

# Newport City Council Improvement Plan 15/16

*improving*  
people's lives

*providing the best  
affordable services*

*gwella*  
bywydau pobl

*darparu'r gwasanaethau  
fforddiadwy gorau*

a caring city

a fairer city

a learning  
& working city

a greener  
& healthier city

a safer city



**NEWPORT**  
CITY COUNCIL  
CYNGOR DINAS  
**CASNEWYDD**



# Newport City Council

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Newport City Council is a unitary authority responsible for the administration of all areas of local government within a single tier for a given area. The Council was formed as a county borough in 1996 and obtained city status in 2002. It is the 8th largest in Wales, providing all major services such as education, leisure, housing, social services, planning and highways.

There are 50 Councillors and following the May 2012 election we have a Labour administration with 37 Labour, 10 Conservative, 2 Independent and 1 Liberal Democrat Members elected. The Council employs approximately 6,000 people and has a budget of £264m

As stated in the Council's Corporate Plan 2012-2017, there are currently unprecedented levels of cuts to public sector funding. The Council will be focusing primarily on how best to deploy its efforts to make sure that the city thrives and prospers – with projects underpinned with our determination to improve the well-being of all Newport's citizens.

The purpose of the Improvement Plan is to evidence that the Council is delivering on its duty under the Local Government Measure (Wales) 2009 to secure continuous improvement. The Improvement Plan focuses on eight Improvement Objectives – areas of work where we aim to make a significant difference to services and outcomes and to 'improve people's lives'.

The Improvement Plan builds on the Council's Corporate Plan and the Local Service Board's Single Integrated Plan (the overall plan for Newport). The Improvement Plan is not designed to describe all of the Council's day to day work; for more information on those details, refer to the Service Improvement Plans 2015-2016.

## Corporate Plan 2012-2017

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The Corporate Plan 'Standing Up for Newport' was approved by full Council in September 2012 and provides the framework to ensure that the Council is best placed to weather these changing times.

The themes and outcomes of the Corporate Plan are below:

### a caring city

- People live in sustainable communities
- People lead independent lives and are supported when appropriate.

### a fairer city

- Decisions are tested and monitored for fairness
- The Council makes the most of its resources.

### a learning & working city

- The life chances of children and young people are improved
- Adults in Newport are successful and realise their potential
- The local economy is strong and confident

### a greener & healthier city

- The attractiveness of the city is improved
- Environmental sustainability is promoted
- People lead healthier lives

### a safer city

- People in Newport live in a safe and inclusive community
- Newport is a vibrant, welcoming place to visit and enjoy

Newport City Council Corporate Plan 2012-2017  
[www.newport.gov.uk/stellent/groups/public/documents/plans\\_and\\_strategies/cont688084.pdf](http://www.newport.gov.uk/stellent/groups/public/documents/plans_and_strategies/cont688084.pdf) :



## ***Improvement Plan Priorities***

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### ***Choosing the Priorities for Consultation***

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In order to inform the consultation a 'long list' of potential objectives has been identified from the following sources:

- lowest performing measures in Wales based on 13/14 performance
- Risk Register
- Measures where performance can be improved
- Priorities in the 14/15 plan that are falling behind (based on Q1 and Q2 performance)
- Links to Single Integrated Plan and Outcome Agreements
- Priorities from the council's Change Programme and Medium Term Financial Plan

Consultation was then undertaken on the 'long list' of priorities with Elected Members, Fairness Commission, staff and the public. The Corporate Plan theme that these priorities contribute to is indicated in brackets below.

- Developing and regenerating the city (Learning and Working City)
- Supporting young people into education, work or training (Learning and Working City)
- Helping children have a flying start in life (Green and Healthy City)
- Supporting older people leaving hospital (Caring City)
- Ensuring the best educational outcomes for children (Learning and Working City)
- Increasing recycling (Green and Healthy City)
- Making the city centre safer (Safer City)
- Preventing offending and reoffending of young people (Safer City)
- Improving care and support services for adults (Caring City)
- Improving outcomes for looked after children (Fairer City)
- Ensuring people have access to suitable accommodation (Fairer City)
- Providing homes and business with faster broadband (Learning and Working City)

In total there are 2 priorities for Caring, 2 for Green and Healthy, 4 for Learning and Working, 2 for Fairer and 2 for Safer, representing a spread across the five themes of the Corporate Plan.

## ***Consultation Methods***

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Our Improvement Plan 2015/16 consultation commenced on the 17th November, in a slight change to the approach taken last year; this year we asked participants to indicate their top three priorities from a list of twelve. It was launched with a citizens' panel survey which was sent electronically to panel members. A web-based survey for members of the public was also hosted on the [www.newport.gov.uk](http://www.newport.gov.uk) webpages.

During December face-to-face public consultation was undertaken at Newport Centre, Newport International Sports Village and the Riverfront Theatre.

On 2 December members of the Performance Team attended a meeting of Fairness Commission to discuss the Improvement Plan and ask for their views.

Scrutiny Committees were also presented with the proposed themes; members participated in a debate about the priorities and Directors and Heads of Service/senior officers were in attendance to address questions on points of detail. Scrutiny members were then asked to indicate their top three priorities. All Elected Members who were not present at the scrutiny meeting were issued with a paper questionnaire.

Throughout November and December, the Performance Team conducted some face-to-face 'dot' voting with staff at the Civic Centre and Information Station. Staff 'paper' surveys have also been received since the consultation opened.

### ***Consultation Results***

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The results of the Elected Member, staff and public consultations are shown in the table below, each participant had three votes. There were over 500 participants in this consultation, an increase on the 400 responses from this exercise last year. It should be noted that this consultation can be considered to be statistically significant of the population of Newport (95% confident that the maximum error rate is 5%). These consultation results include a much high proportion of responses from members of the public, 72% this year compared with 29% last year.

The Fairness Commission have provided a written response. It is not the role of the Fairness Commission to recommend or endorse specific policy direction. The Council wish to thank the Fairness Commission for their participation in this consultation. Each participant in the consultation was offered three 'votes':



PRIORITY	RESPONSES
Developing and regenerating the city	231
Supporting young people into education, work or training	187
Helping children have a flying start in life	172
Supporting older people leaving hospital	151
Ensuring the best educational outcomes for children	136
Increasing recycling	134
Making the city centre safer	127
Improving outcomes for youth justice	120
Improving care and support services for adults	110
Improving outcomes for looked after children	79
Ensuring people have access to suitable accommodation	63
Providing homes and business with faster broadband	20

### *Response from Fairness Commission*

On 2nd December 2014 the Fairness Commission were consulted on the potential priorities for inclusion in the Improvement Plan 15/16. The response from the Commission can be found on the link below:

<http://www.newport.gov.uk/stellent/groups/public/documents/minutes/cont734598.pdf>

### *Improvement Objectives Selected*

At the Cabinet meeting on 12th January 2014, members were offered a set of options in order to select Improvement Priorities for 15/16. Cabinet selected option 2, resulting in the following eight priorities being included in the Improvement Plan for 15/16

a caring city

a fairer city

a learning & working city

a greener & healthier city

a safer city

Supporting older people leaving hospital		Developing and regenerating the city	Helping children have a flying start in life	Improving outcomes for youth justice
Improving care and support services for adults		Supporting young people into education, employment or training	Increasing recycling	
		Ensuring the best educational outcomes for children		



## ***Links with Outcome Agreements***

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Outcome Agreements are a set of measures and targets agreed with the Welsh Government that contribute towards their Programme for Government and that also align with the One Newport Single Integrated Plan. The five Outcome Agreements selected for the council to run between 13/14 and 15/16 are:

- Education
- Supporting young people into education, employment or training
- Improving outcomes for youth justice
- Ensuring people have access to suitable accommodation
- Providing homes and businesses with faster broadband

All of these priorities were part of the original consultation. The first three in the list above are also included in the Improvement Plan, and the final two outcome agreements will be included in Service Plans for 15/16.

## ***Scrutiny Arrangements***

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During February 2015 drafts of the eight improvement objectives included in the 15/16 Improvement Plan were considered by the appropriate scrutiny committee. Each Scrutiny Committee was asked to review the content of the Improvement Plan sections relevant to their portfolio and input into the Improvement Planning process. The following lists show which Improvement Priorities were considered by each Scrutiny Committee.

### ***Learning, Caring and Leisure Scrutiny Committee***

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- Helping children have the best start in life
- Ensuring the best educational outcomes for children (also an Outcome Agreement)
- Supporting young people into education, employment or training (also an Outcome Agreement).

