

Corporate Risk Register

2021/22 Quarter 2 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

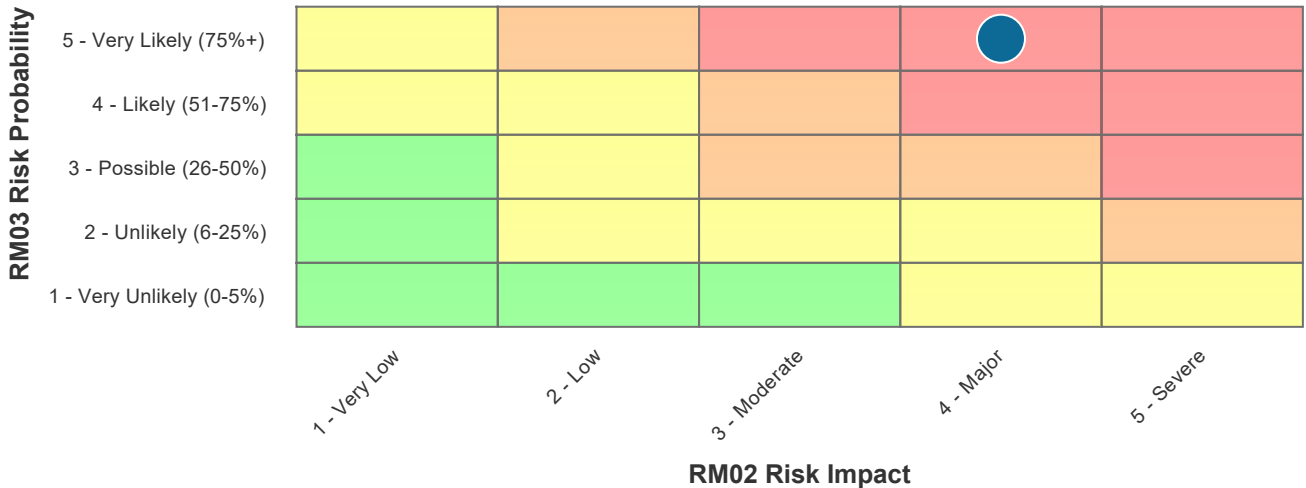
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Inherent Risk Score

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Target Risk Score



Direction of Risk


	DoR	Comment
Ash Die Back Disease	➔	Ongoing removal works across the city following survey findings

Action Name	Action Description	Sep 2021
<input checked="" type="checkbox"/> Increase & Improve Newport's Urban Tree Coverage	Increase and improve Newport's urban tree coverage.	★
<input checked="" type="checkbox"/> Undertake works removing Ash trees owned by NCC	To undertake works removing diseased Ash trees that are owned by NCC.	★

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	Robert Green
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

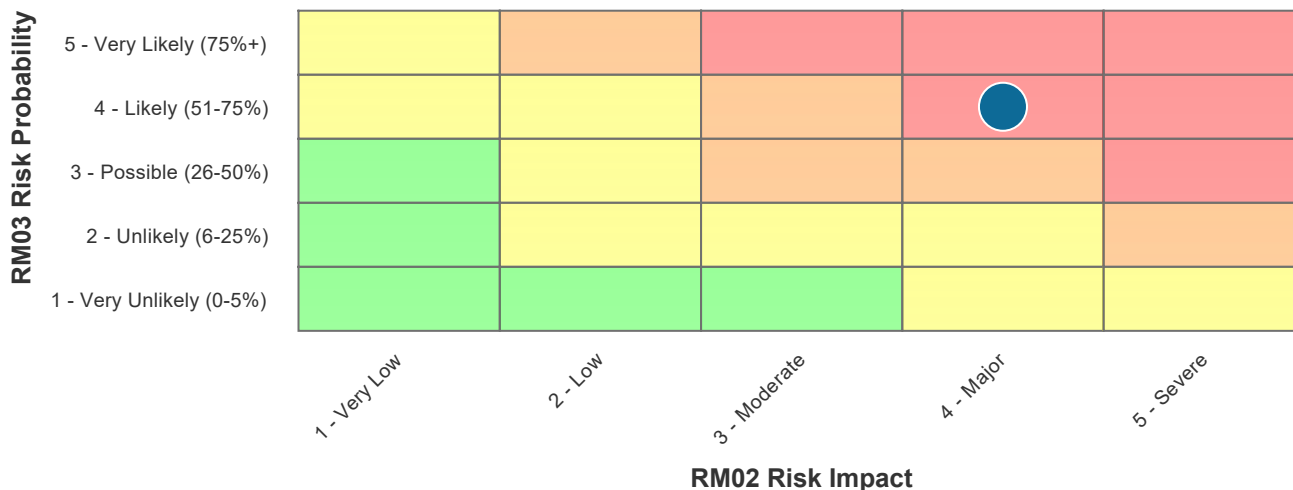
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Inherent Risk Score

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Target Risk Score



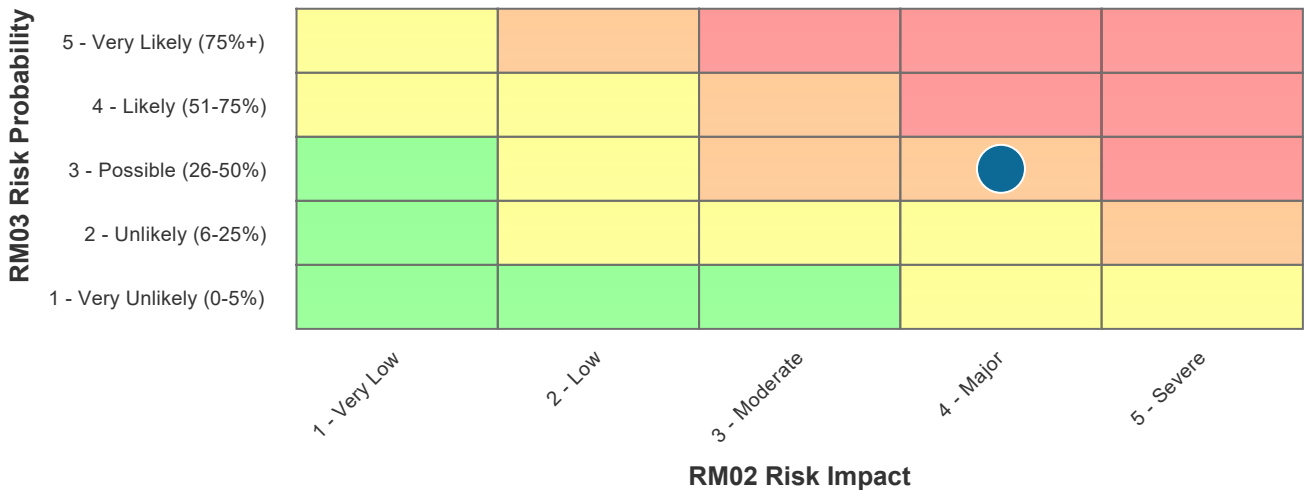
Direction of Risk

	DoR	Comment
Balancing the Council's Medium Term Budget	➔	No change to the risk score for this quarter.

