

Draft Corporate Risk Register

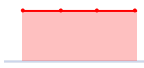
2020/21 Quarter 4 Update



Ash Die Back Disease

Short Description	Ash Die back disease will affect tree population in Newport. The disease has already been identified in Newport and could kill the majority of Ash trees in the authority. The impact of no action will be significant numbers of tree failures that could see an increase in the number of people harmed by trees and property claims.
Risk Owner	Joanne Gossage
Overseeing Officer	Head of Streetscene and City Services
Lead Cabinet Member(s)	Deputy Leader & Cabinet Member for City Services & Member Development
Linked Theme	Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 2. Economic Growth & Regeneration WBO 4. Cohesive & Sustainable Communities

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Ash Die Back Disease

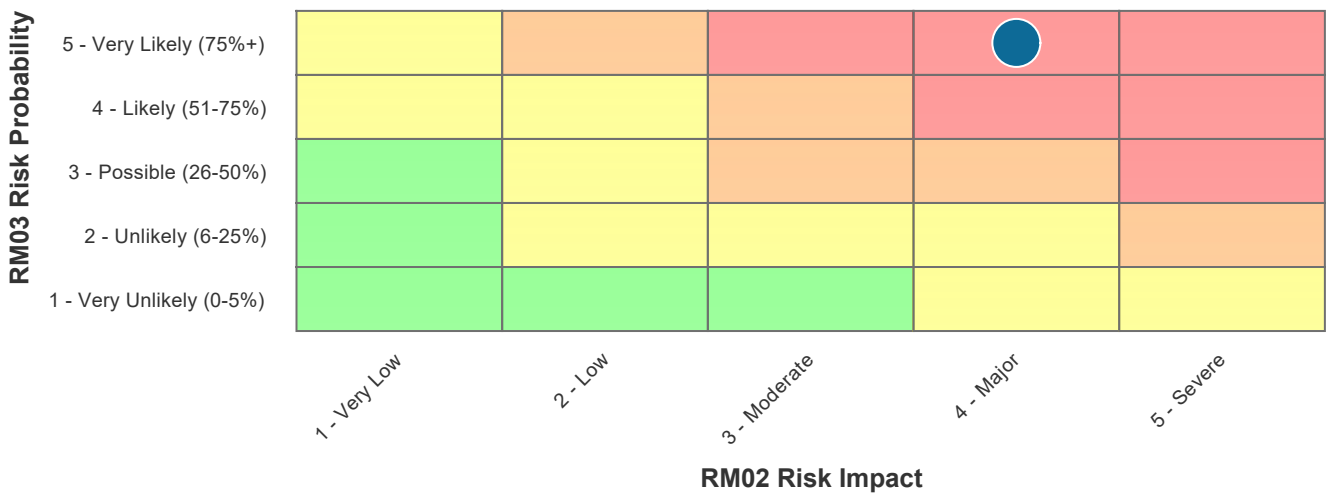
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Inherent Risk Score

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Target Risk Score



Direction of Risk

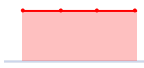
DoR	Comment
Ash Die Back Disease	➡ Ongoing works both for surveying of disease tree stock and undertaking reactive tree removal works. Further works completed along A48 and SDR roads in Q4. Replacement tree planting began in Caerleon road.

Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> Improve Green & Open Spaces for Amenity & Leisure	Improvement to community green and open spaces for amenity and leisure.	100%	✔
<input checked="" type="checkbox"/> Increase & Improve Newport's Urban Tree Coverage	Increase and improve Newport's urban tree coverage.	60%	★
<input checked="" type="checkbox"/> Undertake works removing Ash trees owned by NCC	To undertake works removing diseased Ash trees that are owned by NCC.	60%	★

Balancing the Council's Medium Term Budget

Short Description	To meet the Council's requirement of reducing the gap between Council spend and Budget allocation over the next 3-5 years
Risk Owner	Owen James
Overseeing Officer	<ul style="list-style-type: none"> ■ Chief Executive ■ Head of Finance
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	<ul style="list-style-type: none"> ■ Theme : Aspirational People ■ Theme : Modernised Council ■ Theme : Thriving City ■ Theme: Resilient Communities (Community) ■ Theme: Resilient Communities (Social Care)
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 1. Skills, Education & Employment ■ WBO 2. Economic Growth & Regeneration ■ WBO 3. Healthy, Independent & Resilient ■ WBO 4. Cohesive & Sustainable Communities

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Balancing the Council's Medium Term Budget

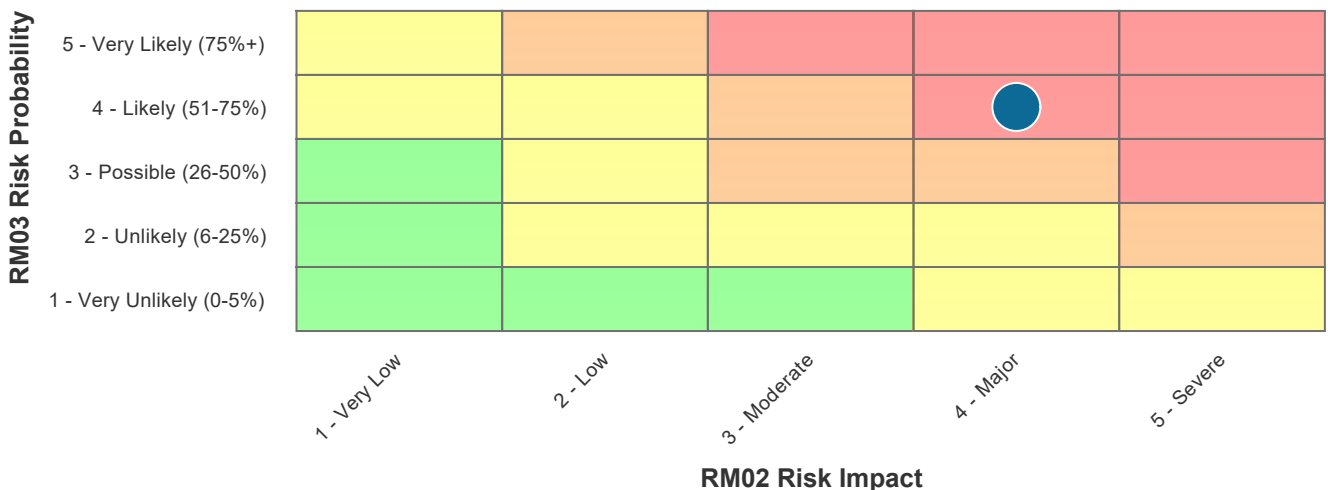
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Inherent Risk Score

Target Risk Score



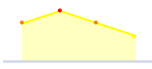
Direction of Risk

	DoR	Comment
Balancing the Council's Medium Term Budget	➡	Risk will remain unless 4 year budget setting adopted.

Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> Agree the Service Areas finance Response & Recovery to Covid-19 Impact	Meet with Heads of Service to agree the impact on the individual service areas on the impact of their response and recovery of the Covid-19 impact, alongside the “business as usual” forecasts to be including within monitoring.	100%	
<input checked="" type="checkbox"/> Balancing the 2021-22 budget gap	The Council are required to set a balanced budget in each year. Currently there is a budget gap for 2021-22 that needs to be balanced.	100%	
<input checked="" type="checkbox"/> SLT and CMT to identify savings to reduce the budget gap over the medium term	Senior Leadership Team and Corporate Management Team to identify savings to reduce the budget gap circa £30million over the medium term.	100%	

Brexit

Short Description	The UK Government (UKG) and EU have now entered into the transition phase to negotiate a trade agreement by 31st December 2020. Should the UKG fail to secure a deal, the UK will fall back onto World Trade Organisation (WTO) arrangements which could impact on the cost and supply of goods / services and could impact on the economy and business arrangements. Also concerns around EU citizens living in the UK.
Risk Owner	Rhys Cornwall
Overseeing Officer	Chief Executive
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	
Linked Corporate Objective	<ul style="list-style-type: none"> ■ SRA 2. Supporting the Environment & the Economy ■ WBO 1. Skills, Education & Employment ■ WBO 2. Economic Growth & Regeneration ■ WBO 3. Healthy, Independent & Resilient ■ WBO 4. Cohesive & Sustainable Communities

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Brexit

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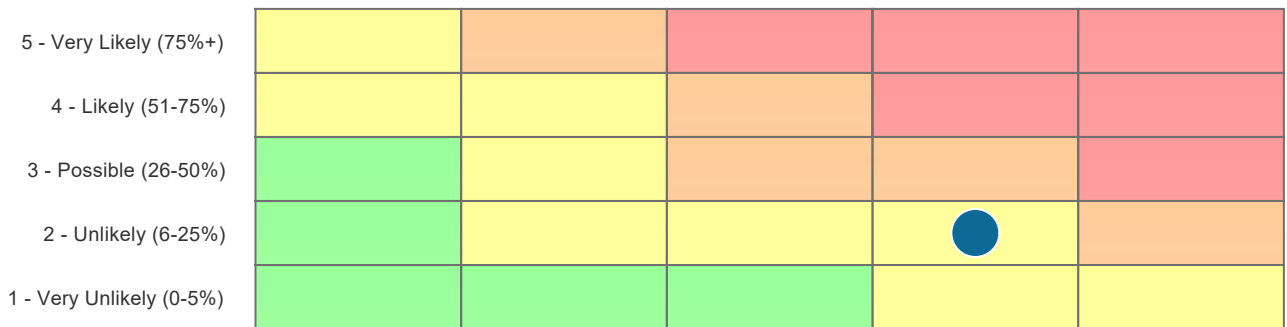
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Inherent Risk Score

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Target Risk Score


RM03 Risk Probability









1 - Very Low
2 - Low
3 - Moderate
4 - Major
5 - Severe

RM02 Risk Impact

Direction of Risk

DoR	Comment
Brexit	 Brexit issues and mitigating actions reported monthly to Cabinet currently.

Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> Civil Contingencies - Arrangements to escalate and report on Brexit	Civil Contingencies - To provide regular updates to the Council and Brexit Task & Finish Group on Regional and National wide Brexit preparations. Regular updates from the Gwent Local Resilience Forum which includes local authorities, Police, Fire, Health as well as Welsh Government, Welsh Local Government Association (WLGA) and other strategic group updates will be included as part of this process.	100%	
<input checked="" type="checkbox"/> Contribute towards Welsh Government's Nation of Sanctuary Plan.	To develop an Integration Strategy for Newport, focusing on our approach to asylum seekers, refugees and migrants and contributing to Welsh Government's Nation of Sanctuary Plan.	50%	
<input checked="" type="checkbox"/> Ensure Resources are Utilised for Increase in Import & Export Regulatory Duties Due to Brexit	Ensure that available resources are utilised to prepare the Service for increased export and import regulatory duties as a result of Brexit.	100%	
<input checked="" type="checkbox"/> Finance - Forecasting and monitoring of finance impact on service areas 2020/21.	To monitor the Council's finances (revenue and capital) in relation to any impacts on service areas from the Brexit Trade arrangements in 2020/21.	100%	
<input checked="" type="checkbox"/> Finance - Monitoring of impact on Finance and Supplies & Services	Finance - The Council will closely monitor its financial position as part of its annual budget setting process and Medium Term Financial Planning. For Council activities and services which are European Union (EU) funded there is ongoing discussions with the Welsh Government to put in arrangements after 2021. The Council will be liaising with its strategic partners (Newport Norse / Shared Resource Service (SRS) / Newport Live) to assess the impact on its supplies and services. Also across the Council, service areas are being asked to identify their high risk / key contracts and to obtain the necessary assurances of any Brexit impact which could affect the availability and cost of supplies or services. "	100%	
<input checked="" type="checkbox"/> Support the Council's Brexit Task and Finish Group	Support the Council's Brexit Task and Finish Group in making preparations for post European Union arrangements for the Council and Newport.	100%	

City Centre Security & Safety

Short Description	Significant incidents of deliberate acts that pose hazards to people in surrounding areas; structural damage; business continuity; damage/disruption to infrastructure and utilities; and reputational and economic impact.
Risk Owner	Rhys Cornwall
Overseeing Officer	Strategic Director - Place
Lead Cabinet Member(s)	Deputy Leader & Cabinet Member for City Services & Member Development
Linked Theme	Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 2. Economic Growth & Regeneration ■ SRA 2. Supporting the Environment & the Economy

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City Centre Security & Safety

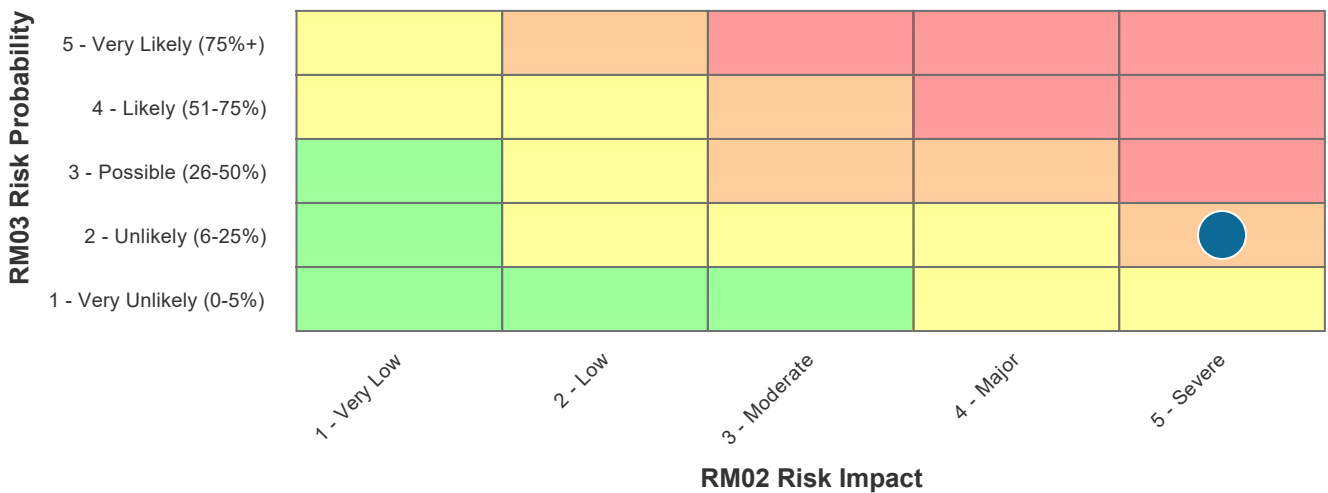
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Inherent Risk Score

Target Risk Score




Direction of Risk

	DoR	Comment
City Centre Security & Safety	➔	The risk score remains the same as lockdown measures continue to be in place.

Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> City Centre Training to Businesses	Training for those businesses operating within the city centre that may be affected by significant incidents – Gwent Police will lead on the training with the use of NCC channels to promote and raise initial awareness of the scheme.	20%	●
<input checked="" type="checkbox"/> Co-ordinated evac arrangements	Co-ordinated evacuation arrangements for the city centre – NCC will be working with all partner organisations such as the emergency services and private business within the city centre to construct a co-ordinated evacuation system.	0%	●
<input checked="" type="checkbox"/> Identify Funding Source for Hostile Vehicle Mitigation	Identify funding source to deliver the required Hostile Vehicle Mitigation.	0%	●
<input checked="" type="checkbox"/> Recommence Vehicle Mitigation Project	Recommence project following temporary cessation due to funding uncertainties and COVID 19 impact.	10%	●
<input checked="" type="checkbox"/> Secure Vehicle / Pedestrian Separation	Secure vehicle access and pedestrian separation. – City Services are currently working on a plan to identify what mitigation measures can be put in place around the city centre to protect densely populated areas.	100%	★

Climate Change

Short Description	Scientific evidence indicates that the global climate is warming and is changing the environment that we live in Wales and in Newport. The cause of this change is through emissions produced by industry, vehicles, households and businesses. Newport has 11 Air Quality Management Areas which monitor air quality and since they were in place we have been in breach.
Risk Owner	Ross Cudlipp
Overseeing Officer	Chief Executive
Lead Cabinet Member(s)	Cabinet Member for Sustainable Development
Linked Theme	<ul style="list-style-type: none"> ■ Theme : Modernised Council ■ Theme: Resilient Communities (Community) ■ Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 2. Economic Growth & Regeneration ■ WBO 3. Healthy, Independent & Resilient

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Climate Change

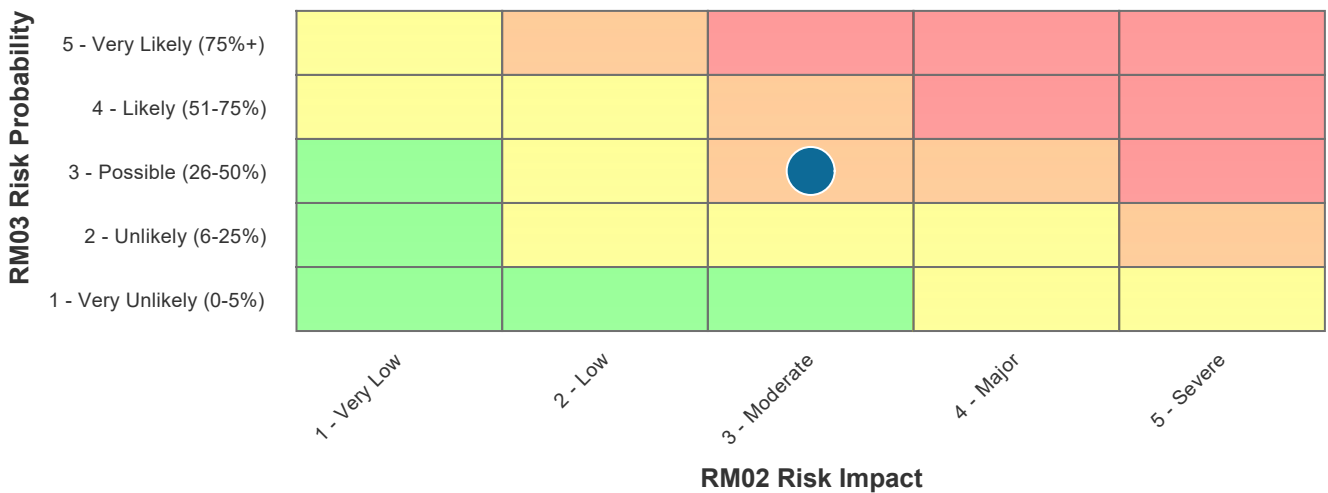
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Inherent Risk Score