### ***Street Scene, Regeneration and Safety Scrutiny Committee***

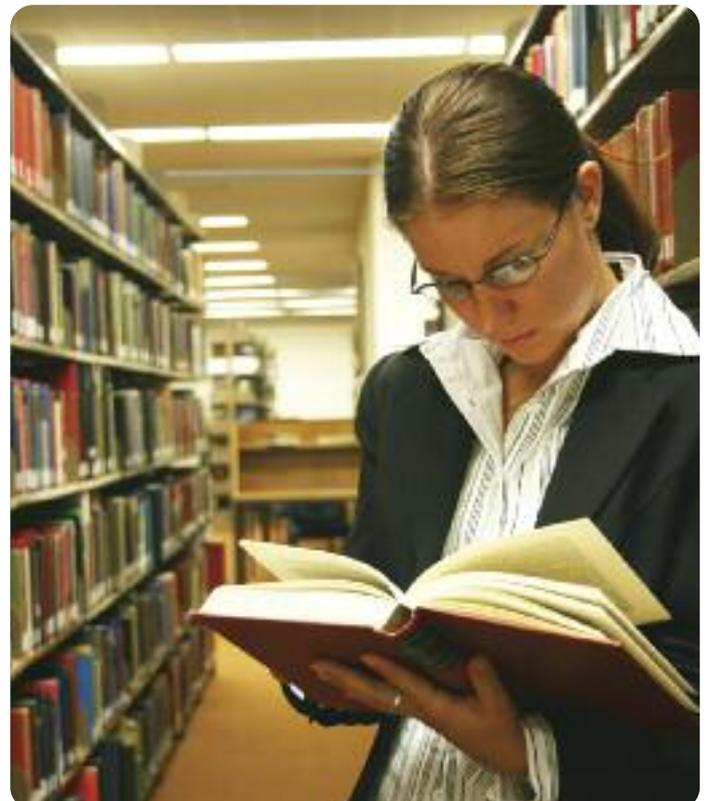
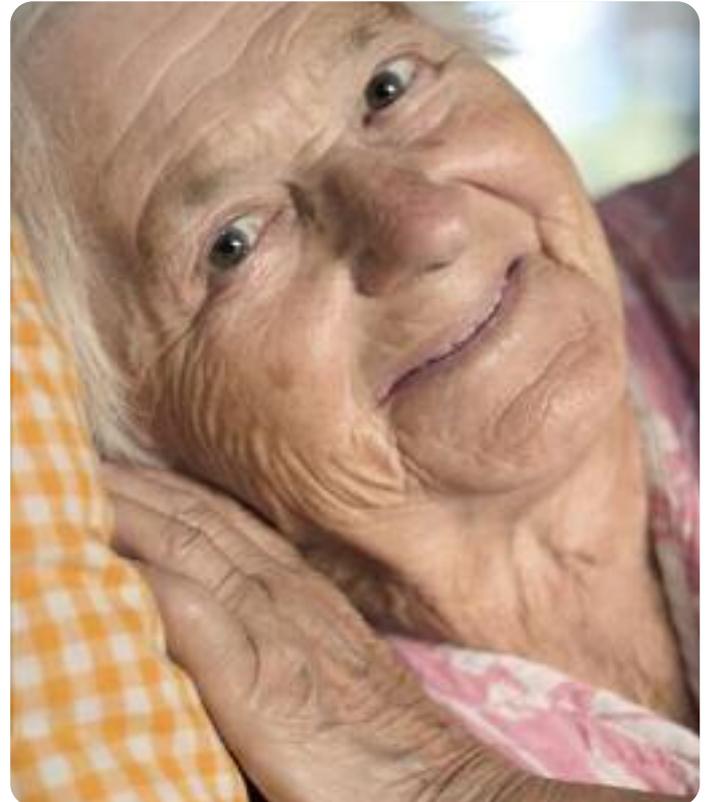
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- Increasing recycling
- Improving outcomes for youth justice (also an Outcome Agreement)
- Developing and regenerating the city

## ***Community Planning and Development Scrutiny Committee***

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- Supporting older people leaving hospital
- Improving care and support services for adults



# Summary Improvement Plan Objectives

## The eight 2015/16 Improvement Objectives for Newport

The eight Improvement Objectives selected for 15/16 are grouped under each of the Corporate Plan's themes:

a caring city

### 1 Supporting Older People leaving hospital

We want to ensure that people who require social care support do not stay in hospital beds any longer than necessary. When we are responsible for organising to discharge someone from hospital and we are unable to do so within reasonable time, they will be recorded as delayed for social care reasons.

### 2 Improving care and support services for adults

It is part of adult services statutory duty to review packages of care and support for individual service users. Achieving this objective will improve our planning with individuals proactively, ensuring a planned and efficient approach to our reviewing framework.

We are also required to develop an integrated assessment process for older people. By developing more integrated approaches to the management of care and support packages, we aim for more multi-professional involvement in reviewing care plans. This should also contribute to improving care plan reviewing.

a learning & working city

### 3 Developing and Regenerating the city

The objective is to make Newport an attractive place for:

- The creation of opportunities for businesses to set up in Newport

- Businesses to continue to deliver their services and develop their business
- The city is seen as a destination for tourism, culture, sport and retail
- Where the residents of the city benefit through increased employment and community benefits

We will provide support to local businesses in order to promote economic growth and will enhance the city's skill base, generating additional employment for Newport residents through a variety of physical and social regeneration projects.

### 4 Supporting young people into education, employment or training

Engagement in learning and training are critical if young people are to make successes of their lives and meet their own needs and the needs of the city of Newport as an economic community. The Council and its partners have an important role to play in helping young people to make the most of opportunities for training and employment. The Improvement Objective measures the percentage of young people who are not in education, employment or training at key stages of their lives.

### 5 Ensuring the best educational outcomes for children

To ensure all our pupils are effectively engaged in education so that they can attain the best possible educational outcomes. This includes vulnerable learners that may be at risk of not reaching their expected level of attainment.

a greener & healthier city

### 6 Helping Children have a flying start in life

"Flying Start aims to make a decisive difference to the lives of children in the most disadvantaged communities". The Flying Start programme offers eligible parents free quality childcare for 2-3 year olds, parenting support, an enhanced health visitor service and support for early language development.



## 7 Increasing recycling

To ensure Newport delivers the Welsh Government objectives for the increasing of recycling and the European targets for diversion of waste from landfill, every recycling and diversion opportunity available to the city must be explored and where applicable, implemented.

The diversion of residual municipal waste from landfill will largely be covered by the operation of Prosiect Gwyrdd and Cwm-y-Fory. Therefore, this objective will largely focus on encouraging businesses and residents within the city to recycle more which will maximise the potential currently being classified and treated as residual waste.

a safer city



## 8 Improving outcomes for youth justice

The principle aim of the youth justice system, established by section 37 of the Crime and Disorder Act 1998, is to prevent offending by children and young people. This relates to prevention of anti-social behaviour and offending; appropriate use of Out of Court Disposals to divert young people from the criminal justice system; reducing the rate of proven re-offending and reducing the proportion of young people sentenced to custody. In line with Welsh Government and Youth Justice Board policy, we believe that prevention is better than cure and that children are young people first and offenders second.



## ***Links with Newport's Single Integrated Plan***

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Newport's Single Integrated Plan (SIP) is the work of the One Newport Local Service Board (LSB) where the leaders of local public, private and third sector organisations work together to ensure that services are effective, focused on local people and improve the quality of life for people in Newport.

The Single Integrated Plan is a strategic three year plan to help joint working across Newport. It was approved by the Local Service Board (LSB) in January 2013 and by full Council in February 2013. The Plan contains six priority themes.

Link to Newport's Single Integrated Plan  
<http://onewportlsb.newport.gov.uk/oneNewport/index.cfm/content/communityStrategy>

## ***Delivery, Monitoring and Scrutiny of the Improvement Objectives***

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The Improvement Objectives are delivered alongside all other Council work included in the Service Plans for 15/16. These plans are developed for a one year period at the beginning of each financial year and run concurrently with the Council's Improvement Plan. They are subject to the usual governance arrangements, consideration by Scrutiny and approved by Cabinet Member.

The progress of the Improvement Plan will be monitored in the following ways: quarterly reports to Cabinet, in depth monitoring for each improvement objective to Performance Board, mid-year and year end monitoring of Service Improvement Plans to Scrutiny, mid-year update report on the Improvement Plan to Scrutiny and monthly performance monitoring reports to the Corporate Management Team.

Link to Council Service Plans  
<http://www.newport.gov.uk/en/Council-Democracy/About-the-council/Service-plans.aspx>

## ***Equalities and the Welsh Language 2015/16***

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### ***Strategic Equalities Plan***

The Improvement Plan is designed to ensure that legislative duties under themes such as human rights,

equalities and the Welsh language are embedded as a part of the duty to secure continuous improvement; and ensuring that the Council is undertaking its responsibilities under the Strategic Equalities Plan and the Welsh Language Scheme is everyone's responsibility. To make sure that Council services are delivered fairly and equally a Strategic Equalities Plan (SEP) and Welsh Language Scheme are in place.

The Strategic Equalities Plan was published in 2012 and outlines five key equality objectives: engagement, accessible services, community cohesion and tackling hate crime, domestic abuse and worklessness.