There are no actions associated with this Risk




Brexit

Short Description	The UK Government and EU have now agreed an agreement following the UK withdrawal from the EU on December 31st 2020. There are potential impacts on supplies and services in the short to medium term due to new trade and immigration rules, which may result in an impact on supply of good/services and could have a business/economic impact. There are also potential and on-going community cohesion issues.
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



Direction of Risk

	DoR	Comment
Brexit	⬇️	Following the implementation of an agreement with the EU we are beginning to see pressures developing around the supply of labour (most notably HGV drivers and care staff) which is partly affected by Brexit and Covid 19. We are monitoring increasing costs of supplies and services.

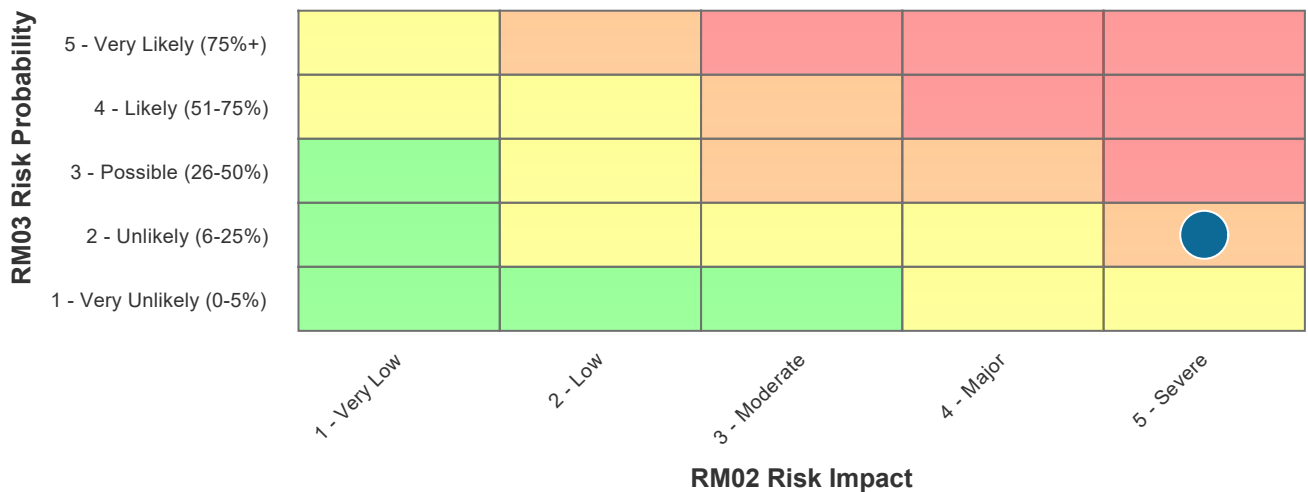
Action Name	Action Description	Sep 2021
<input checked="" type="checkbox"/> Contribute towards Welsh Government's Nation of Sanctuary Plan.	To develop an Integration Strategy for Newport, focusing on our approach to asylum seekers, refugees and migrants and contributing to Welsh Government's Nation of Sanctuary Plan.	
<input checked="" type="checkbox"/> Develop a follow up to the Community Impact Assessment	Develop a follow up to the community impact assessment to understand the impact that Covid 19 pandemic and further lockdown restrictions has had on Newport's Communities.	
<input checked="" type="checkbox"/> Support the Council's Brexit Task and Finish Group 2021-22	Support the Council's Brexit Task and Finish Group in making preparations for post European Union arrangements for the Council and Newport.	

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





20 Inherent Risk Score **8** Target Risk Score



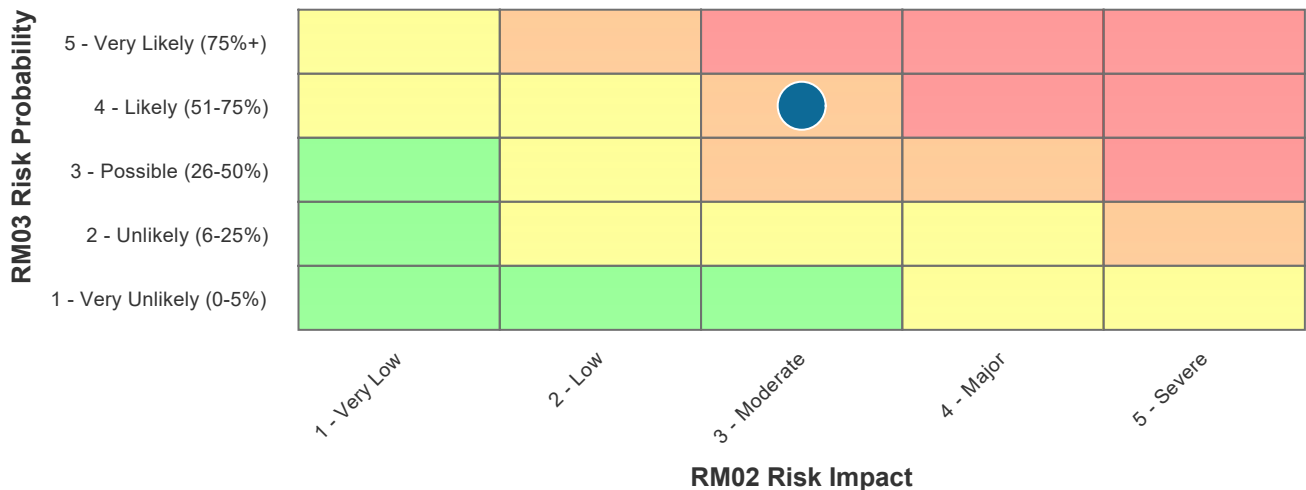
Direction of Risk

	DoR	Comment
City Centre Security & Safety	➔	No change reported.

Action Name	Action Description	Sep 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.	
<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.	

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



Direction of Risk

	DoR	Comment
Climate Change		Good progress has been made. A NCC organisational Climate Change Plan has been drafted and is out to public consultation currently. The next stage is to work with Public Service Board partners to develop a Newport wide climate plan.

Action Name	Action Description	Sep 2021
<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.	★
<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.	★
<input checked="" type="checkbox"/> Ebbw West Solar Farm Development	Ebbw West Solar Farm Development	●
<input checked="" type="checkbox"/> Select Building Decarbonisation Partner & Complete Phase of Works on NCC Estate	Select a building decarbonisation delivery partner (Via RE:Fit) and complete a phase of decarbonisation works on the NCC estate.	★
<input checked="" type="checkbox"/> Support LAEP Pilot and decarbonisation action plan for Newport	Support the completion of the Welsh Government supported Local Area Energy Plan (LAEP) pilot to develop a decarbonisation action plan for the City of Newport in collaboration with NCC Policy, Partnership and Involvement team and external stakeholders.	★
<input checked="" type="checkbox"/> Support NCC Climate Change Group and development of Climate Strategy	Support the NCC Climate Change Group in the development of an organisation climate strategy	★
<input checked="" type="checkbox"/> Support NCC Fleet decarbonisation	Support NCC Fleet Decarbonisation via the correct implementation of charging infrastructure and associated energy systems.	★