Target Risk Score



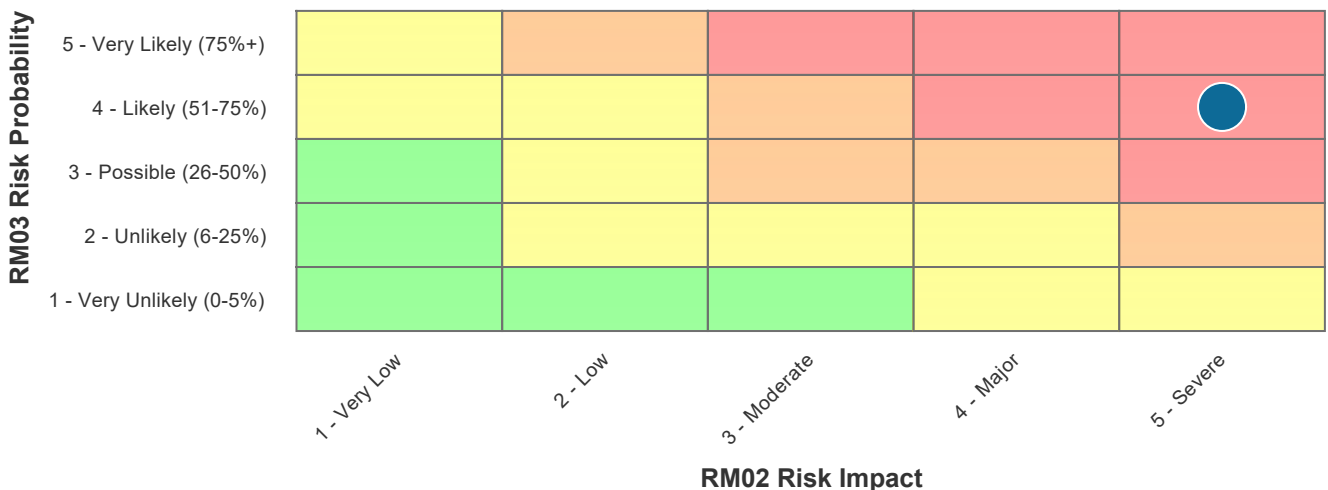
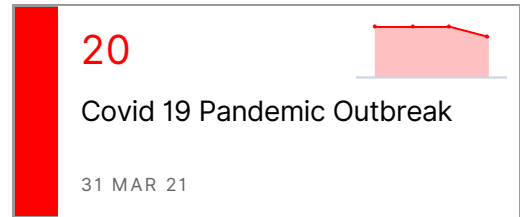
Direction of Risk

Climate Change	DoR	Comment
	➔	Risk level has not changed since the last quarter. Changes in legislation and physical effects on the city will be monitored.


Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> Begin to use zero emission vehicles and active travel to deliver services	Begin to use zero emission vehicles and active travel to deliver services	15%	●
<input checked="" type="checkbox"/> Collaborate with Partners to Develop Carbon Reduction Opportunities	Collaborate with external partners to develop internal and external carbon reduction opportunities	14%	★
<input checked="" type="checkbox"/> Develop & Promote the Installation of Community Energy	Continue to develop and promote the installation of community energy in the city	100%	✔
<input checked="" type="checkbox"/> Develop a Climate Strategy	Develop a Climate Strategy for Newport City Council.	25%	★
<input checked="" type="checkbox"/> Develop a Long Term Fleet Strategy	Development of a long term Fleet Strategy that will support the Council's Carbon Management Plan to be net carbon neutral.	70%	★
<input checked="" type="checkbox"/> Develop Localised Air Quality Management Plans	Local Air Quality Management - develop localised plans under the Council's Sustainable Travel Strategy to meet statutory requirements for Action Plans. Actions to be generated by the Sustainable Travel Group.	20%	●
<input checked="" type="checkbox"/> Improve the Energy Efficiency of the Estate	Develop a programme to improve the energy efficiency of the estate.	100%	✔
<input checked="" type="checkbox"/> Investigate Opportunities to Improve Domestic Energy Efficiency and Relieve Fuel Poverty	Investigate opportunities to improve domestic energy efficiency and relieve fuel poverty in Newport.	100%	✔
<input checked="" type="checkbox"/> Review Carbon Management Plan	Undertake the first Carbon Management Plan review.	100%	✔
<input checked="" type="checkbox"/> Review Public Transport Access for Proposed Housing Developments	Review proposed housing developments for access to public transport.	100%	✔
<input checked="" type="checkbox"/> Undertake & Deliver Active Travel Projects	Undertake and deliver Active Travel projects across Newport agreed as part of the local transport fund allocation.	100%	✔
<input checked="" type="checkbox"/> Undertake actions to discharge duties under Active Travel Act	Undertake actions to discharge duties placed on local authorities under the Active Travel Act including publishing and promoting the integrated network map.	100%	✔





Covid 19 Pandemic Outbreak

Short Description	The Corona Virus (COVID 19) pandemic has put at risk the operational ability of the Council to deliver its services, support vulnerable people across Newport and the economic impact to the local and wider economy. Potential mitigations carried out in line with the Chief Medical Officer's advice and Welsh/UK Government guidance.
Risk Owner	Rhys Cornwall
Overseeing Officer	Chief Executive
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 1. Skills, Education & Employment ■ WBO 2. Economic Growth & Regeneration ■ WBO 3. Healthy, Independent & Resilient ■ WBO 4. Cohesive & Sustainable Communities ■ SRA 1. Supporting Education and Employment ■ SRA 2. Supporting the Environment & the Economy ■ SRA 3. Supporting Health & Well-being of Citizens ■ SRA 4. Supporting Citizens post Covid-19



Direction of Risk

DoR	Comment
Covid 19 Pandemic Outbreak	 <p>The risk score has decreased to 20 at the end of quarter 4 due to the successful roll out of the vaccination programme and easing of lock down restrictions. Front line Council services continue to operate normally. However, there remains small clusters across the community which are being managed through the Test Trace and Protect teams. The Council's Covid Recovery Group (Gold) continues to regularly meet and monitor the situation. Monthly Cabinet reports are continue to be presented providing an overview of the Council's Covid response.</p>

Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> Covid 19 Business Continuity Arrangements (Platinum and Gold)	Implementation and maintaining Business continuity (Platinum / Gold) arrangements for the Council.	100%	
<input checked="" type="checkbox"/> Develop a Community Impact Assessment	Develop a community impact assessment to understand the impact that Covid 19 pandemic and resultant lockdown has had on Newport's Communities	100%	
<input checked="" type="checkbox"/> Health & Safety Arrangements for front line staff	Health & Safety / protection activities are increased to prevent the spread of the virus across Council assets and buildings, staff and citizens.	100%	
<input checked="" type="checkbox"/> Implementation of Covid 19 Human Resources procedures	Implementation of Human Resource procedures to support staff, agency / contractors and volunteers.	100%	

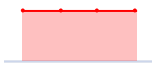
Cyber Security

Short Description	Management and security of the Council's ICT systems to protect personal and sensitive data from theft and loss whilst also maintaining business continuity and integrity of our systems.
Risk Owner	Rhys Cornwall
Overseeing Officer	Chief Executive
Lead Cabinet Member(s)	Cabinet Member for Community and Resources
Linked Theme	Theme : Modernised Council
Linked Corporate Objective	

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Cyber Security

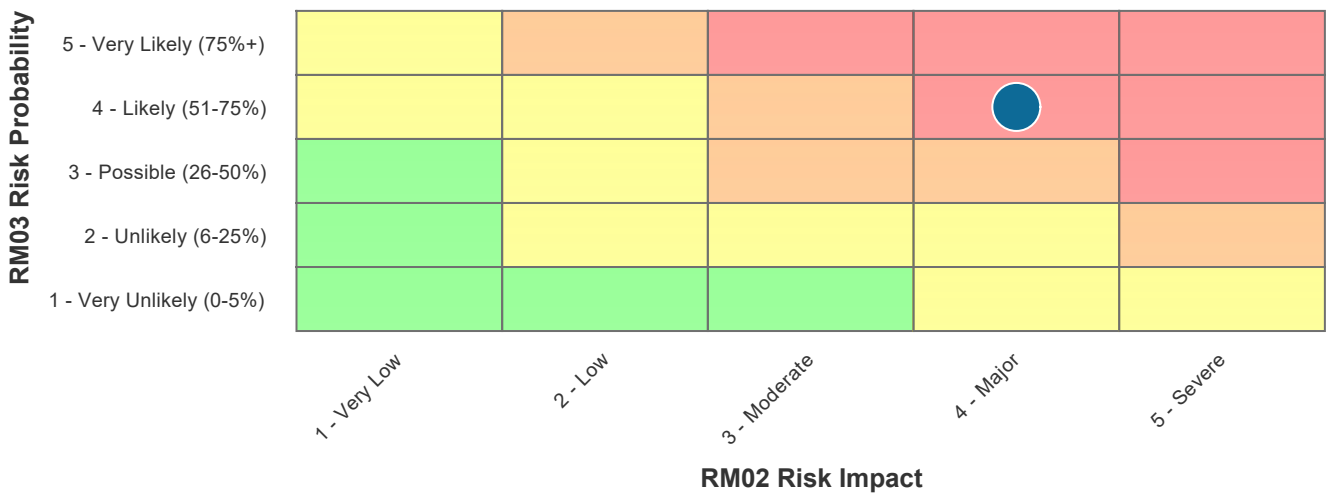
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Inherent Risk Score
Target Risk Score



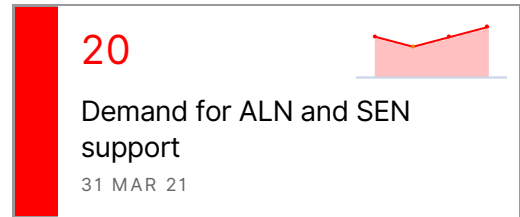
Direction of Risk

DoR	Comment
Cyber Security	➔ This remains a significant risk given the environment especially given the increased risk of home working. This has been reduced by the implementation of a ransomware containment solution.

Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> Cyber Security awareness and communications	Deliver regular cyber security updates and communications to staff through the staff Intranet and fortnightly / monthly newsletters.	100%	✔
<input checked="" type="checkbox"/> Implementation of a Policy Management System	To explore and purchase a Policy Management System that will ensure staff across the business undertake necessary training before being able to access IT systems.	40%	★
<input checked="" type="checkbox"/> Implementation of Ransomware software	To explore and purchase Ransomware software to mitigate against potential ransomware attacks by preventing mass encryption of IT systems.	100%	✔
<input checked="" type="checkbox"/> SRS / NCC Business Continuity & Disaster Recovery	Disaster Recovery and business continuity processes between the Council and SRS will be reviewed and updated. These processes will be subject to regular testing with findings and recommendations fed back to the Council's Information Governance Group to ensure the necessary action(s) are completed.	50%	★

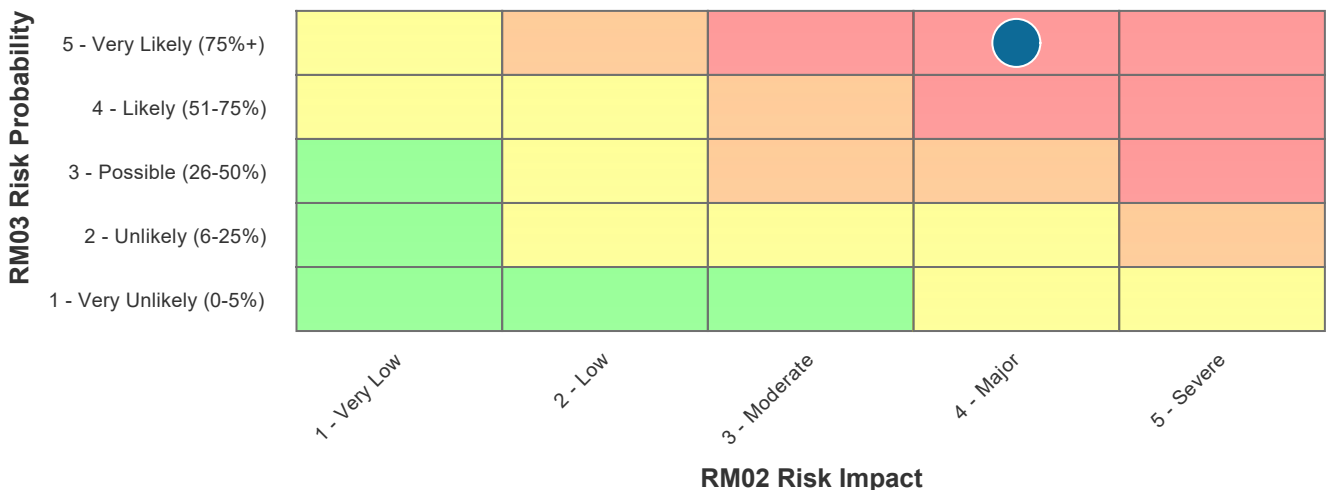
Demand for ALN and SEN support

Short Description	Funding to cover Additional Learning Needs (ALN) and Special Education Needs (SEN) provision across the city is insufficient and does not meet the demand of increasing need.
Risk Owner	Katy Rees
Overseeing Officer	Chief Education Officer
Lead Cabinet Member(s)	Cabinet Member for Education and Skills
Linked Theme	Theme : Aspirational People
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 1. Skills, Education & Employment ■ WBO 3. Healthy, Independent & Resilient ■ SRA 1. Supporting Education and Employment











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Inherent Risk Score Target Risk Score



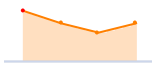
Direction of Risk

DoR	Comment
Demand for ALN and SEN support	<p> Pupils have returned to School with varying ALN needs due to lack of experiential learning, social experiences and also pupils with complex ALN who were highlighted through the Statutory Assessment processes last year. There is a pressure on Schools to develop inclusive classrooms to support a range of ALN needs. Currently the Inclusion Enrichment Team does not have the capacity to offer preventative, capacity building support to Schools. The expectation of the ALN Code 2021 is that all Schools will provide Additional Learning provision for pupils from September 2021. There is a need to review the ALN funding formula for Schools to ensure they are adequately resourced to provide the ALN support expected and to develop a comprehensive LA preventative team to ensure Schools have specialist advice and support needed and also Schools provisions are effectively monitored.</p>

Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> Create a sustainable model of delivery for children with ALN provided with timely intervention	In liaison with finance, partners and schools create a sustainable model of delivery to ensure children with ALN are provided with timely intervention within a prescribed budget without year on year fluctuation.	30%	
<input checked="" type="checkbox"/> Develop and implement a joint ALN and Admissions process	To develop and implement a joint ALN and Admissions process regarding allocation of school placements based on parental preference to safeguard and minimise appeals processes.	75%	
<input checked="" type="checkbox"/> Estyn Rec 5 - Ensure Appropriate Welsh Medium Provision is in Place for ALN Pupils	(Estyn Rec 5) Ensure that Welsh Medium (WM) provision is established to support pupils with Additional Learning Needs	75%	
<input checked="" type="checkbox"/> Implementation of the Additional Learning Needs (ALN) and Educational Tribunal Act 2018.	To further the implementation of the Additional Learning Needs (ALN) and Educational Tribunal Act 2018.	50%	
<input checked="" type="checkbox"/> Review availability of provision for all pupils with Additional Learning Needs.	Review with relevant regional partners what provision is available and required to ensure all pupils with ALN have the opportunities to return to study up to age 25.	50%	
<input checked="" type="checkbox"/> Review the staffing resources to implement the demands of ALN & Educational Tribunal Act.	To review the staffing resources needed to implement the demands of the Additional Learning Needs (ALN) and Educational Tribunal Act 2018.	50%	
<input checked="" type="checkbox"/> Work with partners to embed Learn Well Plan	(Estyn Rec 2) Work with partners to embed the priorities of the Learn Well Plan which focuses on improving the attainment of vulnerable groups.	50%	

Educational Out of County Placements

Short Description	Limited access to Newport City Council (NCC) provision for pupils who require complex and specialist placements which results on a reliance on Out of County (OOC) placements both day and residential.
Risk Owner	Katy Rees
Overseeing Officer	Chief Education Officer
Lead Cabinet Member(s)	Cabinet Member for Education and Skills
Linked Theme	Theme : Aspirational People
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 1. Skills, Education & Employment ■ SRA 1. Supporting Education and Employment

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Educational Out of County Placements

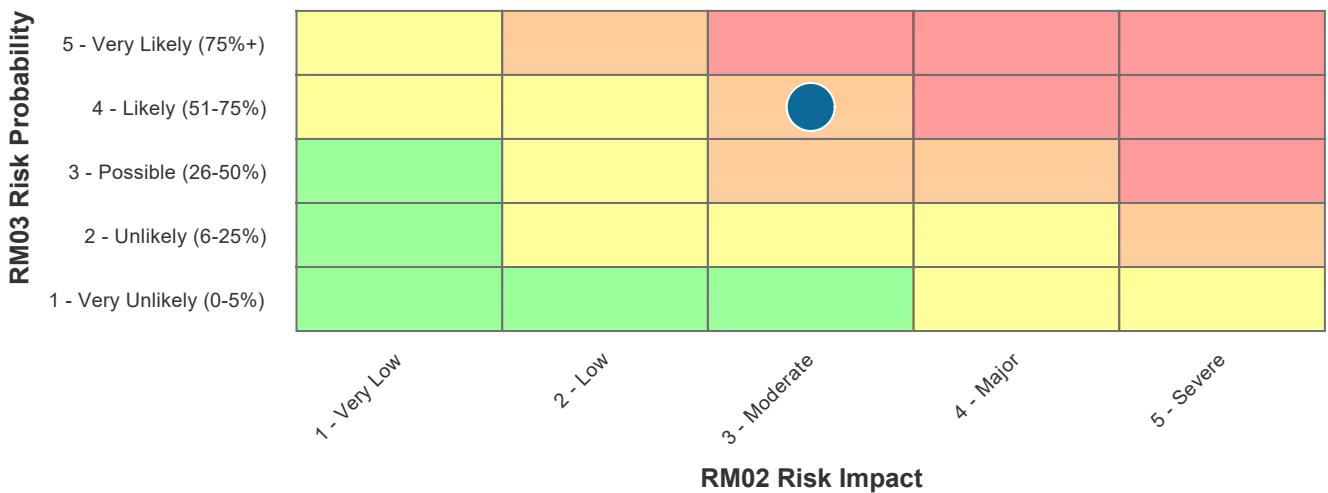
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Inherent Risk Score

Target Risk Score



Direction of Risk

	DoR	Comment
Educational Out of County Placements	✘	Through the commissioning of local providers such as Newport Live, Catch 22 and Sporting Chance we have been able to access local specialist provisions which has reduced the need for specialist out of County provisions. However our special Schools Maes Ebbw and Ysgol Bryn Derw are full which increases the risk of OOC placements for complex needs pupils in the future. Extension options are being considered to ensure there are more spaces available for pupils with complex needs. Mastodon C has also been commissioned to create data projections for future specialist provision needs.

Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> Create a sustainable model of delivery for children with ALN provided with timely intervention	In liaison with finance, partners and schools create a sustainable model of delivery to ensure children with ALN are provided with timely intervention within a prescribed budget without year on year fluctuation.	30%	▲
<input checked="" type="checkbox"/> Redevelop and extend provision within the city to accommodate a greater range of needs	To continue to redevelop and extend provision within the city to accommodate a greater range of needs, ensuring that pupils are placed where their learning is best supported which will reduce the need for Out of County placements.	50%	●

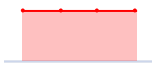
Highways Networks

Short Description	Failure to recognise current levels of under investment in the whole life of the city's highway network assets in the medium to long term will continue to compound existing maintenance backlog figures.
Risk Owner	Paul Jones
Overseeing Officer	Chief Executive
Lead Cabinet Member(s)	Deputy Leader & Cabinet Member for City Services & Member Development
Linked Theme	Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 2. Economic Growth & Regeneration ■ WBO 3. Healthy, Independent & Resilient ■ SRA 2. Supporting the Environment & the Economy ■ SRA 3. Supporting Health & Well-being of Citizens

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Highways Networks

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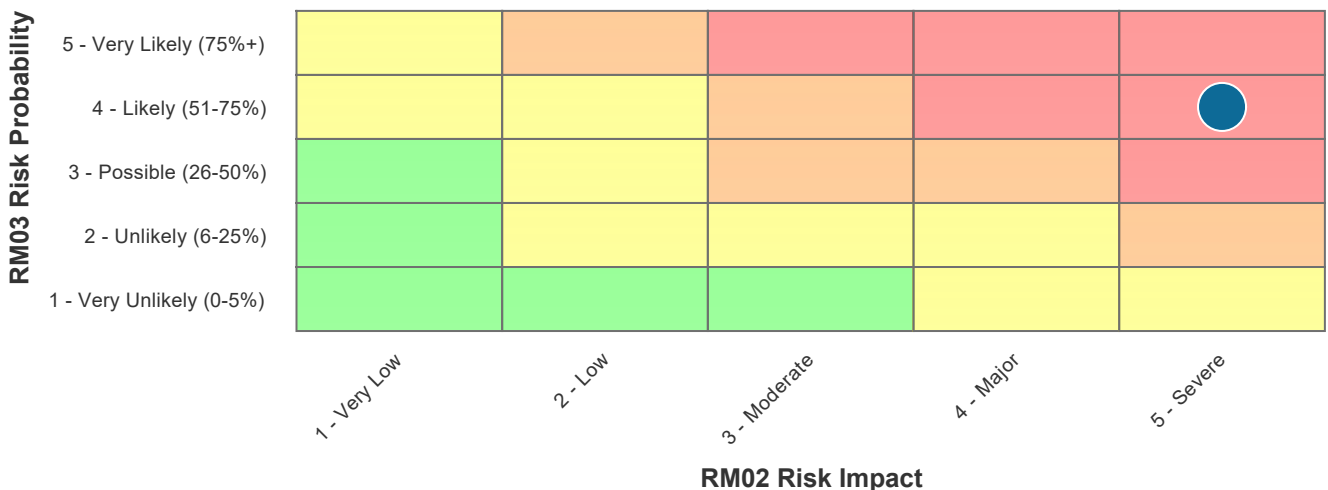


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Inherent Risk Score


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Target Risk Score



Direction of Risk

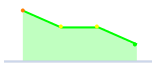
	DoR	Comment
Highways Networks	➔	No change for the end of Quarter 3. The long term maintenance of the Highways infrastructure remains a high risk due to the backlog of work and the necessary funding (over £80 million) required.

Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> Develop and implement the Council's Highways Asset Management Strategy / Plan	The Council is developing the Highways Asset Management Strategy and Highways Asset Management Plan. This plan will be implemented in 2019/20 and will enable the Council to actively manage its highways infrastructure. Implementation of the plan will enable the Council to undertake: risk based assessment and management of its infrastructure; calculating future funding requirements to maintain agreed levels of service; risk based evidence to identify and deliver improvements to assets identified below required standards.	100%	

In Year Financial Management

Short Description	This relates to the in year management of budgets and risk profiling of service areas / activities that are forecasting end of year overspends.
Risk Owner	Owen James
Overseeing Officer	<ul style="list-style-type: none"> ■ Chief Executive ■ Head of Finance
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 1. Skills, Education & Employment ■ WBO 2. Economic Growth & Regeneration ■ WBO 3. Healthy, Independent & Resilient ■ WBO 4. Cohesive & Sustainable Communities

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In Year Financial Management

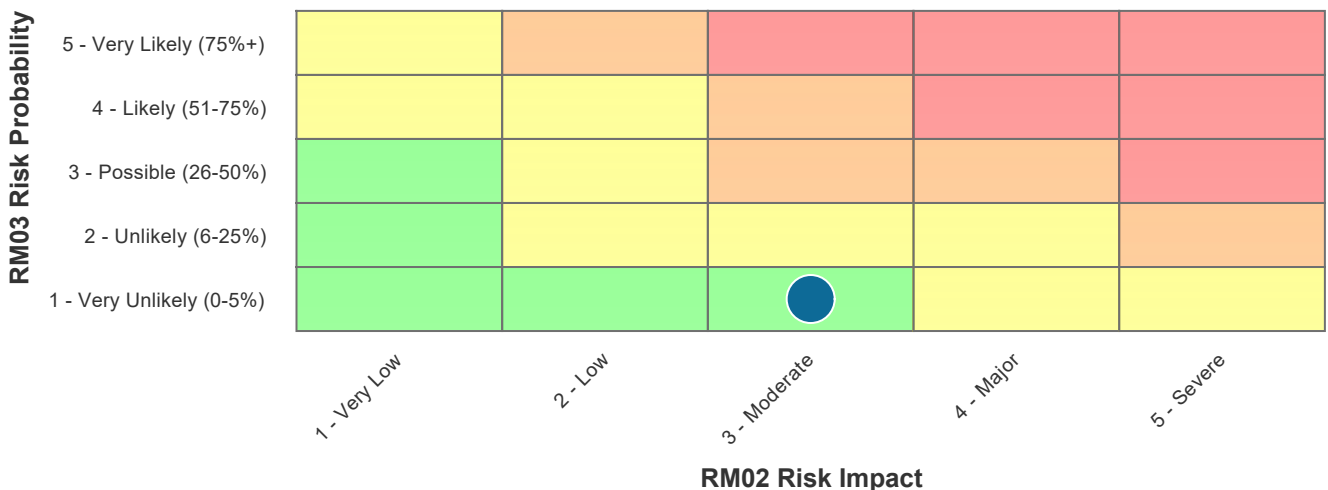
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Inherent Risk Score

Target Risk Score



Direction of Risk

DoR	Comment
✔	Anticipated out turn suggest significant surplus position at the end of the financial year.

Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> Agree the Service Areas finance Response & Recovery to Covid-19 Impact	Meet with Heads of Service to agree the impact on the individual service areas on the impact of their response and recovery of the Covid-19 impact, alongside the “business as usual” forecasts to be including within monitoring.	100%	✔
<input checked="" type="checkbox"/> All service areas to maintain robust financial management	All service areas to maintain robust financial management and understand the risks associated delivery of savings and achievability of the savings.	100%	✔
<input checked="" type="checkbox"/> Cabinet Member and Senior Officers to manage / mitigate any projects not achieving savings	There are currently £1.2m of undelivered savings for the 2020/21 and prior financial years. These are largely delayed due to covid-19 pandemic, however until they are delivered they will have an impact on the financial outturn and if ongoing a concern for the future years. Therefore focus needs to remain on delivering the savings.	84%	●
<input checked="" type="checkbox"/> Cabinet Member and Senior Officers to reduce overspending in Social Care	There continue to be overspends reported in Social Care in 2020/21, Cabinet Members and Senior Officers to address these.	50%	●
<input checked="" type="checkbox"/> Carry Out Capital Budget Workshop with Senior Officers	Carry out a capital workshop with Senior Officers to re-profile capital budgets in light of previous year’s slippage, and understand the demands on the capital programme and the long-term impact of these on the Capital Programme.	100%	✔

Newport Council's Property Estate

Short Description	NCC has a significant property estate covering over 170 buildings (circa) such as the Civic Centre, Telford Depot, schools etc. The Council has to ensure the estate is maintained to required standards to enable access, safety, security and in the long term sustainable for staff and residents to use.
Risk Owner	Daniel Cooke
Overseeing Officer	<ul style="list-style-type: none"> ■ Chief Executive ■ Head of People & Business Change ■ Head of Regeneration, Investment and Housing
Lead Cabinet Member(s)	Cabinet Member for Assets
Linked Theme	Theme : Modernised Council
Linked Corporate Objective	<ul style="list-style-type: none"> ■ SRA 2. Supporting the Environment & the Economy ■ SRA 3. Supporting Health & Well-being of Citizens ■ WBO 2. Economic Growth & Regeneration ■ WBO 3. Healthy, Independent & Resilient

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Newport Council's Property Estate