Commitments under the Plan are reviewed regularly and an annual report is produced highlighting progress made.

Strategic Equality Plan  
[intraweb/stellent/groups/public/documents/plans\\_and\\_strategies/cont621707.pdf](http://onewportlsb.newport.gov.uk/oneNewport/index.cfm/content/communityStrategy)

Strategic Equality Plan annual report 2013/14  
[www.newport.gov.uk/stellent/groups/public/documents/report/cont727365.pdf](http://www.newport.gov.uk/stellent/groups/public/documents/report/cont727365.pdf)

### ***Fairness and Equality Impact Assessments***

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Equality Impact Assessments are required by law under the Equality Act 2010. The Council's assessments also examine 'Fairness' and the Welsh language to ensure that the needs of other vulnerable people are considered, as well as the effect on different areas within Newport.

F&EIAs look at the effect of any change to services or employment from everybody's standpoint to make sure that it's fair. For example, when opening new services a comparison would be made of the experiences of disabled people with those of people who are not disabled to see how good the access is and whether it allows everybody fair and equal access.

The assessment covers all the protected characteristics (Age, Disability, Gender, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion and Belief, the Welsh language and Sexual Orientation.)

Details of completed F&EIAs can be found on our website.



## ***Welsh Language Scheme***

The Council published its Welsh Language Scheme in 2009; the Scheme outlines how the Council will promote and support the Welsh language. In accordance with the requirements of the former Welsh Language Board, an annual report is produced that monitors the progress made against key themes including compliance with Welsh language scheme, frontline services, management and administration of the scheme, Welsh language skills, mainstreaming the Welsh language and risks and priorities. Furthermore, the annual report details progress against the Board's six Welsh language indicators (procurement, front line services, e-government, human resources and staff skills, human resources and equality and diversity, and standard of Welsh language services). The most recent annual report is available below.

Welsh Language Scheme 2009

[www.newport.gov.uk/stellent/groups/public/documents/plans\\_and\\_strategies/cont499493.pdf](http://www.newport.gov.uk/stellent/groups/public/documents/plans_and_strategies/cont499493.pdf)

Annual Welsh Language Monitoring Report 2013/14  
[www.newport.gov.uk/stellent/groups/public/documents/report/cont721713.pdf](http://www.newport.gov.uk/stellent/groups/public/documents/report/cont721713.pdf)

## ***Update on Wales Audit Office Recommendations and Proposals for Improvement***

During 13/14 the Council was subject to a Corporate Assessment which was carried out by the Wales Audit Office. At the time of writing, the Council are waiting for the conclusion of a follow up review of the Corporate Assessment. The Council received recommendations and proposals for improvement as part of the outcome of the original Assessment; monitoring of open recommendations and proposals for improvement is undertaken quarterly.

## ***Corporate Assessment***

The Corporate Assessment can be found on the link below:  
<http://www.newport.gov.uk/stellent/groups/public/documents/report/cont716631.pdf>

The Statement in response to the recommendations made in the Corporate Assessment under section 20

of the Local Government Measure 2009 can be found on the link below:

<http://www.newport.gov.uk/stellent/groups/public/documents/article/cont717942.pdf>

## ***Monitoring Proposals for Improvement***

Cabinet receive quarterly monitoring of proposals for Improvement and the links to the reports considered over the last 12 months can be found below:

Cabinet 9th June 2014 (page 62 onwards)

<http://www.newport.gov.uk/stellent/groups/public/documents/report/cont724223.pdf>

Cabinet 8th September 2014 (page 42 onwards)

<http://www.newport.gov.uk/stellent/groups/public/documents/report/cont727364.pdf>

Cabinet 8th December 2014 (page 44 onwards)

<http://www.newport.gov.uk/stellent/groups/public/documents/report/cont730383.pdf>

Cabinet March 2015 (page 13 onwards)

## ***Have your say***

Newport City Council is committed to improving our services and it is important that we listen to what the community have to say. We welcome your comments or suggestions at any time of the year.

If you have any comments, would like any further information, or to request a copy of this plan please contact:

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# 1 Supporting Older People leaving hospital

Link to Corporate Plan: **A Caring City**  
 Lead Cabinet Member: Cabinet Member for Social Care and Well-being  
 Lead Officer: Head of Adult and Community Services.

## Description of Improvement Objective

We want to ensure that people who require social care support do not stay in hospital beds any longer than necessary. When we are responsible for organising to discharge someone from hospital and we are unable to do so within reasonable time, they will be recorded as delayed for social care reasons.

## Why have we chosen this Improvement Objective?

In 2013/14 we were reported as 21st out of 22 Local Authorities in Wales for delayed transfers of care for social care reasons. In 2014/15 we have improved performance significantly and have reported in December 2014 a figure of 4.5/1000 of the population delayed in hospital which is around a 50% improvement from 2013/14.

We have chosen this as an improvement objective to continue to improve the performance and to reduce delays people face when planning to be discharged from hospital. Continuing to improve as we are will ensure we perform above the best performing Local Authorities in Wales.

## Actions

WHAT ARE WE GOING DO THIS YEAR?	WHAT DIFFERENCE WILL IT MAKE?
1.1 Reduce DTOC levels for social care reasons to 4/1000 of the population	<p>Less people waiting on hospital wards is widely seen by people as a positive thing. It is also widely accepted that people's recovery is enhanced in their own surroundings.</p> <p>By developing systems with less duplication then people will have clarity on how their discharge is being supported and planned and the health staff are also assured that referrals are being consistently managed.</p> <p>This approach will ensure people are not staying within hospital environments for any longer than medically necessary.</p> <p>This will also establish rehabilitation needs within the home environment and not based on hospital ward conditions.</p>
1.2 Fully implement a single referral for discharge at RGH site which links therapist, social work and frailty team.	
1.3 Working in partnership to adopt a 'discharge to assess' approach, where patients are discharged from hospital once they are medically fit and have their support needs assessed within an agreed timescale on arrival at home.	

## What have we done so far?

In September 2013 we made some changes to the hospital discharge social work team. We transferred an experienced team manager to examine the current process for assessments and discharge planning and to examine the inter-relation with frailty and secondary health process. As a result the social care hub was placed at the heart of our hospital discharge planning; an intake team involving frailty and social work linked to the Royal Gwent Hospital complex discharge team.

These changes have improved the way we manage this area of our work and more importantly, the levels of delayed transfers of care for social care reasons have reduced since October 2014; this reduction has been maintained, this improvement is seen in the associated performance indicator.

As changes were made late into the year the reduction in DTOC levels will still place us high across Wales as they are based on an annual average figure. Therefore, we established this Improvement Objective to ensure we maintain the continuous improvement in this area of our work and to place us at a better position across Welsh Councils performance.

We continue to work closely with health partners to refine the discharge process. We have built on the improvements made previously, by improving referral process within the RGH to implement a single referral for discharge rather than multiple referrals which created duplication and wasted assessment resources.

We have also worked to create alternative service models supporting discharge from hospital. The development of 'step down' beds is one example where we provide another option for people to discharge from hospital to a venue where they can continue to rehabilitate before returning to their own homes.



## How will we know?

MEASURE	CURRENT PERFORMANCE (Dec 2014)	COMPARATIVE PERFORMANCE (Dec 2014)	TARGET FOR 14/15
<b>How much did we do?</b>			
IA Delayed Transfers of Care	4.5/1000	9.68/1000	4/1000
IB No of Social Services hospital discharge assessments completed per annum	981	N/A	800 (volumes expected to fall as we continue to streamline referral process and reduce duplication)
IC DTtoC –No. 18 + Service Users Delayed	52	111	46 per year = 3.8 per month
<b>How well did we do it?</b>			
ID % of people whose needs were met to their satisfaction following a planned discharge from hospital and needing social care support	95%	N/A	95%
<b>Is anyone better off?</b>			
IE No of people fully reabled to independent living after using step down style intervention	263	N/A	270

## Partnership: Who do we need to work with?

Health Aneurin Bevan Health Board – Secondary services (Royal Gwent Hospital)  
 Community division – linked to GP networks, District Nursing, Frailty  
 Commissioned providers of social care services – Residential and nursing providers  
 Domiciliary care providers  
 Carers support services  
 Other Council Partners – Housing to facilitate adaptations where applicable

## What risks to we need to manage?

RISK	MITIGATION ACTIVITY	RISK RISKING
Lack of supply in market for care and support services	Review contractual arrangements required to create supply within budget parameters	Low
Financial risk – budget based on current levels of service users, high discharge levels based on community health issues can increase demand for services in the community	Continue to develop preventative services that reduce demand on statutory services	Medium

## 2 Improving care and support services for adults

Link to Corporate Plan: *A Caring City*

Lead Cabinet Member: Cabinet Member for Social Care and Well-being

Lead Officer: : Head of Adult and Community Services

### Description of Improvement Objective

It is part of adult services statutory duty to review packages of care and support for individual service users. Achieving this objective will improve our planning with individuals proactively, ensuring a planned and efficient approach to our reviewing framework.

