	1
First Contact Prevention	1
CRT Frailty	0
Care and Support Prov...	1

Mandatory Training

NEWPORT CITY COUNCIL CYNGOR DINAS **CASNEWYDD**

Headcount
398

Completed in the required period for each course.

Tudalen 40

All Employees

Whistleblowing Previous 2 Years	Safeguarding Previous 2 Years	GDPR Previous 2 Years	VAWDASV Previous 2 Years	DSE Previous 2 Years	Fire Safety Awareness Previous 2 Years
245	260	162	163	110	203

Wellness at Work Previous 2 Years	Welsh History & Legislative Previous 2 Years	Information Security Previous 2 Years	Object Handling Previous 3 Years
12	21	34	18

Managers Only

H&S Premises Management Previous 2 Years	IOSH Managing Safely Previous 4 Years
8	17

Financial

Purchase Card Previous 2 Years	Financial Regulations Previous 3 Years
9	11

Other

Risk Assessment Previous 4 Years
7

Check-Ins & Objectives

Exclusion criteria match MiHub, although figures are unlikely to match exactly: MiHub displays discrete periods, whereas the figures below are 'live'.

Eligible Headcount

374

Check-Ins

Check-ins Recorded (Previous 2 Months)

207

Percentage Recorded (Previous 2 Months)

55.35%

Check-Ins by Team (Previous 2 Months)
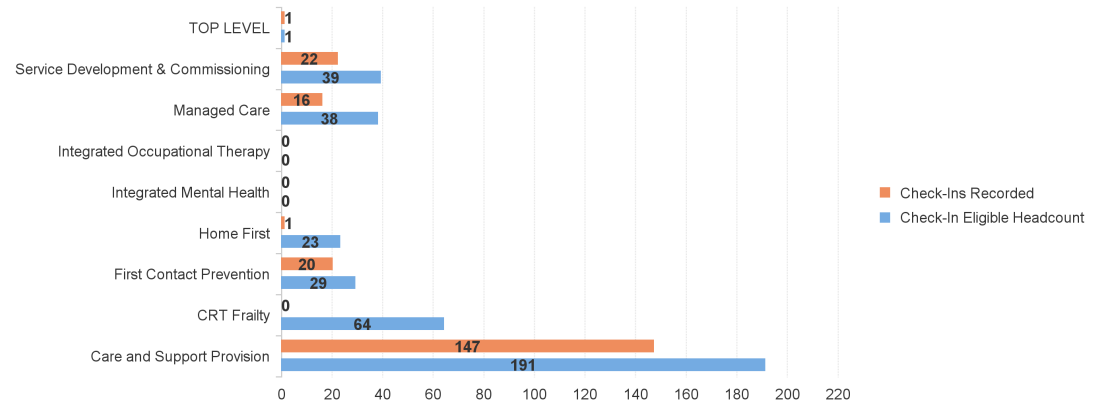
Team	Check-Ins Recorded	Check-In Eligible Headcount
TOP LEVEL	1	1
Service Development & Commissioning	22	39
Managed Care	16	38
Integrated Occupational Therapy	0	0
Integrated Mental Health	0	0
Home First	1	23
First Contact Prevention	20	29
CRT Frailty	0	64
Care and Support Provision	147	191

Objectives

Currently Active Objectives

77

Employees with No Active Objectives

340

Closed Objectives (Previous Month)

0

Closed in Timescale (Previous Month)

0

Currently Active Objectives by Team

Team	Count
TOP LEVEL	2
Service Development & Commissioning	26
Managed Care	8
Integrated Occupational Therapy	0
Integrated Mental Health	0
Home First	3
First Contact Prevention	34
CRT Frailty	1
Care and Support Provision	3

Tudalen 41

Mae'r dudalen hon yn wag yn

NEWPORT
CITY COUNCIL
CYNGOR DINAS
CASNEWYDD

Refreshing the report

'Reporting Date': enter the date 12 months prior to today's date.