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

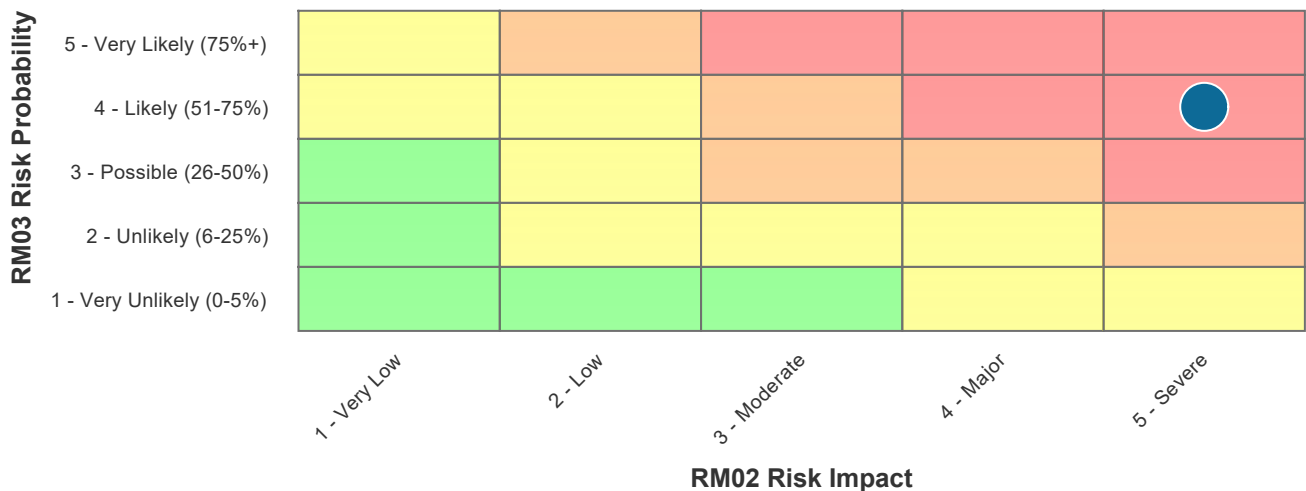


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Inherent Risk Score






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Target Risk Score



Direction of Risk

	DoR	Comment
Covid 19 Pandemic Outbreak	↗	Following return to schools we have seen increased case rates, whilst government restrictions have eased. The vaccination programme seems to be alleviating the most severe of illnesses but high rates of infection are prevalent in our communities and are impacting on staffing levels and school attendance.

Action Name	Action Description	Sep 2021
<input checked="" type="checkbox"/> Civil Contingencies Response to COVID-19 Pandemic	Manage and deliver the Civil Contingencies response to the COVID-19 pandemic	
<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	
<input checked="" type="checkbox"/> Develop a follow up to the Community Impact Assessment	Develop a follow up to the community impact assessment to understand the impact that Covid 19 pandemic and further lockdown restrictions has had on Newport's Communities.	
<input checked="" type="checkbox"/> New Normal Project - RAG	Building on the lessons learned from the Covid-19 crisis undertake further work to enable the workforce to able to work more flexibly from Council offices, home and other locations securely and safely. Collaborating with Newport Norse, Facilities and Health & Safety to ensure Council offices meet the necessary WG and Covid secure requirements. Collaborating with SRS to ensure officers and Members are able to work remotely using digital solutions and appropriate equipment. Developing HR policies and procedures that will support the wellbeing and development of the organisation's staff.	
<input checked="" type="checkbox"/> Undertake Analysis of Future Demands Post Covid	To ensure that PBC has an efficient, effective structure to meet future demands.	

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	Mark Bleazard
Overseeing Officer	Chief Executive
Lead Cabinet Member(s)	Cabinet Member for Community and Resources
Linked Theme	Theme : Modernised Council
Linked Corporate Objective	

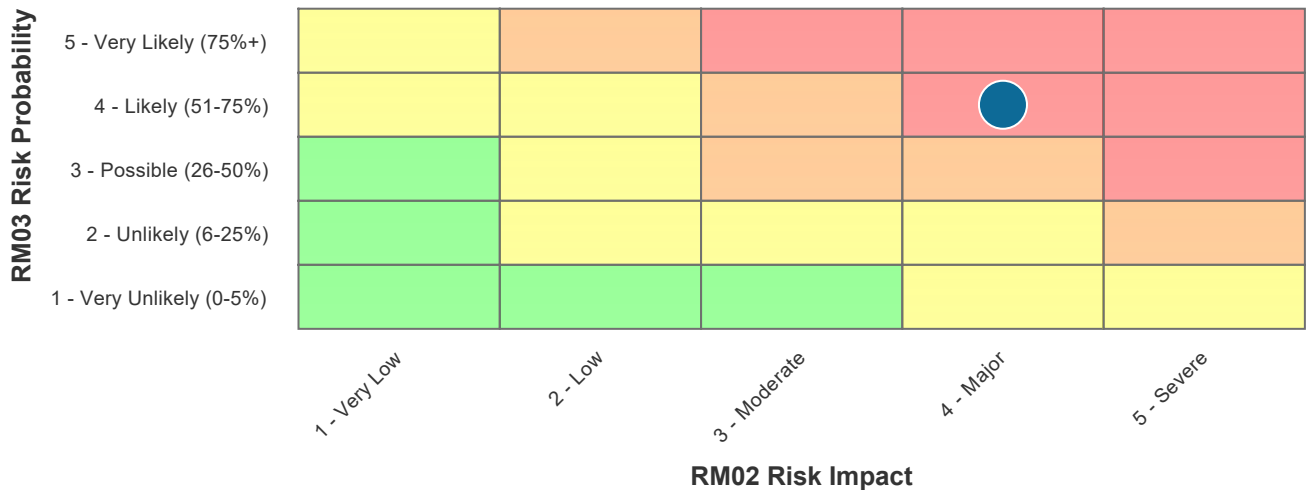


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Inherent Risk Score

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Target Risk Score



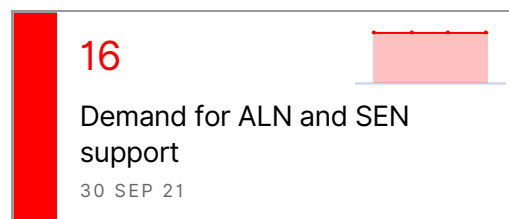
Direction of Risk

	DoR	Comment
Cyber Security	➔	Cyber security risks should be reduced to some extent in future as a result of the implementation of a Security Operation Centre (SOC) and a Security Information and Event Management (SIEM) system. However, even with the measures the council has in place in partnership with the Shared Resource Service (SRS), significant risks remain around cyber security.