We are also required to develop an integrated assessment process for older people. By developing more integrated approaches to the management of care and support packages, we aim for more multi-professional involvement in reviewing care plans. This should also contribute to improving care plan reviewing.

During 2014/15 we made improvement to the volumes of reviews completed in the year and this improvement objective has been set to ensure we continue to improve on this and exceed other Local Authority performance in Wales.

### Why have we chosen this Improvement Objective?

We developed a generic review team to improve review performance and that improved in 2014/15. It is important for the performance to continue to improve to ensure that we complete reviews at and above the Welsh average, that is, to achieve a volume of 85%.

The need to review support packages is an essential component as people's needs are becoming more

### Actions

WHAT ARE WE GOING TO DO THIS YEAR?	WHAT DIFFERENCE WILL IT MAKE?
2.1 To continue to improve the volumes of reviews of care plans completed up to 85% by the 2015/16 year end	Completion of reviews in timely way will ensure that we are more proactive and not reactive in our approach. This will ensure that we can identify issues for clients where their care needs can fluctuate and provide reablement at the right times maintaining independence and avoiding use of other services e.g. Unplanned hospital admissions.
2.2 Agree review team structure in line with client pathway so we ensure consistent review practice	Improving team structure will improve contact arrangements for people should their needs change, i.e. knowing which team clearly holds responsibility for their case work.
2.3 Develop and implement a revised process as part of integrated assessment to include the needs of carers and ensure that all cases are reviewed appropriately.	This will improve our approach in line with the Social Services Act (2014) for implementation in 2016

complex in the community and therefore we must set this as a cornerstone of our practice.

We are also inspected against our delivery of social work practice and currently the reviewing of care and support plans is a key activity where we need to demonstrate continuous improvement.

### What have we done so far?

In order to establish the importance of the review function a dedicated review team was put in place. However, the review team was dedicated to mainly older persons, vulnerable and physically disabled people. The review of care plans for adults with mental health or learning disabilities, as well as older people with mental health needs, remain with those social work teams and this should be the next step in reorganising workload requirements.

We will be developing the pathway for people accessing social services and will then be planning a structure to deliver that. Key to that structure will be further definition of the review team to ensure it is review only activity that they undertake and do not hold cases for too long which should really be completed within the assessment areas of our service.

We have continued to improve the data on the system through this year to ensure we have recorded all reviews completed appropriately and also that services listed on the database are up to date. Cleaning the data and setting a more consistent approach will improve the review performance and this will feature as an on-going function.

The monitoring of performance continues to be part of the social services leadership arrangements where all service manager's report on levels of performance activity and reviews of care plans have been noted as an area for improvement.

During 2014/15 the volume of reviews completed has improved from the previous year but the target set was under the Wales average report from the previous year.

## How will we know?

MEASURE	CURRENT PERFORMANCE (DEC 14)	COMPARATIVE PERFORMANCE (DEC 13)	TARGET FOR 15/16
<b>How much did we do?</b>			
2a. Care plan reviews	71.9%	58.9% NCC 81.1% Wales average	85% NCC
<b>How well did we do it?</b>			
2b. OT Assessments & Reviews	N/A	N/A	85%
<b>Is anyone better off?</b>			
2c. Carers offered assessment or review	18.9%	90.2%	90%

## Partnership: Who do we need to work with?

Health colleagues in integrated teams (other care coordinators)

## What risks do we need to manage?

RISK	MITIGATION ACTIVITY	RISK RATING
Staff shortages in frontline social work teams	Managing staffing shortages through sickness procedures Utilisation of agency staff on a managed basis	Medium
Data integrity, not detailing reviews completed	Improved Quality Assurance process to audit review activity on a planned basis	Low



# 3 Developing and regenerating the city

Link to Corporate Plan: *A Learning and Working City*

Lead Cabinet Member: Cabinet Member for Regeneration and Development and Cabinet Member for Skills and Work

Lead Officer: Head of Regeneration, Investment and Housing

## *Description of Improvement Objective*

The objective is to make Newport an attractive place for:

- The creation of opportunities for businesses to set up in Newport
- Businesses to continue to deliver their services and develop their business
- The city is seen as a destination for tourism, culture, sport and retail
- Where the residents of the city benefit through increased employment and community benefits

We will provide support to local businesses in order to promote economic growth and will enhance the city's skill base, generating additional employment for Newport residents through a variety of physical and social regeneration projects.

## *Why have we chosen this Improvement Objective?*

Newport continues to assert itself as a major area of business in the South Wales Region and beyond. Newport is continuing to develop as a venue of major sporting events and continuing to improve as a destination for tourism and culture. The completion of a number of projects in the coming years along with those in the early stages of development all demonstrate the importance of this objective and ensuring the co-ordination of all the projects deliver what is expected of them and that the communities and residents of the city benefit from this investment and economic growth.

Schemes such as :

- The construction of the new Admiral offices is complete and the company has moved to Newport City Centre.
- Friars Walk shopping development is now well under construction, delivering big name retailers and jobs back into the centre of Newport brings with it a great opportunity for the city's resurgence as the retail and commerce hub for Greater Gwent,
- The Vibrant and Viable Places programme has commenced with £6.6 million of schemes starting on site from the Welsh Government grant along with the investment from the private sector to bring properties back into commercial and residential use. This will continue to maintain a robust construction industry presence attracting short and long term employment post scheme completion.
- The Business sector voted to establish a Business Improvement District which will commence on 1st April 2015 and run for an initial 5 years. The Council will work with the BID to link all of the developments in the city to increase footfall and vibrancy in the city therefore supporting its regeneration.
- The potential development of an International Convention Centre,
- Continued funding for work on the canal system and locks
- Continued external funding for major schemes of work to existing homes creating housing lead regeneration and employment
- Heritage Lottery has confirmed Newport as a number 1 priority and so the securing of resources for heritage projects will be a key part of the work.
- Activities connected to the emerging details from Re Newport City Council
- Superfast Connected City work will see an increase in working with businesses to make the most of services on offer

## *What have we done so far?*

The last 5 years has already seen considerable investment and change in Newport both in the city centre and in the city more generally and in terms of both physical and social regeneration.



- Welsh Government key building programme of £2.5 million (covering a range of key buildings and a new High Street entrance to the Indoor Market),
- A £4 million package of city centre improvements was completed in 2010 in preparation for the Ryder Cup,
- The creation of a new riverside park and walkway has been completed along with a number of public realm improvements,
- Preparation and demolition work was completed for the Friars Walk shopping and leisure development, with the site now being developed by Queensbury. The successful securing of resources through Welsh Government Vibrant and Viable Places bid with an award of £14.9 million pounds for the period of April 2014 to March 2017,
- The completion of multiple large scale energy savings schemes across hard to treat properties in Newport, creating employment, reducing poverty and making Newport communities more sustainable and attractive places to live
- The completion and successful reuse of two key listed building – Malpas Court and Beechwood House
- The completion of the renovation of a number of locks in the 14 locks canal system and the restoration of the canal system with neighbouring authorities.
- The transition to the new Communities 1st Cluster arrangement and securing the role as Lead Delivery Body for the whole of Newport.
- The establishment of the Work Based Learning Academy

## Actions

WHAT ARE WE GOING TO DO THIS YEAR?	WHAT DIFFERENCE WILL IT MAKE?
3.1 To finalise and continue schemes started in year 1 of the programme and to commence new schemes identified as part of Vibrant & Viable Places Year 2.	Deliver new homes and employment in the city centre in line with the agreed plan approved by Welsh Government. Will regenerate buildings for commercial and residential use providing and creating employment in many sectors.
3.2 Regeneration Strategy focussing on the physical environment and infrastructure, improvement in skills, training and job creation along with continued provision of robust business support for new and existing businesses. The strategy also provides support for the newly developed Business Improvement District and the opportunity to link themes within the strategy to similar themes within the BID	Produce a clear framework for regeneration and economic development in the city along with a clear structure supporting delivery. Allow businesses to support the activity of the local authority and partners to make the city centre a vibrant place for businesses and visitors and allow them to take ownership through financial contributions. Ensure the Work Based Learning Academy is embedded in all regeneration activities along with the delivery of Central Government work programs
3.3 To continue to secure external funding for Regeneration programmes such as the continued redevelopment of the fourteen locks system and identification of a project to work with the Heritage Lottery Fund.	Support for businesses through a variety of support from advice, inward investment support, loan provision, grant provision etc.
3.4 Continue to develop new and innovative large scale energy improvement work with energy companies and Welsh Government	It will allow improvement to Newport as a destination location for tourism and return existing property heritage to successful use benefitting the communities of Newport.  Create and maintain employment, sustain communities, reduce carbon emissions, reduce fuel poverty.