Exclusions

The following position types are excluded: Service Providers, Volunteers and Social Services Panel Members, in addition to occupants of positions with a category of 'Non-Employee' (e.g. ABHB and Barnardos employees)

Format

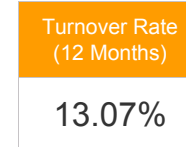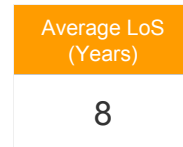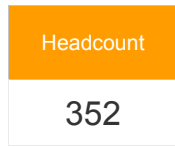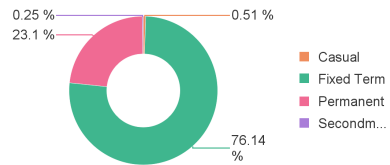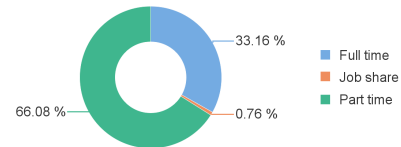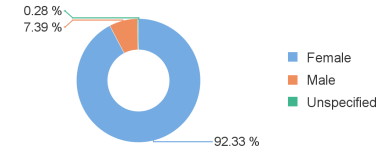The report output is designed to be exported and viewed as a PDF.

Demographics

Headcount	FTE (Total)	Average LoS (Years)	Turnover Rate (12 Months)
352	269.28	8	13.07%

Contract Type

0.25 %
23.1 %
0.51 %
76.14 %

- Casual
- Fixed Term
- Permanent
- Secondm...

Casual	Fixed Term	Permanent	Secondment
2	300	91	1

Contract Basis

33.16 %
66.08 %
0.76 %

- Full time
- Job share
- Part time

Full time	Job share	Part time
131	3	261

Gender

0.28 %
7.39 %
92.33 %

- Female
- Male
- Unspecified

Female	Male	U...
325	26	

Age Groups
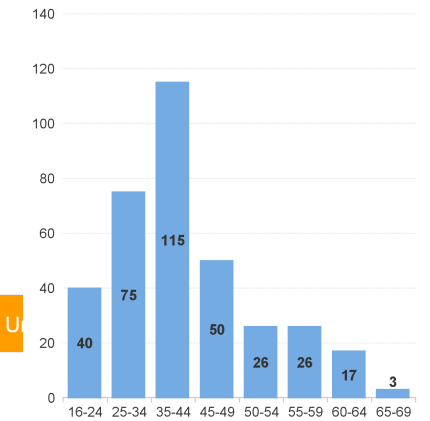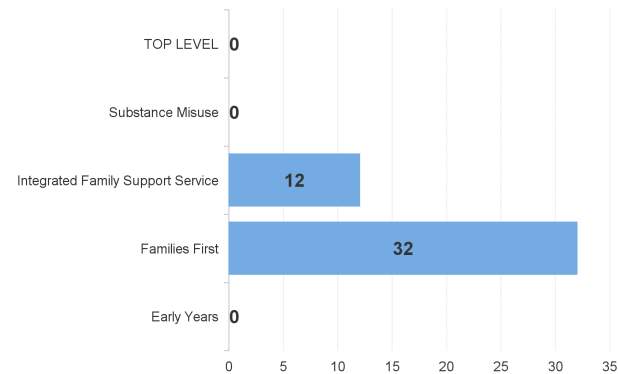
Age Group	Count
16-24	40
25-34	75
35-44	115
45-49	50
50-54	26
55-59	26
60-64	17
65-69	3

Starters in Previous 12 Months by Team

Team	Count
TOP LEVEL	0
Substance Misuse	0
Integrated Family Support Service	12
Families First	32
Early Years	0

Starters
44

Leavers in Previous 12 Months by Team

Team	Count
TOP LEVEL	0
Substance Misuse	0
Integrated Family Support Service	10
Families First	36
Early Years	0