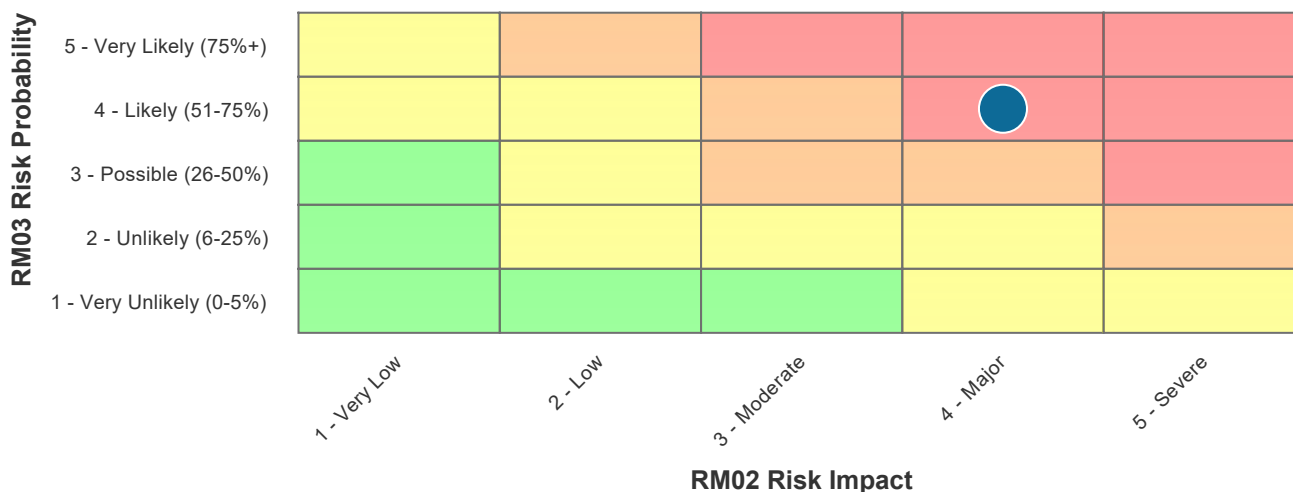
Action Name	Action Description	Sep 2021
<input checked="" type="checkbox"/> Develop a Digital Strategy	Development of a new Digital Strategy that supports the future direction of IT services and infrastructure of the Council.	★
<input checked="" type="checkbox"/> Implementation of a Policy Management 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.	★
<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.	★
<input checked="" type="checkbox"/> Using and Securing Data in line with the Digital Strategy 2021-22	Using and Securing Data in line with the Digital Strategy by ensuring effective use of data and information governance processes.	★

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



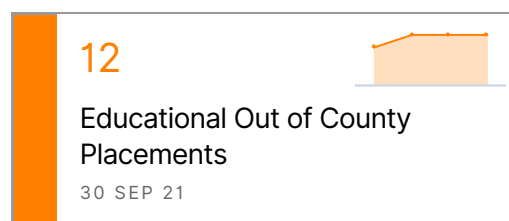
Direction of Risk

	DoR	Comment
Demand for ALN and SEN support	➔	Meetings of the ALN Implementation Group have been on-going and modelling of potential funding formula options have been discussed and devised between Inclusion and Finance colleagues. These have been presented to Head teacher / School Business Managers with a view to finalising options during the Autumn Term 2021 for presentation at the Schools Finance Forum. The new Additional Learning Needs Code of Practice began implementation on 1st September 2021. There is an expectation the majority of pupils additional needs should be met within mainstream Schools through universal and targeted provision.

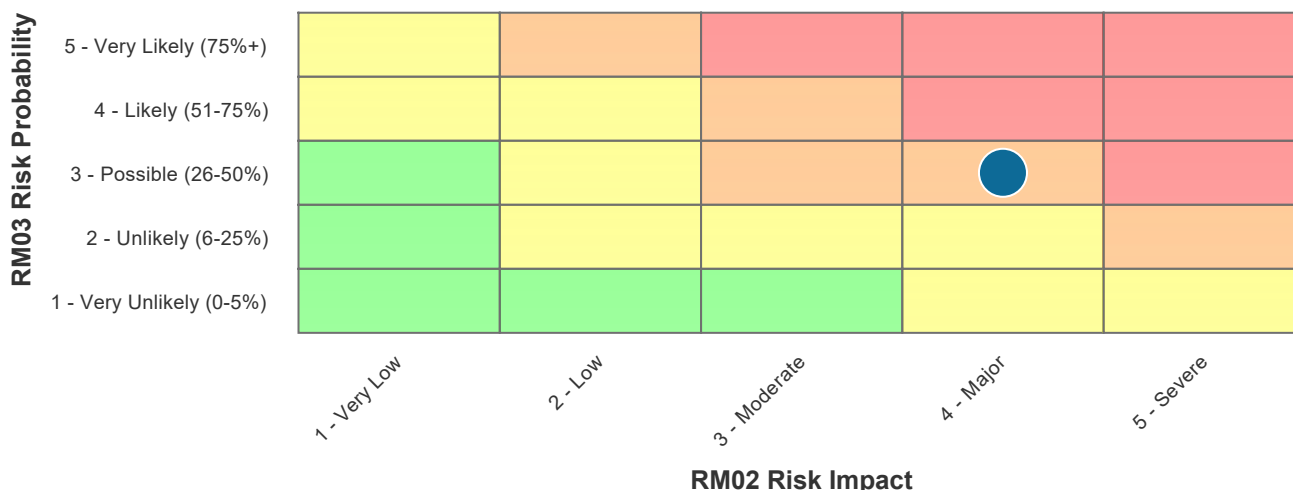
Action Name	Action Description	Sep 2021
<input checked="" type="checkbox"/> Create a sustainable model of delivery for children with ALN provided with timely intervention	In liaison with finance, partners and schools create a sustainable model of delivery to ensure children with ALN are provided with timely intervention within a prescribed budget without year on year fluctuation.	★
<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.	✔
<input checked="" type="checkbox"/> Estyn Rec 2 - Work with Partners to Embed the 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.	★
<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	★
<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.	●
<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.	★

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





20 **5**
Inherent Risk Score Target Risk Score



Direction of Risk

	DoR	Comment
Educational Out of County Placements	➔	There continues to be a reduction of Out of County (OOC) placements annually. In April 2021, there were 106 OOC placements which reduced to 75 by the end of August 2021. This included 13 students who left placement due to their formal education ceasing. There have been 8 new starters in OOC placements from September 2021 taking the total number of current placements to 83. The reduction is largely attributed to returning pupils from OOC Social, Emotional, Behavioural Difficulties (SEBD) settings to more local Independent settings within Newport which has also contributed to reduced costs, travel time and pupil satisfaction. The expansion of Ysgol Bryn Derw (YBD) has enabled a continued reduction in pupils with Autism being placed outside of Newport and with consultation concluding on the proposed expansion of YBD from Easter 2022, this will aid future pupils with complex Autism being maintained at LA provision within the City in the majority of cases.