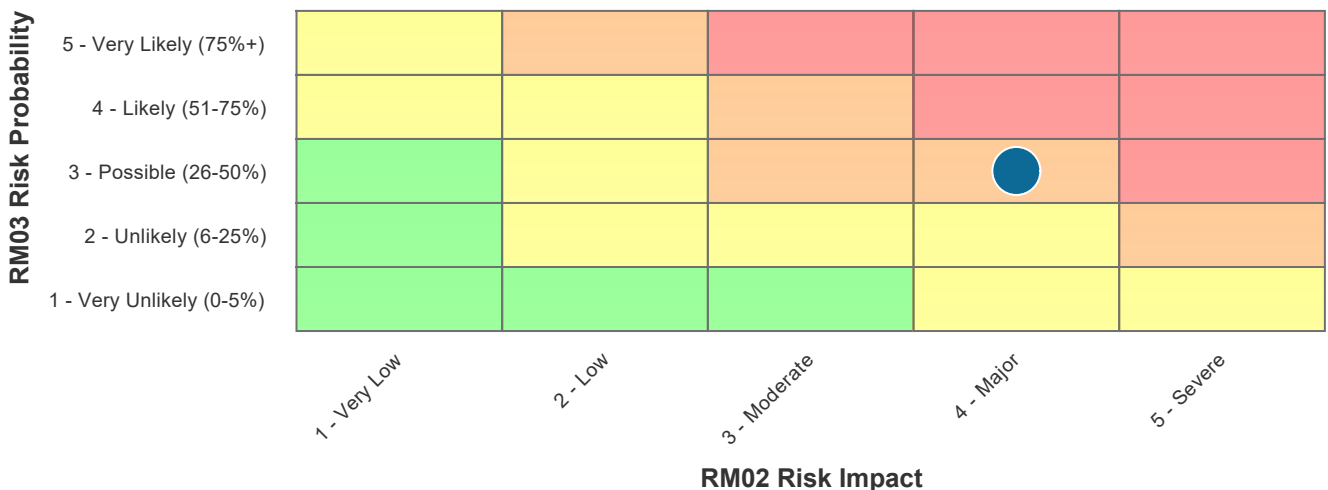
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Inherent Risk Score

Target Risk Score



Direction of Risk

Newport Council's Property Estate	DoR	Comment
	➔	Increased probability of risk due to having undertaken the majority of condition surveys throughout NCCs operational estate.

Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> Adhere to the Corporate Landlord Policy	Adherence to the Corporate Landlord Policy	100%	✔
<input checked="" type="checkbox"/> Create and Develop the Civic Centre Operational Groups	Create and develop the Civic Centre Operational Groups	100%	★
<input checked="" type="checkbox"/> Delivery of the Annual Capital Maintenance Programme	The delivery of the Council's annual Capital maintenance programme to maintain and improve the Council's property estate.	100%	★
<input checked="" type="checkbox"/> Develop a balanced strategy for the future of the Civic Centre	In response to financial, environmental, legal sustainability and social pressures we need to develop a balanced strategy for the future preservation and transformation of the Civic Centre.	50%	★
<input checked="" type="checkbox"/> Develop The Civic Centre Maintenance Backlog Prioritisation Schedule	Develop and update a Civic Centre maintenance backlog prioritisation schedule.	100%	★
<input checked="" type="checkbox"/> Ensure NCC Property & Assets Support the Corporate Plan	Ensure that the property and assets held by NCC sustain and support the corporate plan	100%	✔
<input checked="" type="checkbox"/> Ensure there are Accountable & Responsible Premise Managers in all NCC premises	Accountable and responsible Premise Managers in all NCC premises	75%	★

Pressure on Adult & Community Services

Short Description	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.
Risk Owner	Jenny Jenkins
Overseeing Officer	Head of Adult and Community Services
Lead Cabinet Member(s)	Cabinet Member for Social Services
Linked Theme	Theme: Resilient Communities (Social Care)
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 3. Healthy, Independent & Resilient SRA 3. Supporting Health & Well-being of Citizens

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Pressure on Adult & Community Services

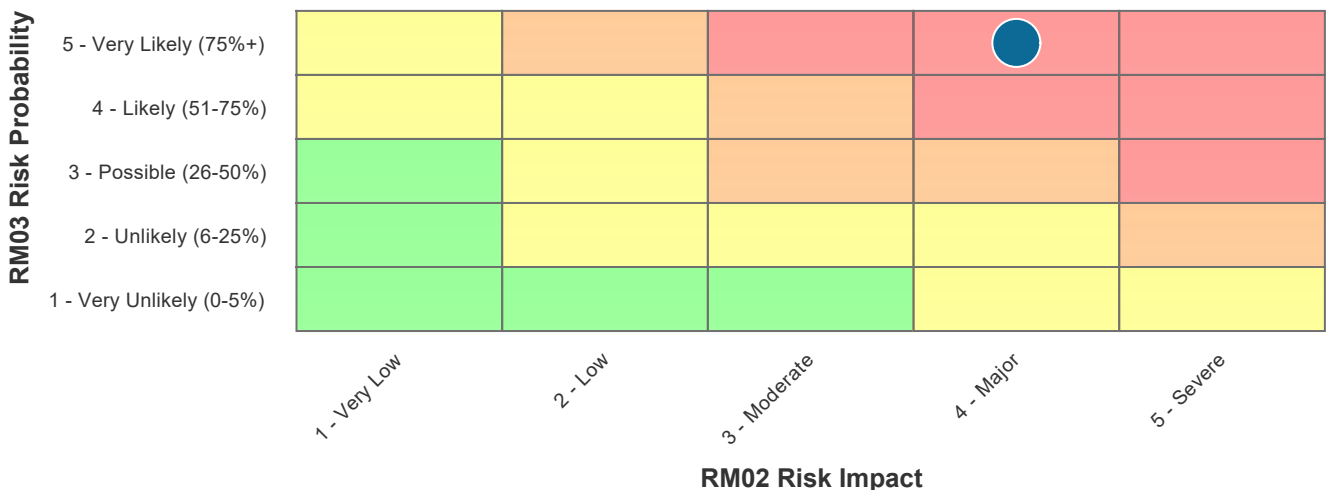
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Inherent Risk Score

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Target Risk Score



Direction of Risk

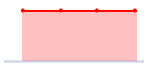
	DoR	Comment
Pressure on Adult & Community Services	➔	The Pandemic has created new risks for providers and the delivery of services. The full impact is not yet known but will continue to be monitored.

Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> Continue to Develop First Contact as a Multi-Agency & Disciplinary Team	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.	80%	★
<input checked="" type="checkbox"/> Further implementation of the revised Telecare Service	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.	100%	✔
<input checked="" type="checkbox"/> Improve Support Available for Young People with Learning Disabilities	To improve the support available for young people with learning disabilities to transition from Children Services into Adults Services. .	70%	★
<input checked="" type="checkbox"/> Integrate Regional Home First Initiative into Hospital Pathway	To develop and effectively integrate the Regional Home First initiative into the hospital pathway and to further align patient flow processes within hospital discharge.	50%	★
<input checked="" type="checkbox"/> Provide Integrated Health & Social Support to Newport Citizens	To provide integrated health and social care support to Newport citizens.	25%	?

Pressure on Housing & Homelessness Services

Short Description	Increased pressures being faced by the Council's housing service during the Covid-19 pandemic to support people that are presenting at risk of becoming homeless, those persons sleeping rough and those experiencing difficulties in their accommodation.
Risk Owner	Natalie Thompson
Overseeing Officer	<ul style="list-style-type: none"> Chief Executive Head of Regeneration, Investment and Housing
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	<ul style="list-style-type: none"> Theme: Resilient Communities (Community) Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 4. Cohesive & Sustainable Communities SRA 2. Supporting the Environment & the Economy SRA 4. Supporting Citizens post Covid-19 WBO 2. Economic Growth & Regeneration WBO 3. Healthy, Independent & Resilient

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Pressure on Housing & Homelessness Services

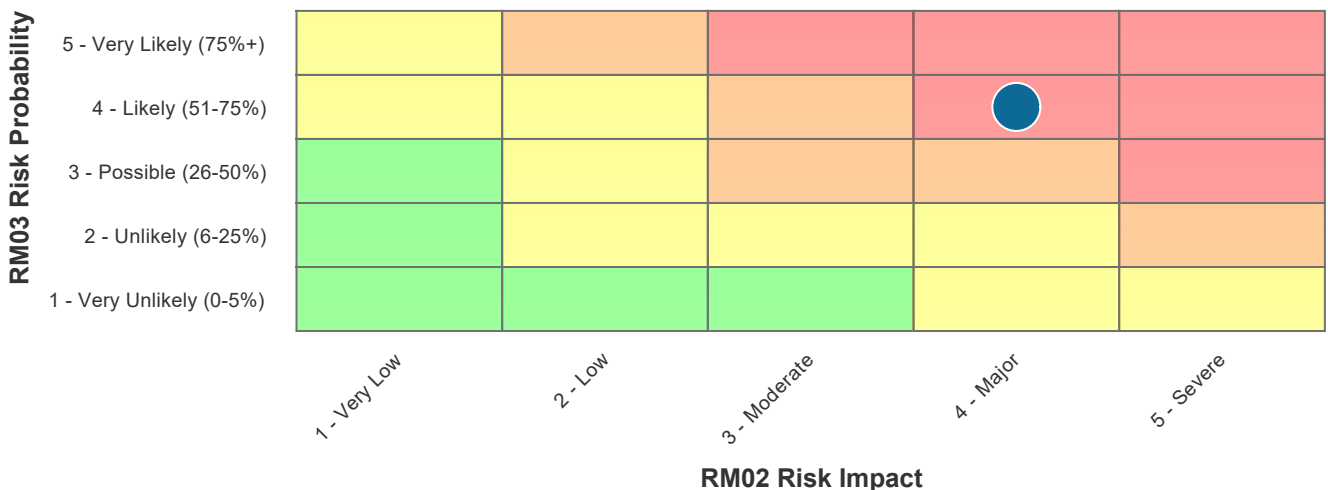
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Inherent Risk Score