Leavers
46

Recruitment in Previous 12 Months by Team

Team	Count
Integrated Family Support Service	19
Families First	53

Recruitment Campaigns
71

Tudalen 44
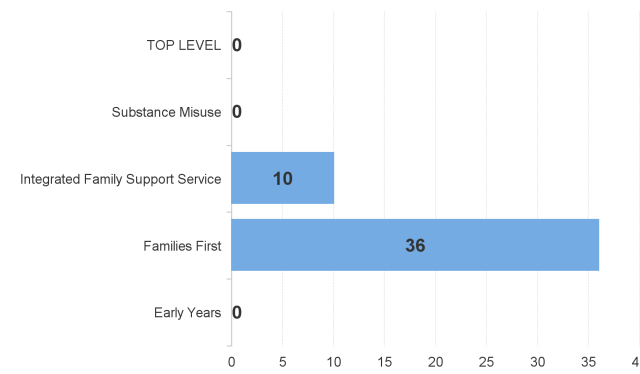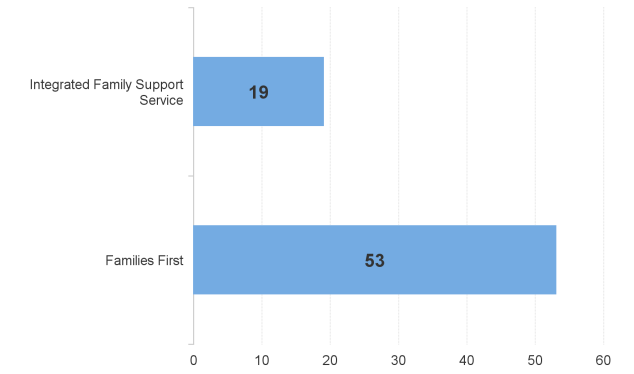
Wellbeing

Headcount
352

Sickness

Sickness Instances (Previous Month)	Sickness Instances (Previous 12 Months)	Sickness Days Lost (Previous Month)	Sickness Days Lost (Previous 12 Months)
99	658	606.74	6,532.7
12 Months Ago		12 Months Ago	
69		576.18	

Current Open Sickness Absences	% RTW Within 7 Days (Previous 12 Months)
23	81.80%

Instances by Reason Group (Previous 12 Months)

- 2.74%
- 6.38%
- 6.23%
- 9.73%
- 29.33%
- 16.72%
- 0.91%
- 3.65%
- 24.32%

Legend:
- Cardio-Vascular / Respiratory
- Covid Related
- Emotional Illness
- Gastro-Intestinal / Urinary
- Gynaecological
- Infectious Illness
- Minor Ailment
- Musculo-Skeletal
- Serious Illness / Condition

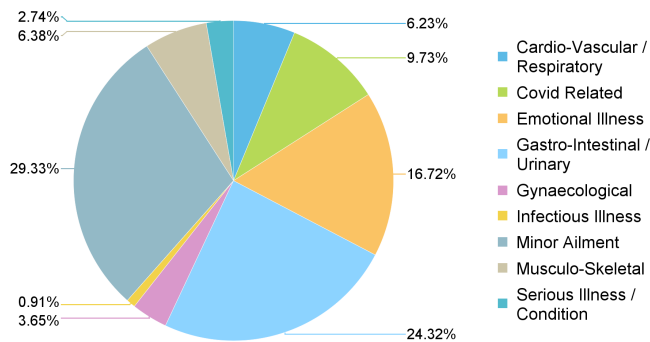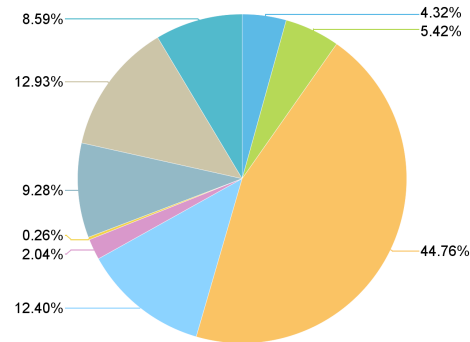### Days Lost by Reason Group (Previous 12 Months)

- 8.59%
- 4.32%
- 5.42%
- 12.93%
- 9.28%
- 0.26%
- 2.04%
- 44.76%
- 12.40%

Wellbeing Check-Ins (Non-Schools)

Wellbeing Check-Ins (Previous 12 Months)
300

Wellbeing Check-Ins by Team (Previous 12 Months)
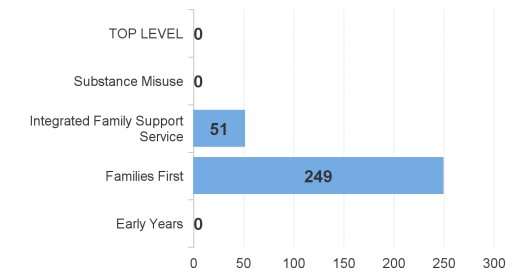
Team	Value
TOP LEVEL	0
Substance Misuse	0
Integrated Family Support Service	51
Families First	249
Early Years	0

Wellbeing Check-Ins (Schools)

Wellbeing Check-Ins (Previous 12 Months)
0

Wellbeing Check-Ins by Teaching / Support (Previous 12 Months)