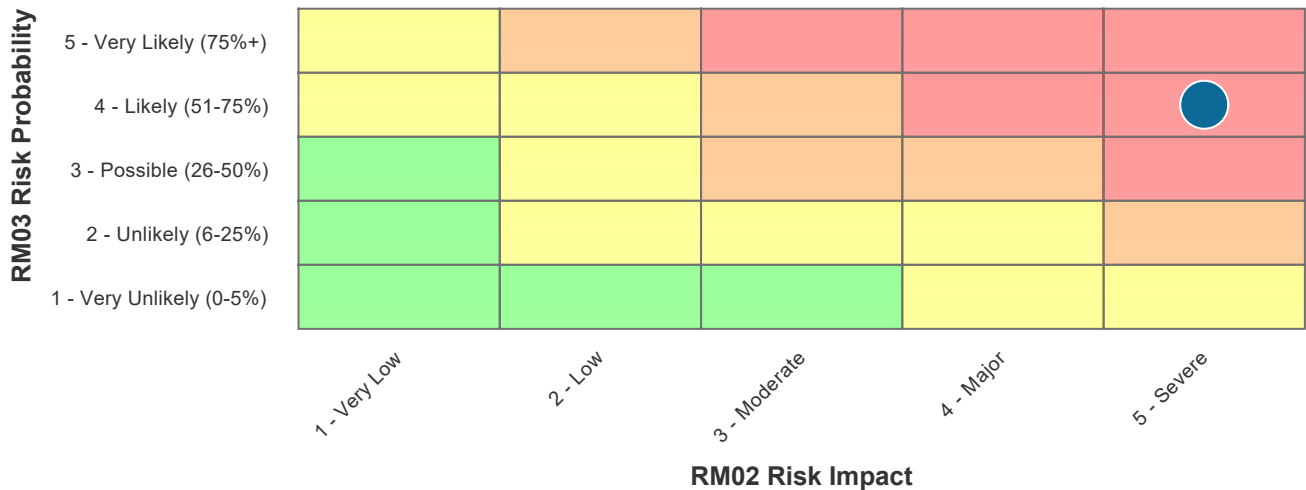
Action Name	Action Description	Sep 2021
<input checked="" type="checkbox"/> Create a sustainable model of delivery for children with ALN provided with timely intervention	In liaison with finance, partners and schools create a sustainable model of delivery to ensure children with ALN are provided with timely intervention within a prescribed budget without year on year fluctuation.	
<input checked="" type="checkbox"/> Extend Provision Within the City to Accommodate a Greater Range of Needs	To extend specialist provision within the city to accommodate needs identified through data trend analysis, ensuring that pupils are placed where their learning is best supported which will reduce the need for Out of County placements. 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.	

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	Steve Davies
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 3. Healthy, Independent & Resilient ■ SRA 2. Supporting the Environment & the Economy ■ SRA 3. Supporting Health & Well-being of Citizens



20 **15**
Inherent Risk Score Target Risk Score



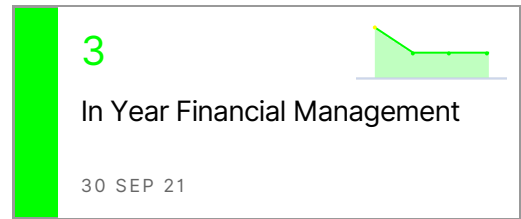
Direction of Risk

	DoR	Comment
Highways Networks	➔	No change from previous period. Following last periods "deep dive" into this risk, officers will be undertaking a review of the impact and probability for the next period.

There are no actions associated with this Risk

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	Robert Green
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

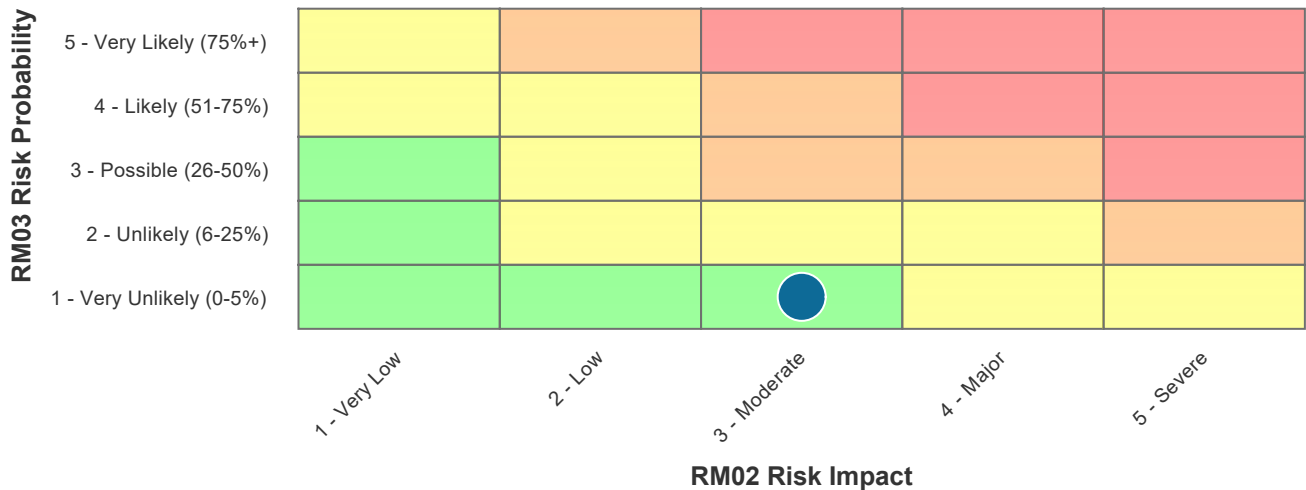


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Inherent Risk Score




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Target Risk Score



Direction of Risk


	DoR	Comment
In Year Financial Management	➔	The current monitoring position reflects an overall underspend and the probability of an underspend at the end of the financial year 2021/22 emerging is relatively high.

Action Name	Action Description	Sep 2021
<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.	
<input checked="" type="checkbox"/> Improve the Council's Ability to Complete Processes Within Timescales	Ongoing challenge of existing processes and timetables. Requires 'buy-in' from senior management and service areas. Timetable updated with processes completed in shorter timescales with some year-end tasks being completed in year.	
<input checked="" type="checkbox"/> Work with Audit Wales to Assess Which Accountancy Audits can be Completed in 2020-21	Work alongside Audit Wales to assess which areas of work accountancy can complete early in the year and can be audited before draft stage.	

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

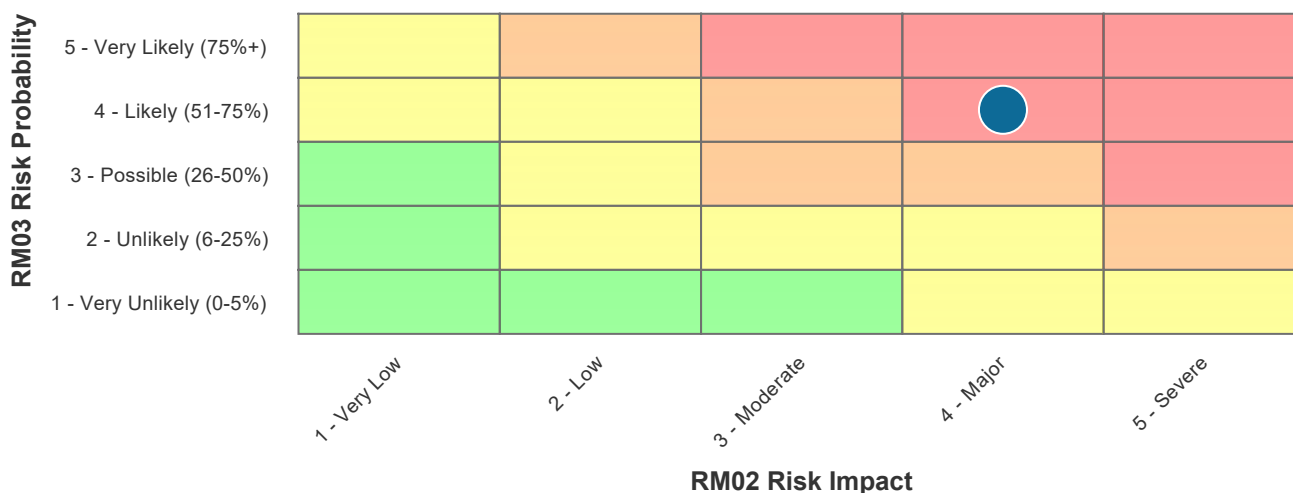
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Inherent Risk Score