## How will we know?

MEASURE	CURRENT PERFORMANCE	COMPARATIVE PERFORMANCE	TARGET FOR 15/16
<b>How much did we do?</b>			
3A. VVP- Increase in city centre housing	n/a new programme	N/A	19 (2014/15)
3B. Provision of coherent Business Support	400 businesses assisted	N/A	500 businesses assisted
<b>How well did we do it?</b>			
3C. Number of people engaged in employment programmes	1300		1000
3D. Number of people engaged in employment programmes	605		600
<b>Is anyone better off?</b>			
3E. Number of homes benefitting from improved domestic energy performance measures and removed from fuel poverty	91 (Q3 14/15)	300 (13/14)	300

## Partnership: Who do we need to work with?

Members of the Local Service Board;  
 The business community and city centre traders;  
 Welsh Government;  
 Welsh Government Task Force

## What risks to we need to manage?

RISK	MITIGATION ACTIVITY	RISK
Properties no longer available for refurbishment	Suitable alternative properties / schemes will be identified as reserve schemes	Low
Partners unable to deliver match funding	Source additional match funding	Medium
Unable to achieve the number of people supported into employment activity.	The improvement in the economy and the support programmes provided in the city has reduced the number of unemployed people in Newport	High
Unable to support people to find employment	WBLA sourcing employment opportunities with employers, introduction of large capitol regeneration projects, the enforcement of community benefits within regeneration programmes.	Low

# 4 Supporting young people into education, employment or training

Link to Corporate Plan: *A Learning and Working City*

Lead Cabinet Member: Cabinet Member for Skills and Work

Lead Officer: Strategic director - people

## *Description of Improvement Objective*

Engagement in learning and training are critical if young people are to make successes of their lives and meet their own needs and the needs of the city of Newport as an economic community. The council and its partners have an important role to play in helping young people to make the most of opportunities for training and employment. The Improvement Objective measures the percentage of young people who are not in education, employment or training at key stages of their lives.

## *Why have we chosen this Improvement Objective?*

This priority is an Outcome Agreement for the period 13/14 to 15/16 and has important links to the Welsh Government's Programme for Government, and locally links to the Single Integrated Plan for Newport. Following consultation this came out as the most important Improvement Objective for respondents. Recently, local authorities have been charged with implementation of the Youth Engagement and Progression Framework, which focuses on local accountability. Making this an Improvement Objective ensures this accountability. Whilst Newport has the fourth best percentage reduction in NEETS in Wales we still have amongst the highest rate of young people not in education, employment or training in Wales.

## *What have we done so far?*

Newport has made a significant impact on the numbers of young people not in education, employment and training (NEET) over the past five years. In 2008 the number of young people leaving year 11 and becoming NEET in Newport was 10.4%. By 2013 we had reduced this figure to 4.9% – a 53% improvement. Over this time we have worked with other local authorities and partners to identify best practice. We feel we have made the impact we have on the numbers of NEETS for the following reasons:

1. The development of the Work Based Learning Academy to act as a portal for young people seeking work experience, training and employment, this was launched in December 2013.
2. Resource for the Young People's Entitlement Officer post, to focus on reducing the numbers of young people not in education, employment or training. This has now been developed into the role of Youth Engagement and Progression Framework Co-ordinator.
3. The development and support of a Pre-16 NEET Partnership to focus on prevention; this has undertaken pupil analysis to support early identification at year 7 and has led to the production of the Good Practice Guide to support senior managers in school and has fostered significantly better working relationships between educational institutions and other agencies.
4. The training of learning coaches by the Young People's Entitlement Officer to support early identification and put in place support packages at the earliest opportunity.
5. The Post 16 NEET Partnership which has a focus on information sharing, provision and developing specific employment/learning opportunities and events. This facilitates the engagement of Careers Wales with the Youth Service and other Youth Support provision within Newport.
6. Funding for an Engagement Worker to support the engagement of young people 'unknown' within the system, jointly through Families First and Community Development.
7. The development of a Learning Provider Network that ensures that the supply of learning opportunities meets the needs and that placements are available at the correct times.
8. The development of an alternative provision handbook, additional support around safeguarding issues and a service level agreement between schools and providers.



## Actions

WHAT ARE WE GOING TO DO THIS YEAR?	WHAT DIFFERENCE WILL IT MAKE
4.1 Develop and deliver specific employability programmes through WBLA to meet the needs of those young people who are only seeking employment	A significant proportion of our NEET total are only looking for employment so this will proactively help them achieve their goals and reduce the numbers who are NEET
4.2 Implement the Youth Engagement and Progression Framework action plan	This will improve provision and tracking systems so that we are better able to meet the needs of young people entering the labour market
4.3 Map provision for those young people unable to progress against their specific needs	Some young people are unable to continue in education, learning or employment for a variety of reasons, such as caring responsibilities, illness (including mental health problems) or involvement in the criminal justice system. Being better able to understand the needs and resource issues will enable us to make a real difference in their lives.
4.4 Meet regularly with Careers Wales, Schools, Work Based Learning Providers and Cloe Gwent to ensure provision appropriately meets the needs of young people	This will ensure better information exchange and shared accountability for those young people unplaced.
4.5 Development of Skills and Work service within Newport City Council	Ensure all resources in Newport City Council aligned with this work are jointly managed and focused on this strategic priority

## How will we know?

MEASURE	CURRENT PERFORMANCE	COMPARATIVE PERFORMANCE	14/15 TARGET FOR 14/15
<b>How much did we do?</b>			
4a. Number of families accessing Family Skills Project	280 (Q3 14/15)	219 (13/14)	270
4b. Number of young people accessing Children and Young People's Skills Project	954 (Q3 14/15)	1,373 (13/14)	885
4c. Number of enrolments on basic skills courses	Annual measure data not yet available	490 (13/14)	400 (2014/15 academic year)
4d. Number of entrants into work based learning academy	531 (Q3 14/15)	160 (13/14)	480
<b>How well did we do it?</b>			
4e. Retention rate for enrolments on accredited Basic skills courses	Annual measure data not yet available	80.6% (13/14)	80% (2014/15 academic year)
4f. Achievement rate for enrolments on accredited Basic skills courses	Annual measure data not yet available	58.4% (13/14)	70% (2014/15 academic year)
4g. Retention rate for learners on community learning courses (excluding basic skills)	Annual measure data not yet available	90.1% (13/14)	85% (2014/15 academic year)
4h. Achievement rate for enrolments on community learning courses (excluding basic skills)	Annual measure data not yet available	79.1% (13/14)	85% (2014/15 academic year)
<b>Is anyone better off?</b>			
4i. % of year 11 NEETS	Annual measure data not yet available	4.9% (13/14)	4.8% (2014/15 academic year)
4j. % of year 13 NEET	Annual measure data not yet available	5.1% (13/14)	7.0% (2014/15 academic year)
4k. % of 16-18 year olds not in education, employment or training (October)	Annual measure data not yet available	8.0% (13/14)	10% (October 15)
l. Number of graduates from Work Based Learning Academy progressing to further opportunity (six months paid employment placement)	123 (Q3 14/15)	37 (13/14)	80

## ***Partnership: Who do we need to work with?***

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Newport City Council – Education, Community Development, Youth Service, Children and Families Services,  
Community Learning and Libraries, Partnerships and Policy  
Gyrfa Cymru Careers Wales  
Coleg Gwent – Newport Campus  
Secondary Schools  
University of South Wales  
Communities First  
Voluntary Youth Sector  
Work Based Learning Providers  
Employers  
Welsh Government

## ***What risks do we need to manage?***

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<b>RISK</b>	<b>MITIGATION ACTIVITY</b>	<b>RISK RATING</b>
Lack of partner engagement and/or support in meeting this improvement objective	The partnership environment around reducing NEETS is well established and robust enough to survive issues around engagement, etc. The continued support and facilitation of the Youth Engagement and Progression Framework Co-ordinator is critical to the continued success	Medium
Continued deterioration of the youth employment structure leading to lack of impact on medium to long term unemployed young people	Resource to address the skills requirements of employers focused on young people. Continued work to support the engagement of employers with the world of education	Medium



# 5 Ensuring the best educational outcomes for children

Link to Corporate Plan: *A Learning and Working City*

Lead Cabinet Member: Cabinet Member for Education and Young People and Cabinet Member for Skills and Work

Lead Officer: Chief Education Officer

## *Description of Improvement Objective*

To ensure all our pupils are effectively engaged in education so that they can attain the best possible educational outcomes. This includes vulnerable learners that may be at risk of not reaching their expected level of attainment.

## *Why have we chosen this Improvement Objective?*

In order to ensure that all pupils reach their learning potential at every key stage they need to be in school; barriers to learning need to be mitigated (especially poverty) and extra support given to literacy and numeracy. The indicators will inform the forward planning of the Education Service in partnership with the Education Achievement Service (EAS) and schools.