Team	Value
TOP LEVEL	0
Substance Misuse	0
Integrated Family Support Service	0
Families First	0
Early Years	0
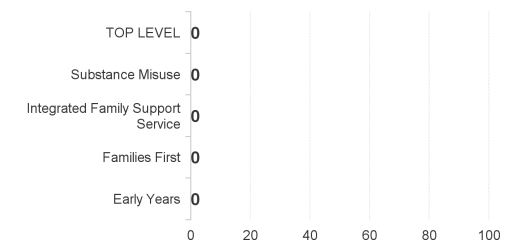
Wellbeing Support Plans

Wellbeing Support Plans (Previous 12 Months)
5

Wellbeing Support Plans by Team (Previous 12 Months)

Team	Value
TOP LEVEL	0
Substance Misuse	0
Integrated Family Support Service	1
Families First	4
Early Years	0

Mandatory Training

NEWPORT CITY COUNCIL CYNGOR DINAS CASNEWYDD

Prevention and Inclusion

Reporting Date: 12/02/2024

Completed in the required period for each course.

Headcount
352

All Employees

Whistleblowing	Safeguarding	GDPR	VAWDASV	DSE	Fire Safety Awareness
Previous 2 Years	Previous 2 Years	Previous 2 Years	Previous 2 Years	Previous 2 Years	Previous 2 Years
243	256	187	228	224	224

Wellness at Work	Welsh History & Legislative	Information Security	Object Handling
Previous 2 Years	Previous 2 Years	Previous 2 Years	Previous 3 Years
35	91	36	27

Managers Only

H&S Premises Management	IOSH Managing Safely
Previous 2 Years	Previous 4 Years
16	59

Financial

Purchase Card	Financial Regulations
Previous 2 Years	Previous 3 Years
23	18

Other

Risk Assessment
Previous 4 Years
86

Check-Ins & Objectives

Exclusion criteria match MiHub, although figures are unlikely to match exactly: MiHub displays discrete periods, whereas the figures below are 'live'.
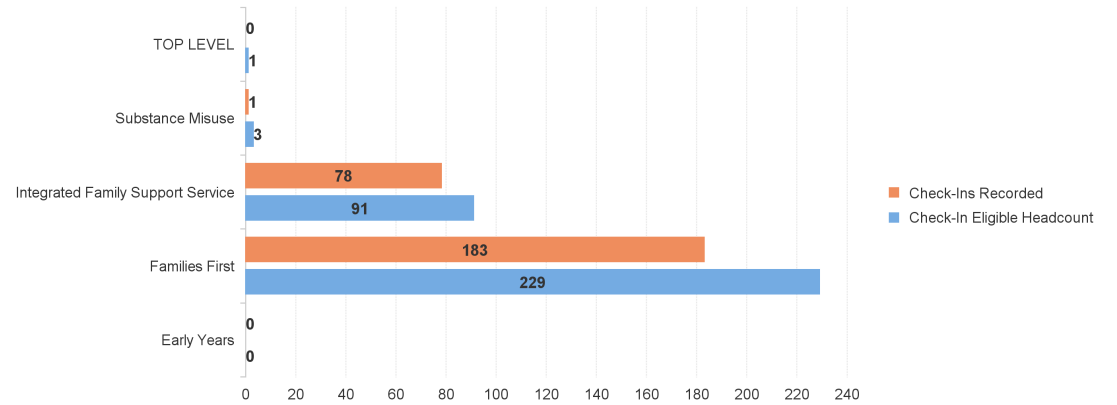
Eligible Headcount
319

Tudalen 47

Check-Ins

Check-ins Recorded (Previous 2 Months)	Percentage Recorded (Previous 2 Months)
262	82.13%

Check-Ins by Team (Previous 2 Months)

- TOP LEVEL: 0 / 1
- Substance Misuse: 1 / 3
- Integrated Family Support Service: 78 / 91
- Families First: 183 / 229
- Early Years: 0 / 0