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Target Risk Score



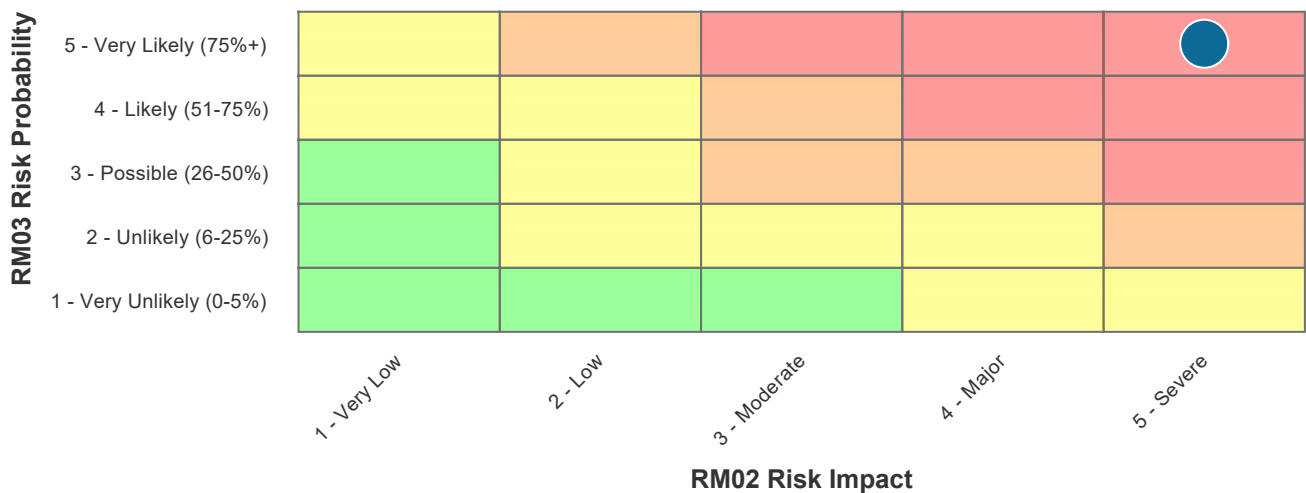
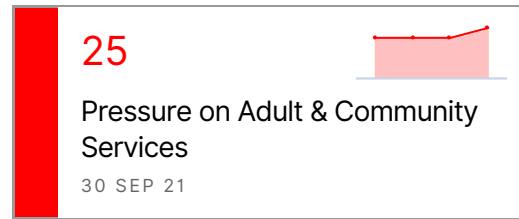
Direction of Risk

	DoR	Comment
Newport Council's Property Estate	➔	There have been no changes in the estate or Councils actions to result in a change to this risk score.

Action Name	Action Description	Sep 2021
<input checked="" type="checkbox"/> Create and Develop the Civic Centre Operational Groups	Create and develop the Civic Centre Operational Groups	✔
<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.	✔
<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.	●
<input checked="" type="checkbox"/> Develop Contract Management Arrangements with Newport Norse	Develop contract management arrangements with Newport Norse.	★
<input checked="" type="checkbox"/> Develop The Civic Centre Maintenance Backlog Prioritisation Schedule	Develop and update a Civic Centre maintenance backlog prioritisation schedule.	✔
<input checked="" type="checkbox"/> Ensure NCC Properties & Assets are of Strategic Value	Ensure that the property and assets held by NCC sustain and support the corporate plan through the Strategic Asset Management Plan (SAMP).	★
<input checked="" type="checkbox"/> Ensure there are Accountable & Responsible Premise Managers in all NCC premises	Adherence to the Corporate Landlord Policy and ensuring that all Premises Managers are accountable and responsible.	★
<input checked="" type="checkbox"/> Establish the Civic Centre Investment Requirements for NCCs 'New Normal'	Establish the Civic Centre investment requirements to provide a suitable office environment for NCCs "new normal".	★
<input checked="" type="checkbox"/> Estate Rationalisation Programme	A programme of estate rationalisation to see which properties and assets are of strategic value to the Council and those that can be designated for alternative use.	★





Pressure on Adult & Community Services

Short Description	<p>There is increased pressure on Adult Services to deliver services to adults with complex and long lasting needs.</p> <p>With an increase in demand / volume of referrals and care packages the Council has seen an increase in costs whilst in the context of tightening budgets.</p> <p>There are also additional statutory requirements to safeguard adults in our care and prevent risk of harm, injury or a loss of life.</p>
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



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.

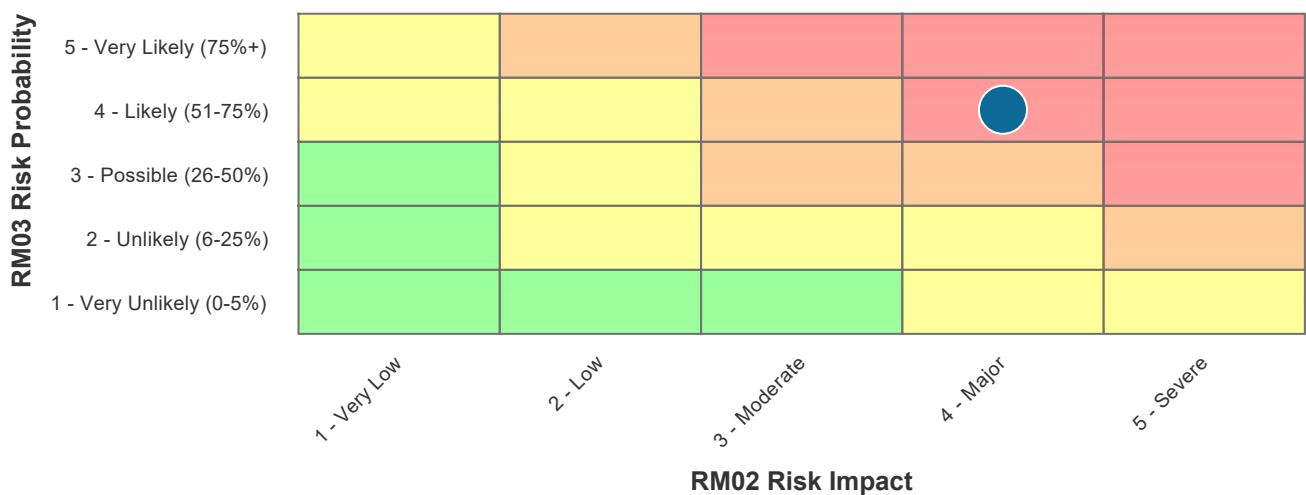
Action Name	Action Description	Sep 2021
<input checked="" type="checkbox"/> Assess Impact of Covid 19 on Long Term Sustainability of Service Providers	Assess the impact of Covid 19 on the long term future sustainability of service providers ensuring that the market is able to offer sufficient market capacity and diversity.	
<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.	
<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.	
<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.	