## *What have we done so far?*

Between April 2014 and March 2014 Education Services has secured a work programme delivered by the South East Wales Education Achievement Service which has focussed on improving teaching and learning in the classroom. The 'Excellence in Teaching' programme has supported the development of Maths and English teachers in delivering high quality lessons to support pupils at primary and secondary level. This work has been shared between and within Newport schools. The 'Excellence in Teaching' framework has also been introduced to help support school leaders observe lessons and give quality feedback to teachers. This tool has been used effectively to demonstrate improvement in learning.

All Newport schools have been through 'National Categorisation'. This process has identified which schools require extra support in order to improve. Schools have received overall colour categorisations (green, yellow, orange and red). Schools in a red category will receive intensive support from the Local Authority, whilst schools in a green category will be encouraged to share their best practice with others.

In order to improve attainment we have focussed on improving attendance and reducing exclusions. Over the past year we have revised the Local Authority Attendance Policy and introduced Fixed Penalty Notices linked to truancy, lateness and unauthorised absence (in line with Welsh Government policy). Behaviour support staff have worked closely with secondary head teachers to reduce fixed term and permanent exclusions. A greater emphasis has been placed on 'alternative education provision' in order to prevent pupil exclusions.

Working with schools and Children's Services we have appointed 5 Education Social Workers with the intention of removing barriers to learning through working with families and other agencies in support of the Seamless Wellbeing and Learning Pathway. The Pioneer stage is coming to a close with the first two clusters and this will be rolled out across all clusters and be fully operational by September

Six nursery units opened in September 2014, enabling more primary schools (two of which are RC Primaries) to develop the 3 – 11 vision. Two more primary schools will have a nursery in September 2015 and another two are on target for September 2016. This will mean that all community maintained primary schools can deliver a smooth transition through the key stages for our pupils, so enhancing the opportunities to achieve higher attainment.



## Actions

WHAT ARE WE GOING TO DO THIS YEAR?	WHAT DIFFERENCE WILL IT MAKE?
<p>5.1 Improve the number of pupils achieving the expected level of attainment at Foundation Phase, Key Stage 2, Key Stage 3 and Key Stage 4 (Level 2 inclusive indicator)</p> <ul style="list-style-type: none"> <li>The local authority will continue to commission the services of the Education Achievement Service to support and improve the quality of teaching and learning in Newport schools.</li> <li>The local authority will continue to focus on the national priorities of 'improving literacy, improving numeracy and reducing the impact of poverty and deprivation'.</li> </ul>	<p>Pupils achieving the expected level at each Key Stage are more likely to have the opportunity to progress to Further and Higher Education (improving their life chances of gaining economic, physical, social and emotional well-being).</p>
<p>5.2 Improve Primary &amp; Secondary Attendance</p> <ul style="list-style-type: none"> <li>The local authority will co-construct an attendance work plan with schools.</li> </ul> <p>Sub groups will be established to lead and develop specialist work streams e.g. minority-ethnic issues, Early years, good practice including adopting CALLIO processes and practices</p>	<p>Improved attendance is linked to improved pupil attainment. This objective will support opportunities and life chances. (Of pupils who miss between 10 per cent and 20 per cent of school, only 35 per cent manage to achieve five A* to C GCSEs, including English and maths).</p>
<p>5.3 Reduce pupil exclusions</p> <ul style="list-style-type: none"> <li>The Local Authority will agree exclusion targets with secondary schools and monitor their success.</li> <li>A Primary Learning Resource Base Review will take place to ensure that there is appropriate provision for pupils who require specialist support.</li> </ul>	<p>Pupils who are excluded are more likely to become NEET (not in Education, Employment or Training). Reducing exclusions will help to improve pupil attainment and support their chances in becoming successful in the workplace.</p>

## How will we know?

MEASURE	CURRENT PERFORMANCE (Date)	COMPARATIVE PERFORMANCE (Date)	2014-15 TARGETS (AY 13/14)
<b>How much did we do?</b>			
5a. Percentage of schools achieving full spend SEG (School Effectiveness Grant)	20.69 % (Jan 15)	80.00% (13/14)	90%
5b. Percentage of schools achieving full spend PDG (Pupil Deprivation Grant)	15.52% (Jan 15)	85.00% (13/14)	95%
<b>How well did we do it?</b>			
5c. Number of days lost to fixed term exclusions in secondary schools	Annual measure data not yet available	2486 (13/14)	2450
5d. Attendance levels primary school EDU/016a	94.2% (Jan 15)	93%	93.6%
5e. Attendance levels secondary schools EDU/016b	92.9% (Jan 15)	92.1%	92.1%
<b>Is anyone better off?</b>			
5f. Pupils achieving the expected CSI outcome at the end of Key Stage 3 EDU/004	87.0% (Jan 15)	87.3% (13/14)	77.0%
5g. Number of FSM pupils achieving the expected Core Subject Indicator at KS2.	73.1% (Jan 15)	N/A	74%
5h. Pupils achieving the expected outcome at the end of the Foundation Phase	87.0% (Jan 15)	87.3% (13/14)	84%
5i. Leavers without qualifications EDU/002i	Annual measure data not yet available	0.6% (13/14)	0.4%
5j. Pupils achieving Level 2 Threshold inc. English and Maths EDU/017	52.8% (Jan 15)	51.3% (13/14)	52.9%
5k. Number of pupils gaining KS2 Level 4+ English in Teacher Assessment	89.6% (Jan 15)	N/A	89.8%
5l. Number of pupils gaining KS3 Level 5+ English in Teacher Assessment	83.7% (Jan 15)	N/A	83.5%

AY is Academic Year, FY is financial year. Data for the Academic Year 14/15 will be reported in the financial year 15/16.

## Partnership: Who do we need to work with?

Welsh Government  
 EAS  
 Schools and Head teachers  
 Citizens of Newport including parents & pupils  
 Social Services  
 Health  
 Police  
 Youth Offending Team  
 Youth Services  
 Communities First  
 Voluntary Groups  
 South East Wales consortia area working groups  
 SE Wales Safeguarding children board

## What risks do we need to manage?

RISK	MITIGATION ACTIVITY	RISK RATING
Increasing numbers of new arrivals into Newport schools	Restructure of GEMS service to maximise support for new community languages (April- September 2015) Commission a GEMS translation and interpretation Service to income generate and “pump-prime” pool of suitable BTAs and volunteers to assist in schools (April 2015)	High - possible compulsory redundancies  High - scarce resources to implement Time to establish reputation and client base
Changing demographics due to “churn” factors	Activities above apply plus convening minority- ethnic attendance issues group  Revise and refine Children Missing Education protocol  Ensuring data capture to inform future service provision (possible IBM project delivery) Ensuring data capture to inform future service provision (possible IBM project delivery)	Medium - group in existence, influence disseminated  Low - work on-going  Medium - work on-going

RISK	MITIGATION ACTIVITY	RISK RATING
Pressure on school places	A primary school expansion programme is underway with directed capital investment to areas of the city where Section 106 monies are unable to be accessed.  Plans are progressing to gain full WG approval for a new Welsh-medium secondary school within Newport to provide much needed education places for Newport and south Monmouthshire. This will support the smooth transition for Welsh-medium primary pupils into high school within the city.	Low – work in progress, no barriers  Low – work in progress, supported by South East Wales partners and WG
Numbers of pupils with additional learning needs increasing	Working more closely with Children’s Services to look at provision and budgets Investigating temporary capacity Maes Ebbw Special school Employing additional locum EP to ensure Statements are completed by deadlines Small EP team with impact of maternity leave for 2 colleagues Following the recent appointment of a SEN Manager a review of the capacity of the team needs to be considered	Medium - work on going High – will not be in place until September at the earliest Low - personnel in place Medium – recruitment plan in place Medium – may need time to achieve
Underpinning all of these risks is the continuing financial pressure	The Service Area will need to be realistic around the resources available.  The Service Area will continue to monitor the existing budget regularly	Medium - Robust service area planning will consider resource allocation  Low – Systems in place



# 6 Helping children have a flying start in life

Link to Corporate Plan: *A Green and Healthy City*

Lead Cabinet Member: Cabinet Member for Children and Young People and Cabinet Member for Skills and Work

Lead Officer: Head of Regeneration, Investment and Housing

## Description of Improvement Objective

"Flying Start aims to make a decisive difference to the lives of children in the most disadvantaged communities". The Flying Start programme offers eligible parents free quality childcare for 2-3 year olds, parenting support, an enhanced health visitor service and support for early language development.

Our improvement objective for the programme includes:-

**Improve Parenting Skills** - Providing parents with accessible information on parenting and outlines the wide menu of parenting support options available. Our vision is to enable parents to participate in the design, delivery and review of services. To develop engagement with 'hard to reach' groups and enable parents to acquire the skills and strategies to parent effectively. Flying Start priority - To ensure that there is a team of appropriately trained staff supported by effective management support and supervision available to deliver parenting programmes. We aim to recruit and retain parents on a range of parenting programmes within the home and groups in identified communities.

**To support the role of parents as first educator and to improve language and communication development** - To deliver a pathway of Early Language Support to all children aged 0 - 4 years of age within the home and group settings including Language and Play and Number and Play.