Legend: ■ Check-Ins Recorded ■ Check-In Eligible Headcount

Objectives

Currently Active Objectives	Employees with No Active Objectives
594	118

Closed Objectives (Previous Month)	Closed in Timescale (Previous Month)
10	10

Currently Active Objectives by Team

- TOP LEVEL: 1
- Substance Misuse: 0
- Integrated Family Support Service: 107
- Families First: 486
- Early Years: 0
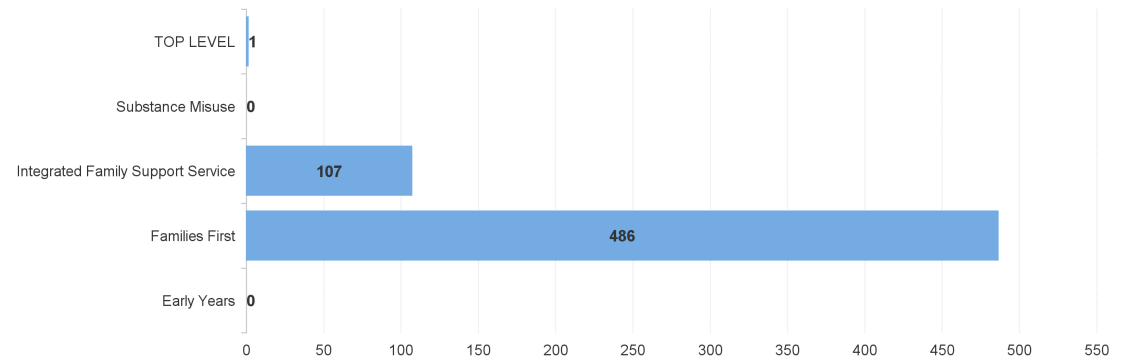
Mae'r dudalen hon yn wag yn

Scrutiny Report

Performance Scrutiny Committee – People

Part 1

Date: March 2024

Subject   Scrutiny Adviser Report

Author   Scrutiny Adviser

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

Invitee:	Role
Samantha Schanzer (Scrutiny Adviser)	Present the Committee with the Scrutiny Adviser Report for discussion and update the Committee on any changes.

Section A – Committee Guidance and Recommendations

Recommendations to the Committee

The Committee is asked to:

1. **Action Plan**
    Consider the Actions from previous meetings **(Appendix 1)**:
    - *Note the responses for the actions;*
    - *Determine if any further information / action is required;*
    - *Agree to receive an update on outstanding issues at the next meeting.*

2. **Committee's Work Programme:**
    Consider the Committee's Forward Work Programme Update **(Appendix 2)**:
    - *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 topics?*
    - *Is there any additional information that the Committee would like to request?*

3. **Information Reports**
    Note any information reports that have been circulated to Committee.

2   **Context**

       Background

Action Sheet

2.1   Attached at **Appendix 1** is the Action Sheet from the Committee meetings. The updated completed actions are included in the table.

2.2   Any actions that do not have a response will be included on the Action Sheet at the next meeting to ensure that the Committee can keep track of outstanding actions.

Forward Work Programme

2.3   Attached at **Appendix 2** is the Forward Work Programme. 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.

2.4   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).

2.5   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.

2.6   The Forward Work Programme was set in August 2022 and is then managed and implemented by the designated Scrutiny Adviser for this Committee under the direction of the Committee Chairperson.

2.7   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 amendments to the Work Programme.

Information Reports

2.8   The Committee received 3 information reports in the time between the 16th January 2024 meeting and the 26th March 2024 meeting:

- Regulated Services Report
- Short Breaks Offer Report
- Care Leavers Accommodation Options Report

3   Information Submitted to the Committee

3.1   The following information is attached:

Appendix 1: Action Sheet from Previous Meetings;
Appendix 2: Forward Work Programme

4.   Suggested Areas of Focus

Role of the Committee

> **The role of the Committee in considering the report is to:**
>
> - **Action Sheet from Previous Meetings - Appendix 1**
>   - Consider the responses to the actions from the meeting;
>   - Are you satisfied that you have received the necessary information?
>   - Are there any further issues arising from the responses that you would like to raise?
>   - For the actions that do not have responses – these actions will be rolled over to the next meeting and reported back to the Committee.
> - **Forward Work Programme Update - Appendix 2**
>   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 topics?
>   - Is there any additional information that the Committee would like to request?
> - **Information Reports**
>   Note any information reports that have been circulated to Committee

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.   Links to Council Policies and Priorities

6.1   Having proper work programming procedures in place ensures that the work of the Performance Scrutiny Committee – People 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.