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	Katherine Howells
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



20 **6**
Inherent Risk Score Target Risk Score



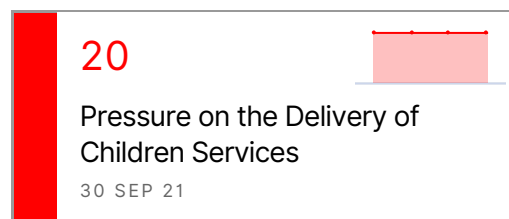
Direction of Risk

	DoR	Comment
Pressure on Housing & Homelessness Services	➔	The authority is still following WG guidance in relation to accommodating homeless persons. Currently over 350 households accommodated in temporary accommodation.

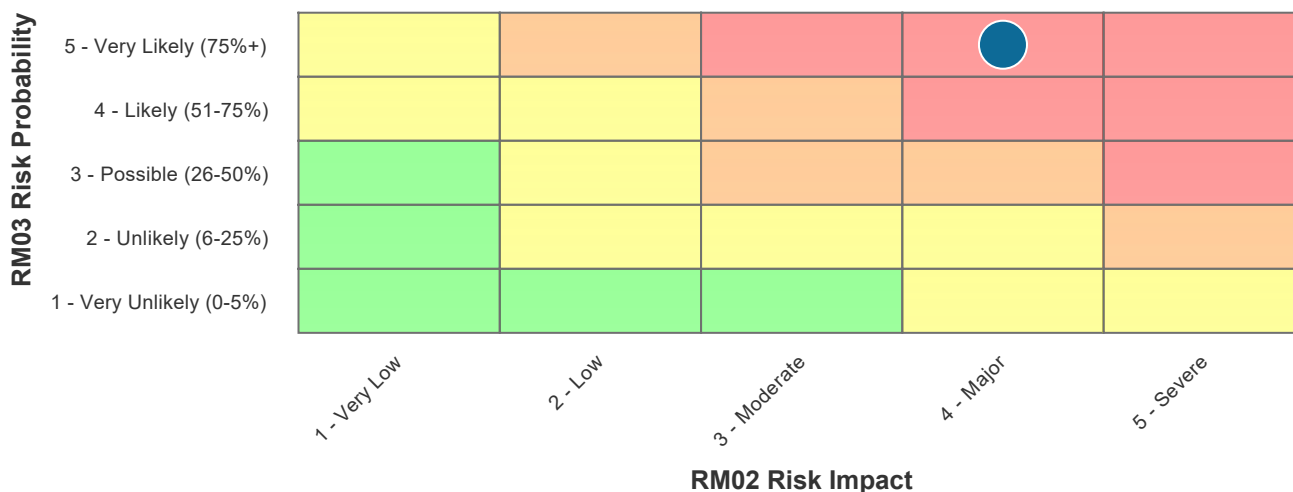
Action Name	Action Description	Sep 2021
<input checked="" type="checkbox"/> Carry Out Research Into Extent & Nature of Private Rented Sector Accommodation	Carry out further research into the extent and nature of private rented sector accommodation in Newport.	★
<input checked="" type="checkbox"/> Develop 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	★
<input checked="" type="checkbox"/> Manage & Maintain Common Housing Register & Housing Options Service 2021-22	Manage and maintain the Common Housing Register and Newport Housing Options service in 2021/22.	★
<input checked="" type="checkbox"/> Produce a Housing Prospectus for Newport	Produce a housing prospectus for Newport in line with Welsh Government guidance.	✔
<input checked="" type="checkbox"/> Produce Updated Gypsy Traveller Accommodation Assessment	Produce an updated Gypsy Traveller Accommodation Assessment.	★
<input checked="" type="checkbox"/> Review Gwent Homelessness Strategy	Review of Gwent Homelessness Strategy.	●
<input checked="" type="checkbox"/> Review the Community Housing Protocol	Review of the Community Housing Protocol to ensure that it remains fit for purpose and delivers the expected outcomes.	★
<input checked="" type="checkbox"/> Undertake a review of the Housing Allocation Policy	Undertake a review of the Housing Allocation Policy.	★

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



20 **6**
Inherent Risk Score Target Risk Score



Direction of Risk

	DoR	Comment
Pressure on the Delivery of Children Services	➔	Referrals in September were at the highest level recorded. There were particular pressure points after weekend resulting in considerable pressure at the beginning of each week. In addition work from private court cases is increasing. The complexity of the presenting work is immensely challenging. Moving cases through and to the world of earlier interventions is proving challenges because of the waiting lists in these areas and the number of referrals being received for mental health support for children and families.

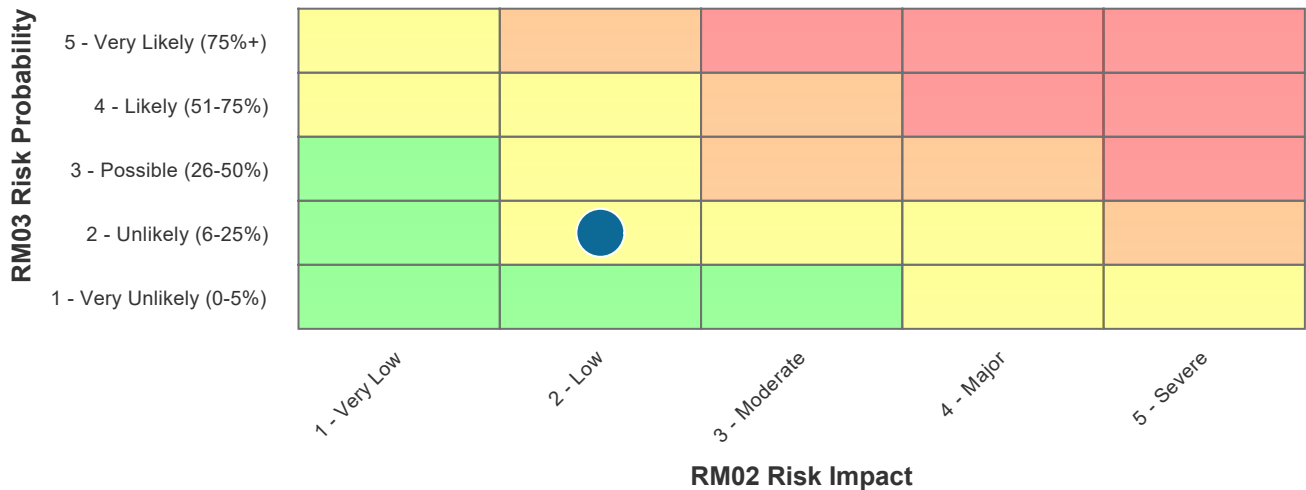
Action Name	Action Description	Sep 2021
<input checked="" type="checkbox"/> Complete & Implement Welsh Government Recommendations for LAC Reduction	Completion and implementation of Welsh Government action plan to work towards reducing the numbers of looked after children	★
<input checked="" type="checkbox"/> 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	★
<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	★
<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.	★
<input checked="" type="checkbox"/> Develop a Sustainable Model to Deliver Local and Multi-Agency Response to All Age Safeguarding	To develop a sustainable model to deliver a consistent, coordinated, local and multi-agency response to all age safeguarding, early intervention and prevention at the front door of CS. This work will involve the consideration of systems, processes and resources of partner agencies to develop a model that reflects contributions from key agencies.	★
<input checked="" type="checkbox"/> Explore Sustainability Options for the Early Intervention Project within the Prevention' Team 21/20	Explore sustainability options for the Early Intervention Project within the Preventions Team for post March 2021.	●
<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.	★