**To improve the development of children** - The potential for all (100%) eligible parents to access Flying Start childcare for 2-3 year olds offered as a maximum of 12.5 hours (5 sessions x 2.5 hours) of childcare per week (over a 39 week term).

To improve access to Health services for disadvantaged groups - Delivering an intensive core programme for all Flying Start beneficiaries aged 0-4 years of age and to provide client led antenatal and postnatal support

## Why have we chosen this Improvement Objective?

To reduce risk factors associated with parental supervision and discipline such as family conflict, family histories of problem behaviour, attitudes condoning crime and low income/poor housing. To support the role of the parents as the first educator through group and home visiting support; to support the improvement of language development for children 0-4 years through play. To improve children's overall development in readiness for the foundation phase and to improve health outcomes for those children identified as living in poverty, linking into the Councils Corporate Plan and the following two aims 'A Caring City' and 'A Learning & Working City'. These themes link into Welsh Governments seven core aims for children and young people, which summarise the UN Convention on the Rights of the Child (UNCRC) and form the basis for decisions on priorities and objectives nationally. The Welsh Government have adopted the UNCRC as the basis of all our work for children and young people, which are expressed in seven core aims that all children and young people:

1. have a flying start in life
2. have a comprehensive range of education and learning opportunities
3. enjoy the best possible health and are free from abuse, victimisation and exploitation
4. have access to play, leisure, sporting and cultural activities
5. are listened to, treated with respect, and have their race and cultural identity recognised
6. have a safe home and a community which supports physical and emotional wellbeing
7. are not disadvantaged by poverty.

## What have we done so far?

The Flying Start programme was introduced in 2006 and is a continually expanding programme. There are four core entitlements these being intensive health visiting, childcare, early language intervention and parenting and progress across each area is tracked below.



**Health** - We have 22.8 health visitors, a skill mix team, midwife and mental health practitioner working with families in identified areas of Newport delivering a core programme from antenatal period to children aged 4. Within the health strand support for breast feeding/postnatal depression support has been offered either within groups or individually and the Flying Start midwife promotes antenatal care and support working with first time parents as a priority. Assessments are carried out on all children at age 2 and 3 monitoring developmental areas and progress against key milestones.

**Childcare** - There are 17 Flying Start playgroups providing 12.5 hours of free childcare to 600 children in identified areas. Within the childcare settings, quality of provision is a high priority with all settings undertaking quality assurance awards and on-going self-evaluation. Significant evidence in up-skilling of the workforce has been made to ensure that the standards meet the requirements of the Welsh Government Childcare Annex.

**Early Language Intervention** – A distinct Flying Start Speech, Language and Communication pathway has been developed with key actions embedded in all four Flying Start strands. A speech and language therapist has been appointed who has a fundamental role within this strand up-skilling the Flying Start workforce and providing support and supervision to the Flying Start multiagency teams. All Flying Start playgroup settings have a weekly Language and Play session. The Health Visiting core programme which is a universal service for all Flying Start families also incorporates four Language and Play sessions. An Early Language development screening tool is also being piloted in two Flying Start areas.

**Parenting** - at least one Infant programme has run in each Flying Start area during the year. Family Links Nurturing and Incredible Years Toddler programmes have run in each Flying Start area. Delivery of the (Webster Stratton) Incredible Years Infant and Toddler programme centrally on a rolling programme. Family intervention delivery officers deliver the Parent as First Educators programme within the home to all families identified as red or amber via assessment.



## Actions

WHAT ARE WE GOING TO DO?	WHAT DIFFERENCE WILL IT MAKE
6.1 To provide targeted intervention to children aged 9 months to 4 years old identified as requiring additional language support.	The intervention will aim to up-skill parents in providing appropriate support and activities to enhance language development in identified young children.
6.2 To ensure children identified with Additional Needs are supported within the programme promoting seamless transition into and out of Flying Start childcare	Children with additional needs will be identified far earlier through multi agency support and seamless transition strategies will be implemented.
6.3 To support parents to acquire the skills/strategies to parent effectively.	The intervention will aim to up-skill / support parents in providing the following to their children emotion and affection, play and enjoyment, empathy and understanding, control, discipline and setting boundaries, learning and knowledge.

## How will we know?

MEASURE	CURRENT PERFORMANCE (Date)	COMPARATIVE PERFORMANCE (Date)	TARGETS FOR 15/16
<b>How much did we do?</b>			
6A. Delivery of Tiny Talker language and Chatty Children groups across Flying Start areas for children aged 9 months to 4 years	New		10 groups ( 50 Children)
<b>How well did we do it?</b>			
6B. Percentage of parents that report an improvement in their child's language and communication skills post intervention within the Tiny Talker group	New		70%
6C. Percentage of parents reporting positive transition of children with ALN	New		70%
<b>Is anyone better off?</b>			
6D. Percentage of children that show an improvement in their Wellcomm assessment score within the Chatty Children group	New		50%
6E. Percentage of families that have shown an improvement in their TOPSE Scores following completion of PAFT during the term	100%	100%	80%

## Partnership: Who do we need to work with?

Aneurin Bevan Health Board, Care and Social Services Inspectorate Wales, other departments within the local authority, WPPA, MYM, Private and Voluntary Organisations, Welsh Government

## What risks do we need to manage?

RISK	MITIGATION ACTIVITY	RISK RATING
Withdrawal/cessation of funding via the Welsh Government	Develop a robust exit strategy.	High
Poor/non-attendance at group sessions	Promotion and communication of benefits of groups; Positive marketing strategy; Multi-agency delivery; Relationships developed with the most vulnerable families.	Medium



# 7 Increasing recycling

Link to Corporate Plan: *A Greener and Healthy City*

Lead Cabinet Member: Cabinet Member for Infrastructure

Lead Officer: Head of Streetscene and City Services

## Description of Improvement Objective

To increase recycling and divert waste from landfill.  
To ensure Newport delivers the Welsh Government objectives for the increasing of recycling and the European targets for diversion of waste from landfill, every recycling and diversion opportunity available to the city must be explored and where applicable, implemented.

The diversion of residual municipal waste from landfill will largely be covered by the operation of Prosiect Gwyrdd and Cwm-y-Fory. Therefore, this objective will largely focus on encouraging businesses and residents within the city to recycle more which will maximise the potential currently being classified and treated as residual waste.

## Why have we chosen this Improvement Objective?

This objective has been chosen as it has a significant implication for council budgets and is a topic of high interest to our residents. This objective will be focused mostly on the benefits that can be gained through customer education and guidance on how to recycle, how to recycle more and why it is important.

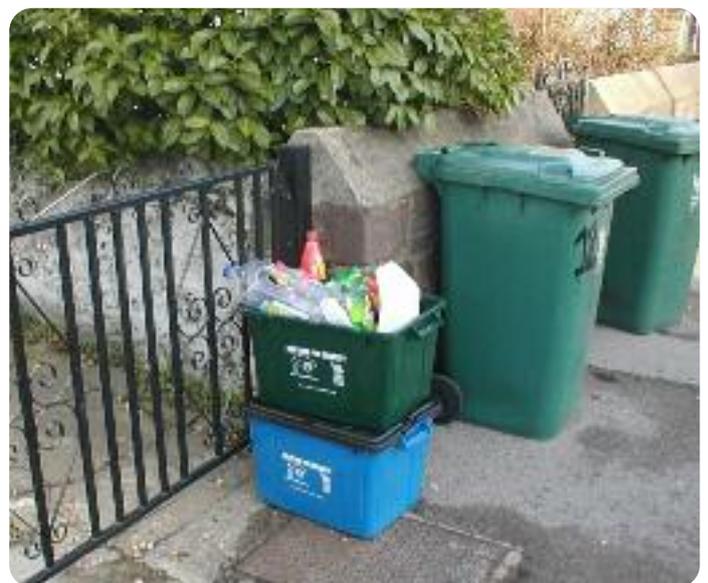
It is accepted that around 30% of our residents either fail to recycle their waste or only recycle when their residual waste bin is full. If all these residents performed in line with the Newport average then an estimated 2,600 tonnes would be diverted from landfill at a saving of £208,000 a year in tax/disposal costs.

Additionally, we will explore the diverse nature of the city with a view to improving communication, informing and helping the numerous cultural and ethnic groups we have within our city to recycle and recycle more

## What have we done so far?

The Council provides a high quality low cost recycling service and in 2013/14 recycled/composted 51.70% of its municipal waste and landfilled 19,634 tonnes. Newport is also a lead member of Prosiect Gwyrdd a £1bn project to divert waste from landfill, create energy from waste and also provide increased recycling.

Newport offers a comprehensive household kerbside recycling collection service including card, garden, dry recyclables and food waste. The Council delivers an alternate week residual waste collection service and has commenced the roll-out of smaller wheeled bins. The Council also offers a comprehensive household waste recycling facility which has recently added a reuse shop to its provision.