6.2

Well-being Objective	1 – Economy, Education and Skills	2 – Newport's Environment and Infrastructure	3 – Preventative and Equitable Community and Social Care	4 – An Inclusive, Fair and Sustainable Council

Aims:	Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.	A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.	Newport is a supportive city where communities and care are at the heart of what we do.	Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.

7 Wellbeing of Future Generation (Wales) Act

7.1 The Wellbeing of Future Generations Act 2015 which came into force in April 2016 sets the context for the move towards long term planning of services.

7.2 **General questions**
- How is this area / policy affected by the new legislation?
- How will this decision / policy / proposal impact upon future generations? What is the long term impact?
- What evidence is provided to demonstrate WFGA has been / is being considered?
- Evidence from Community Profiles / other data?
- Evidence of links to Wellbeing Assessment / Objectives / Plan?

7.3 **Wellbeing Goals**
- How are the Wellbeing goals reflected in the policy / proposal / action?
  - *A prosperous Wales*
  - *A resilient Wales*
  - *A healthier Wales*
  - *A more equal Wales*
  - *A Wales of cohesive communities*
  - *A Wales of vibrant culture and thriving Welsh language*
  - *A globally responsible Wales*

7.4 **Sustainable Development Principles**
- Does the report / proposal demonstrate how as an authority we are working in accordance with the sustainable development principles from the act when planning services?

  - ***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.

8 Background Papers

- [The Essentials - Wellbeing of Future Generation Act (Wales)](#)
- [Corporate Plan 2022-27](#)
- The Corporate Assessment and [follow up assessment](#)

Report Completed: March 2024

Mae'r dudalen hon yn wag yn

PERFORMANCE SCRUTINY COMMITTEE - PEOPLE
ACTION SHEET

	Agenda Item	Action	Responsibility	Outcome
1	End of Year Reviews – Social Services	Organise a setup session for Members on assistive technology	Mary Ryan / Sally Ann Jenkins	ONGOING
2	End of Year Reviews – Social Services	Organise a site visit to Newport Market to demonstrate the assistive technology	Mary Ryan / Sally Ann Jenkins	ONGOING
3	End of Year Reviews – Social Services	Provide a written update regarding Specialist Fostering Placements	Natalie Poyner / Sally Ann Jenkins	CHASED
4	End of Year Reviews – Social Services	Provide further information to demonstrate the impact on service users as a result of the merge of the Prevention and Resilient Communities teams.	Caroline Ryan Phillips / Sally Ann Jenkins	CHASED
5	Estyn Inspection Outcomes Report 22-23	Provide an information report on what outreach is done with pupils and families who are struggling with returning to school post-Covid, those who are struggling with attendance and NEETs.	Sarah Morgan/Sarah Davies	COMPLETE 05.03.24
6	22-23 Service Plan Mid Year Report – Education Services	Provide information on how many Fixed Penalty Notices had been issued and evidence of Fixed Penalty Notices' effectiveness.	Sarah Morgan	CHASED
17	22-23 Service Plan Mid Year Report – Education Services	Provide an update on the demolition of Millbrook Primary School closer to the time of demolition	Sarah Morgan	ONGOING

8	22-23 Service Plan Mid Year Report – Education Services	Provide further information on Welsh Language in schools and the work being done to encourage Welsh Language in English medium schools	Sarah Morgan	ONGOING – to be discussed with Officers and added to the work programme for 2024-25
9	22-23 Service Plan Mid Year Report – Social Services	Provide an information report regarding the work being done for care leavers, including housing.	Sally Ann Jenkins/Natalie Poyner/Caroline Ryan Phillips	COMPLETE 08.02.24

Scrutiny

Performance Scrutiny Committee – People

Draft Work Programme: June 2023 to May 2024

Meeting	Agenda Items
06/06/2023	• **Director of Social Services Annual Report**
11/07/2023	• End of Year Performance Reviews - Education
25/07/2023	• End of Year Performance Reviews – Social Services
26/09/2023	• Estyn Outcomes in Newport Schools Annual Report
28/11/2023	• Mid Year Performance Reviews – Education
12/12/2023	▪ Mid Year Performance Reviews – Social Services
02/01/2024	• Budget Proposals and MTFP – Consultee Meeting
20/02/2024	• Regulated Services Reports • Short Breaks Offer
26/03/2024	• Recruitment and Retention Report for Social Services

Mae'r dudalen hon yn wag yn