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









20 **4**
Inherent Risk Score Target Risk Score



Direction of Risk

	DoR	Comment
Safeguarding Risk	↓	Due to the completion of the whole council self assessment safeguarding audit, the risk has reduced due to all areas having completed the self-assessment audit tool and are clear on service responsibilities and processes.

Action Name	Action Description	Sep 2021
<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.	
<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	
<input checked="" type="checkbox"/> Delivery of Safeguarding Programmes 2020-22	Deliver safeguarding programmes and measures that protect citizens from victimisation and to measure the impact of regulatory interventions.	
<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.	
<input checked="" type="checkbox"/> Empower Citizens Through the Adult Safeguarding Process	To continue to support and empower citizens through the adult safeguarding process.	
<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.	

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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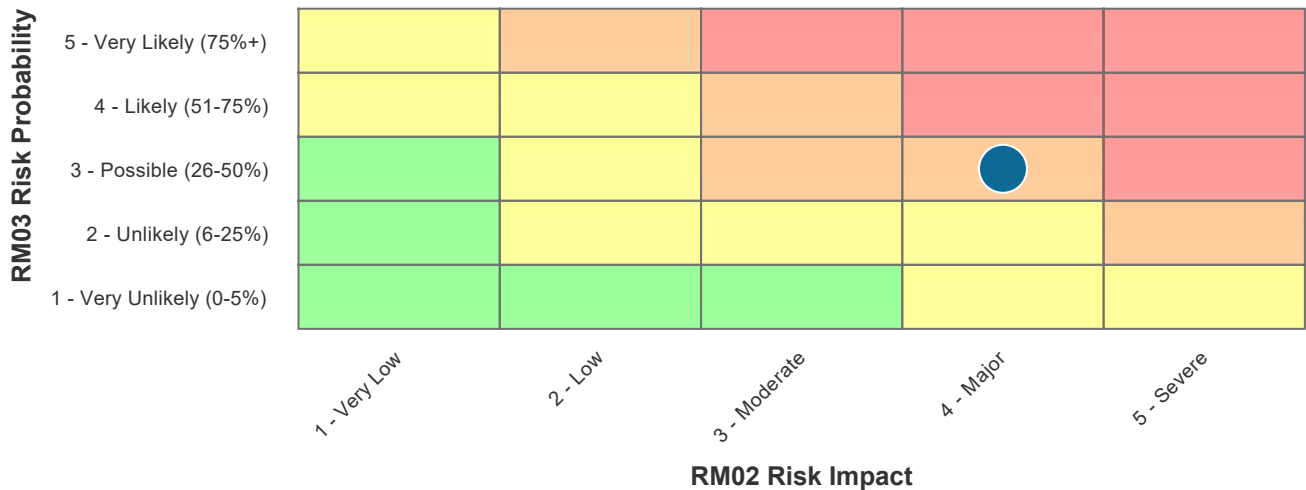


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Inherent Risk Score




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Target Risk Score



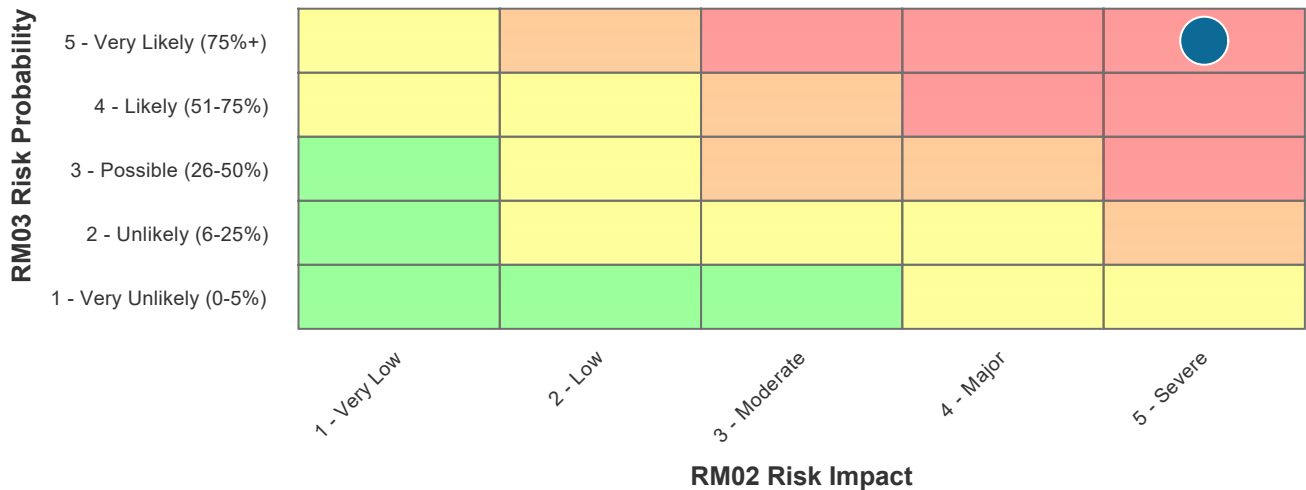
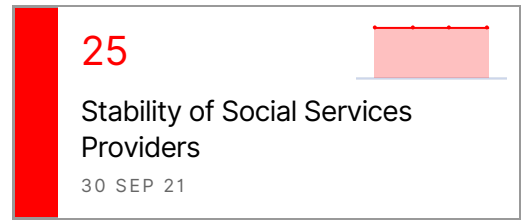
Direction of Risk

	DoR	Comment
Schools Finance / Cost Pressures	➔	<p>Deborah Weston:</p> <p>There are now only three schools with a licenced deficit agreed for the 2021/22 financial year. Two of these schools are projecting an in-year surplus and a return to a closing surplus position by the end of the 2023/24 financial year. In terms of other schools, Headteachers have been asked to outline reasons for any in-year overspends in the current financial year, with a view to identifying whether these costs are recurrent or one-off, and using this as an early warning around schools who may project closing deficits in future financial years. Detailed analysis will continue over the autumn term.</p>

Action Name	Action Description	Sep 2021
<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.	
<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.	
<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	

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



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	Sep 2021
<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.	