6

Target Risk Score



Direction of Risk

Pressure on Housing & Homelessness Services	DoR	Comment
	➡	No change since last reporting period

Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> Deliver the 3-year Planned Development Programme with RSL's - 2020-21	Deliver the 3-year Planned Development Programme with RSL's	100%	✔
<input checked="" type="checkbox"/> Develop Strategy Framework for Private Sector Housing	Develop a strategy framework for private sector housing, bringing together the Adaptations Policy, Private Sector Leasing scheme, Housing Loans Policy	50%	★
<input checked="" type="checkbox"/> Further Development of Strategic Housing Forum	Further development of the Strategic Housing Forum	100%	✔
<input checked="" type="checkbox"/> Manage common housing register and Newport Housing Options Service	Manage and maintain the Common Housing Register and Newport Housing Options service	100%	✔
<input checked="" type="checkbox"/> Produce a Housing Prospectus for Newport	Produce a housing prospectus for Newport in line with Welsh Government guidance.	0%	●
<input checked="" type="checkbox"/> Research Private Rented Sector Accommodation in Newport	Carry out research into the extent and nature of private rented sector accommodation in Newport.	100%	✔
<input checked="" type="checkbox"/> Undertake a review of the Housing Allocation Policy	Undertake a review of the Housing Allocation Policy.	25%	★

Pressure on the Delivery of Children Services

Short Description	Increased pressure on Children Services to manage increase in volume of referrals / cases of children with complex needs. This is in the context of budgets not being able to meet increase in costs to provide the necessary care and front-line staff being able to manage high volume and complex caseloads.
Risk Owner	Sally Jenkins
Overseeing Officer	Chief Executive
Lead Cabinet Member(s)	Cabinet Member for Social Services
Linked Theme	<ul style="list-style-type: none"> Theme : Aspirational People Theme: Resilient Communities (Social Care)
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 3. Healthy, Independent & Resilient SRA 3. Supporting Health & Well-being of Citizens

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Pressure on the Delivery of Children Services

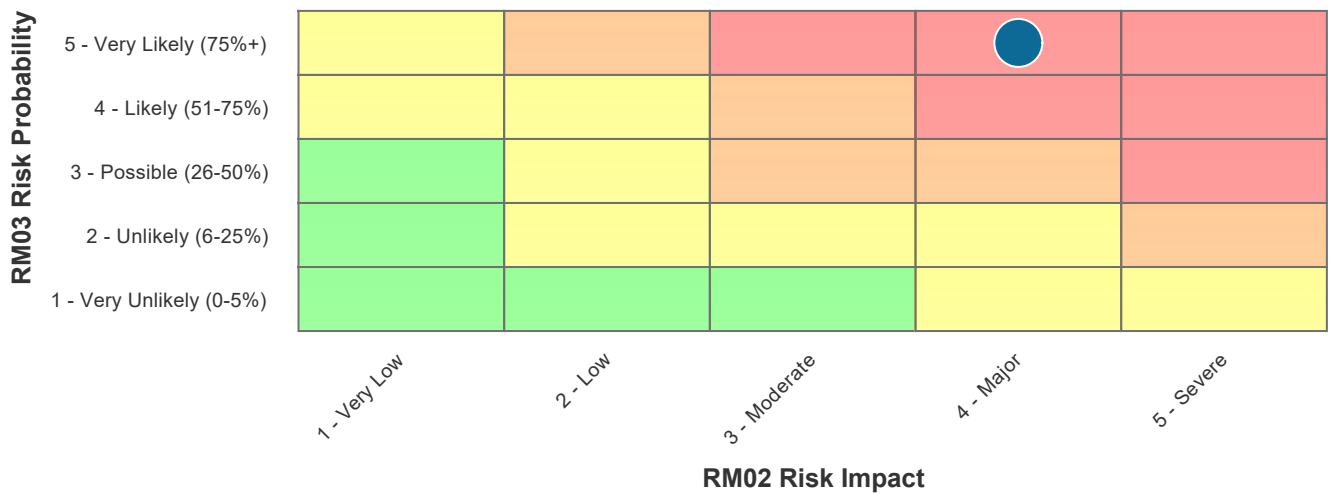
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Inherent Risk Score

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Target Risk Score



Direction of Risk

DoR	Comment
Pressure on the Delivery of Children Services ➡	No change at this time.

Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> Complete & Implement Welsh Government Recommendations for LAC Reduction	Completion and implementation of Welsh Government action plan to work towards reducing the numbers of looked after children	100%	★
<input checked="" type="checkbox"/> Continue Development of Residential Provision	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	60%	★
<input checked="" type="checkbox"/> Continue the Work Started with GDAS to Base Multi-agency Staff in Front line Teams	Continue the Work Started with GDAS to Base Multi-agency Staff in Front line Teams	50%	●
<input checked="" type="checkbox"/> Continuing to Increase Housing Options for Care Leavers	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.	40%	●
<input checked="" type="checkbox"/> Develop a Rapid Response Provision at the Front Door of Children's Services	Develop a rapid response provision at the front door of Children's Services utilising the skill set in existing provision.	100%	✔
<input checked="" type="checkbox"/> Increase Number of Foster Carers Recruited to NCC Through Increased Marketing	To increase the number of foster carers recruited to NCC through increased marketing and scoping raising fostering fees and implementing council tax exemptions.	100%	✔
<input checked="" type="checkbox"/> Review our Existing Arrangements for Family Time to Improve the Offer for Children & Families	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.	75%	●

Safeguarding Risk

Short Description	To ensure the Council safeguards adults, children and carers as part of its statutory duty.
Risk Owner	Mary Ryan
Overseeing Officer	<ul style="list-style-type: none"> ■ Chief Education Officer ■ Chief Executive ■ Head of Adult and Community Services ■ Head of Children and Family Services ■ Head of Regeneration, Investment and Housing
Lead Cabinet Member(s)	Cabinet Member for Social Services
Linked Theme	Theme: Resilient Communities (Social Care)
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 3. Healthy, Independent & Resilient ■ SRA 3. Supporting Health & Well-being of Citizens

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Safeguarding Risk

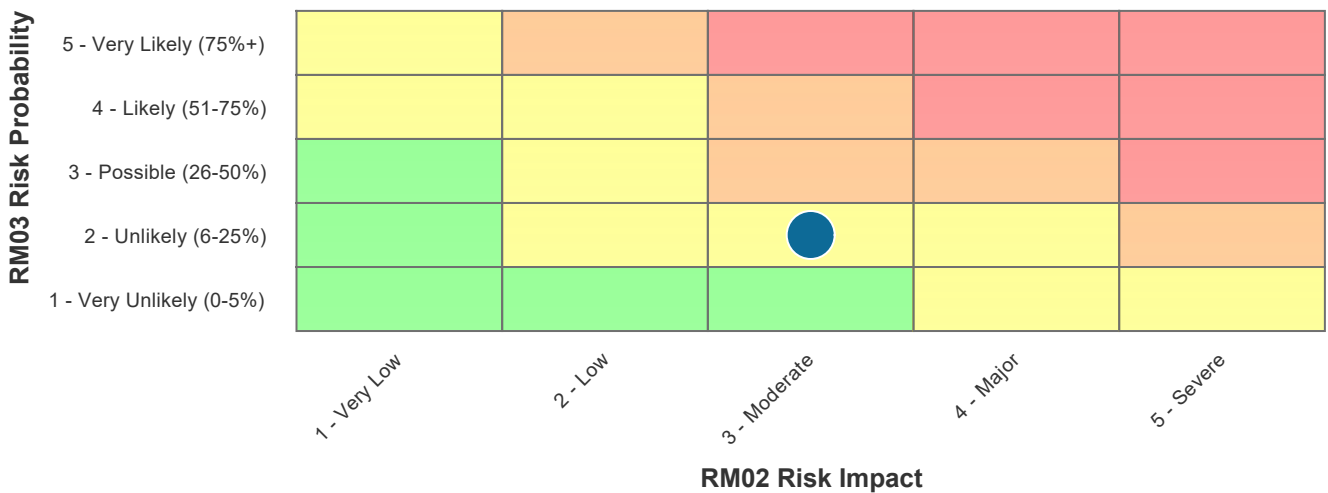
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Inherent Risk Score

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Target Risk Score



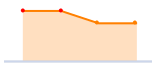
Direction of Risk

Safeguarding Risk	DoR	Comment
	➔	no change to score as completing self assessment safeguarding audit from all council service areas.

Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> All education Services staff to have completed relevant safeguarding training	Central Education Services are up to date with their safeguarding training	98.5%	★
<input checked="" type="checkbox"/> Build on Contextual Safeguarding Research	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.	75%	●
<input checked="" type="checkbox"/> Complete & Deliver Actions Agreed in Post Safeguarding Joint Inspection Action Plan	Complete and deliver actions agreed in the post safeguarding joint inspection action plan	75%	●
<input checked="" type="checkbox"/> Contribute towards the All Wales Adult Safeguarding Guidance	Contribute towards the All Wales Adult Safeguarding Guidance	100%	✔
<input checked="" type="checkbox"/> Delivery of Safeguarding Programmes 2020-21	Deliver safeguarding programmes and measures that protect citizens from victimisation and to measure the impact of regulatory interventions.	50%	●
<input checked="" type="checkbox"/> Embed the implementation of the new national 'safeguarding toolkit' for schools.	Embed the implementation of the new national 'safeguarding toolkit' for schools.	30%	★
<input checked="" type="checkbox"/> Empower Citizens Through the Adult Safeguarding Process	To continue to support and empower citizens through the adult safeguarding process.	97%	★
<input checked="" type="checkbox"/> Implement the Exploitation Strategy within Newport Children's Services	Exploitation will be considered under one overarching banner whether it is criminal or sexual and the response will be based on the needs and desired outcomes for the young person rather than the risks. A multi agency approach is in place and there is progress being made to evaluation this work through the contextual safeguarding and CASCADE schools.	67%	★
<input checked="" type="checkbox"/> Incorporate a Robust Preventative & Early Intervention Agenda in a Contextual Safeguarding Framework	Develop the breadth of support available from the service, incorporating a robust preventative and early intervention agenda within a contextual safeguarding framework.	100%	✔
<input checked="" type="checkbox"/> Provide Training & Practitioner Access to Welsh Government Safeguarding App	To provide training and Practitioner access to Welsh Government Safeguarding App through council mobile phones and computers.	100%	✔
<input checked="" type="checkbox"/> To implement new processes for Liberty Protection Safeguards.	Mental capacity Act requires the authority to implement the deprivation and liberty safeguards for citizens of Newport. We have an established regional and local process to delivery on DoLS. However, the legislation changes in October 2020 requiring the Council to have processes in place for the new LPS Liberty Protection Safeguards. This action is to implement the new process for the Council.	50%	★
<input checked="" type="checkbox"/> Website Development	Website Development	100%	✔

Schools Finance / Cost Pressures

Short Description	In year cost pressures of schools are not met resulting in increased deficit budgets
Risk Owner	Sarah Morgan
Overseeing Officer	<ul style="list-style-type: none"> Chief Education Officer Chief Executive
Lead Cabinet Member(s)	<ul style="list-style-type: none"> Cabinet Member for Education and Skills Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	Theme : Aspirational People
Linked Corporate Objective	WBO 1. Skills, Education & Employment

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Schools Finance / Cost Pressures

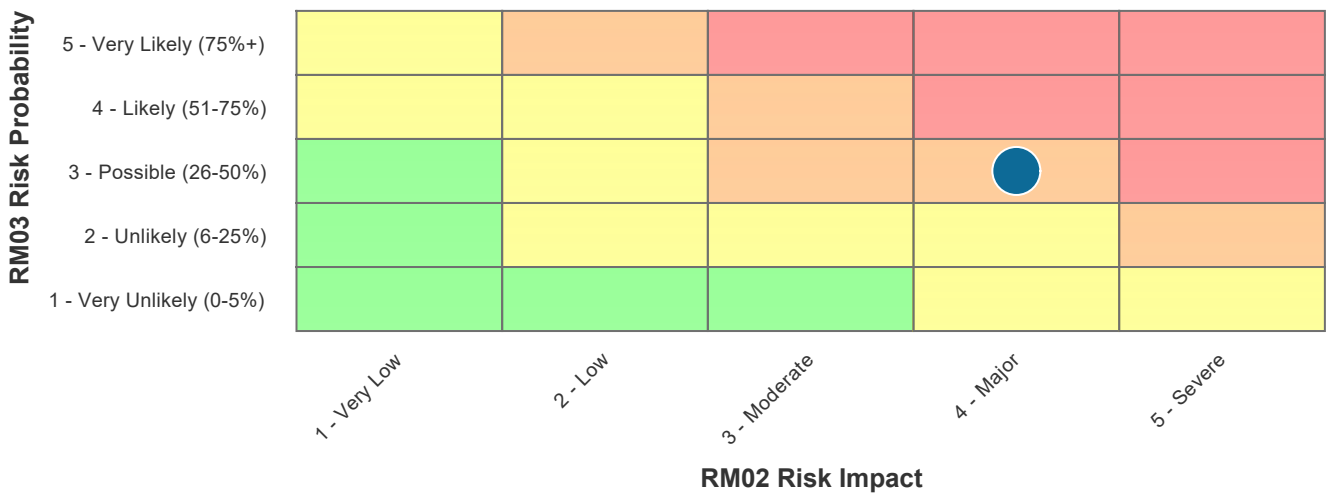
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Inherent Risk Score

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Target Risk Score



Direction of Risk

Schools Finance / Cost Pressures	DoR	Comment
	➔	No change in Direction of Risk score.

Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> Annual school funding formula review 20/21.	Review School Funding Formula.	50%	★
<input checked="" type="checkbox"/> Managing School Budget	The local authority will monitor school budgets to ensure that Headteachers and Governing Bodies are: a) Maintaining a balanced budget; b) Addressing in year overspends to reduce the risk of moving in to deficit positions; c) Where deficit budgets occur, deficits are licensed with full recovery plans. d) Where in year deficits are still arising following substantial review, further mitigation may be through the medium term financial plan.	60%	▲
<input checked="" type="checkbox"/> Monitor In-Year School Budgets to Ensure Budgets are Managed Effectively	Monitor In-year School budgets to ensure budgets are: • Managed effectively and taking necessary actions to prevent overspending. Effectively taking necessary actions to prevent overspending. Schools that have deficit budget recovery plans are implementing the necessary actions to reduce their overall budget deficits.	50%	●
<input checked="" type="checkbox"/> Monitoring of Primary, Secondary & Special Schools In-Year Budgets	Monitoring of primary, secondary and special schools in-year budgets: • To prevent overspending and take necessary mitigating action(s). Schools with deficit budget recovery plans are implementing the necessary actions to reduce their budget deficits	70%	▲

Stability of Social Services Providers

Short Description	The Council requires support from external providers to deliver care packages for children and adults (residential / Non Residential). The current marketplace for external providers is volatile due to the increasing costs to provide care, maintain homes, staffing meeting legislative and regulatory requirements.
Risk Owner	Jenny Jenkins
Overseeing Officer	Head of Adult and Community Services
Lead Cabinet Member(s)	Cabinet Member for Social Services
Linked Theme	Theme: Resilient Communities (Social Care)
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 3. Healthy, Independent & Resilient SRA 3. Supporting Health & Well-being of Citizens

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Stability of Social Services Providers

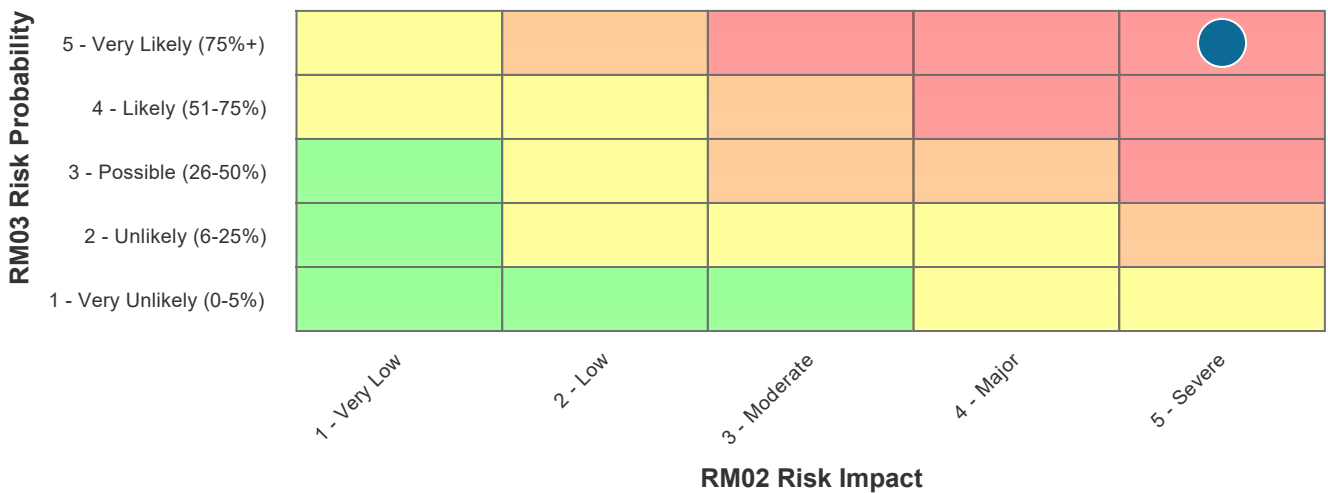
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Inherent Risk Score

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Target Risk Score



Direction of Risk

	DoR	Comment
Stability of Social Services Providers	➔	The Pandemic has created new risks for providers and the delivery of services. The full impact is not yet known but will continue to be monitored.

Action Name	Action Description	% Complete	Mar 2021
<input checked="" type="checkbox"/> ABUHB & Local Authority Partners to Develop Common Contracts & Monitoring Protocols	Work with Aneurin Bevan University Health Board and Local Authority partners to develop common contracts and monitoring protocols.	80%	★
<input checked="" type="checkbox"/> Assess Impact of Covid 19 on Long Term Sustainability of Service Providers	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.	20%	●
<input checked="" type="checkbox"/> Continue to Provide & Develop in House Provision	Continue to provide and develop in house provision	100%	★
<input checked="" type="checkbox"/> Develop the People Commissioning Function to Oversee Commissioning & Contractual Activity	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.	75%	★
<input checked="" type="checkbox"/> Monitor the Quality of Services Against Agreed Outcomes & Offer Value for Money	To monitor the quality of services to ensure they deliver against agreed outcomes and offer value for money.	70%	★