## Actions

WHAT ARE WE GOING TO DO THIS YEAR?	WHAT DIFFERENCE WILL IT MAKE?
<p>7.1 To understand the reasons why 30% of Newport residents do not recycle</p> <p>7.2 In partnership with WG and WLGA under the Collaborative Change programme, Newport City Council is planning to undertake a comprehensive trial of approximately 660 properties using the best practice options on a small number of properties to evaluate how we might meet the 70% target.</p> <p>7.3 The Council will further increase recycling at the household waste recycling centre by increasing staff presence and assisting residents to segregate the waste they bring to the centre.</p> <p>7.4 Commence full Prosiect Gwyrdd waste to energy contract in Q3.</p> <p>7.5 Commence Cwm-y-Fory food waste recycling contract end of Q1.</p>	<p>It will facilitate development of appropriate targeted strategies and interventions.</p> <p>Enable NCC to evaluate various recycling options.</p> <p>Less waste going to unsustainable landfill.</p> <p>Raise awareness of the need to re-cycle.</p> <p>This will divert all remaining NCC municipal waste from landfill.</p> <p>This will provide a long term recycling outlet for our municipal food waste.</p>

## How will we know?

MEASURE	CURRENT PERFORMANCE 2013/14	COMPARATIVE PERFORMANCE (DATE)	TARGETS 15/16
7a. Percentage of municipal waste recycled or composted.	51.70%		55%
7b. Amount of waste sent to landfill	45.08%		25%
7c. Percentage of municipal waste recycled at the HWRC site	60.13%	NEW	65%
7d. NCC/WG proposed trial to encourage 600 households to recycle 70%.	N/A	NEW	600 households

## Partnership: Who do we need to work with?

Welsh Government  
 Wastesavers  
 Waste Awareness Wales  
 The residents and businesses in Newport.  
 WLGA

## What risks do we need to manage?

RISK	MITIGATION ACTIVITY	RISK RATING
Failure to meet Welsh government recycling targets could result in substantial fines.	Initiatives to increase recycling.	Medium
Failure to meet European Landfill Diversion Targets could result in substantial fines.	Prosiect Gwyrdd will eliminate this risk.	Low
Failure to increase recycling could result in increased costs.	Initiatives to increase recycling.	Medium

# 8 Improving outcomes for Youth Justice

Link to Corporate Plan: *A Safer City*

Lead Cabinet Member: Cabinet Member for Education and Young People

Lead Officer: Head of Children Young People Services

## Description of Improvement Objective?

The principle aim of the youth justice system, established by section 37 of the Crime and Disorder Act 1998, is to prevent offending by children and young people.

This relates to prevention of

- anti-social behaviour and offending;
- appropriate use of Out of Court Disposals to divert young people from the criminal justice system
- reducing the rate of proven re-offending and
- reducing the proportion of young people sentenced to custody.

In line with Welsh Government and Youth Justice Board policy, we believe that prevention is better than cure and that children are young people first and offenders second.

## Why have we chosen this Improvement Objective

The objectives above are statutory ones for all Youth Offending Services (YOS) and the YOS's performance in relation to these evidence it's success or otherwise to contribute towards them. In order to meet these objectives, effective use of preventative interventions and Out of Court Disposals, are proven important aspects of achieving and maintaining safer communities and improving the perception of safety within communities. The increasing use of restorative approaches in all interventions is also critical.

In Newport, two teams directly deploy resource to meet the core aim - the Team Around the Family (prevention team) which offers specific individual voluntary early intervention in the form of Community Resolutions, as well as more generic voluntary support for young people and families in need, and the YOS, which facilitates out of court disposals and the raft of statutory court ordered interventions. Both teams can call upon a variety of specialist resource/intervention/agency involvement to support their work with young people, families, victims

and communities. The multi-agency, collaborative nature of the service provides a cohesive approach to issues and assists with addressing the holistic needs of the service users to help tackle the root causes of offending.

## What have we done so far?

Within the past two years changes have been made in Gwent regarding how young people are 'processed' in relation to their criminal behaviour – largely this relates to the introduction of the Bureau system. The aim is to ensure a consistent approach, which as far as possible seeks to keep young people out of the Court system, unless their criminal behaviour is very serious and/or prolific. Operational processes and procedures have been developed to support this new process, and the use of restorative approaches in all interventions has continued.

With regard to young people having appropriate accommodation, the YOS has been part of a resettlement consortium which promotes the use of a Resettlement Panel to focus on the needs of those young people leaving custody, including those with specific accommodation needs. With regard to addressing re-offending, the YOS began to utilise the Youth Justice Board's re-offending toolkit – which facilitates better analysis of specific performance which in turn informs future targeting of resources and gaps in service provision.

In May/June 2014 the YOS was subject of a full joint Inspection undertaken by colleagues from Criminal Justice, Social care, health and learning and skills inspectorates. Within the subsequent Inspection report published in September 2014 the YOS was assessed as delivering poor and unsatisfactory performance in relation to several key areas of work and twelve recommendations were made for the YOS to improve its work. Much of the focus and effort of the latter part of the year focussed on developing, and implementing a robust Improvement plan to address the deficiencies highlighted.

Improvements required included:

- Increased and improved governance and scrutiny of the YOS,
- Improved quality and use of performance and management information
- More effective management and leadership from the management team;
- Increased quality assurance and gatekeeping
- Improved content of interventions provided



The Improvement plan was accepted by the Youth Justice Board (YJB) and Inspectorate as appropriate to support the necessary actions to ensure the YOS improved. The Youth Justice Board have been monitoring progress and supporting actions within the Improvement plan, and will be conducting a review/mini inspection in February 2015 to see what progress has been made. The Management Board has similarly increased the frequency of meetings and its scrutiny of the work to ensure and support improvements. The YOS has been advised that 'due to the poor performance identified we will return to Newport to undertake a further inspection, which is likely to occur 12 to 24 months from the publication...'

The YJB has confirmed it is very likely that the re-inspection will take place in the summer of 2015.

The YOS has reviewed, revised and updated many aspects of its operation, and with the increased governance and scrutiny by the Management Board and active involvement of partners, is ensuring the direction of travel for the year to come results in significantly better performance and outcomes for service users and thus for performance against the statutory aim.

## Actions?

WHAT ARE WE GOING TO DO THIS YEAR?	WHAT DIFFERENCE WILL IT MAKE?
8.1 Reduction in first time entrants	More young people diverted from crime and anti-social behaviour
8.2 Reduction in youth re-offending	Less young people committing further offences results in fewer victims of crime
8.3 Reduction in the use of youth custody	More young people supported to refrain from offending whilst subject to community sentences.
8.4 Effective public protection / managing risks	Managing risk effectively will lead to safer communities.
8.5 Effective safeguarding (identifying vulnerable young people)	Young people are kept safe in custody and in the community
8.6 Access to Education, Training and Employment	Children and young people have access to full time education training and employment (ETE), suitable to their needs.



## How will we know?

MEASURE	CURRENT PERFORMANCE (DATE)	COMPARATIVE PERFORMANCE (DATE)	2015-16 TARGETS (PERIOD REPORTED)
<b>How much did we do?</b>			
8a. Number of young people referred for Community Resolution	109 (Q3 14/15)	140 (13/14)	168 (April 15- Mar 16)
8b. Number of young people referred to Newport Bureau for Out of Court Disposals	92 (Q3 14/15)	123 (13/14)	118 (April 15 – Mar 16)
<b>How well did we do it?</b>			
8c. Number of first time entrants into the Youth Justice System (data from Police National Computer)	Annual measure data not yet available	73 (13/14)	128 (Oct 14 – Sept 15)
8d. The rate of proven re-offending for young people (follow up for 2 years after committing an offence)	Annual measure data not yet available	37.6% (13/14)	37% (April 13 – Mar 14)
8e. The proportion of young people sentenced to custody	0.69 per 1,000 (Q4 14/15)	0.61 per 1,000 (13/14)	1.18 (Oct 14 - Sept 15)
<b>Is anyone better off?</b>			
8f. Access to suitable accommodation for young people in the Youth Justice System. At the end of their intervention provided they are not in custody (WG indicator WYJ15)	81.1% (Q3 14/15)	N/A	80% (Jan 15 – Dec 15)
8g. Average hours of education, training or employment received by young people at the end of YOS intervention. (WG indicator WYJ14)	16.0 (Q3 14/15)	19.6 (13/14)	19.5 (Jan 15 – Dec 15)
8h. Number of children and young people in the Youth Justice System in Wales, with identified substance misuse needs, who have access to appropriate specialist assessment. (WG indicator WJY16)	93.5% (Q3 14/15)	N/A	80% (Jan 15 – Dec 15)
8i. Percentage of victims satisfied with the service they received from YOS/TAF team.	53.0% (Q3 14/15)	N/A	50% (Jan 15 – Dec 15)
8j. Percentage of young people who receive Out of Court disposals who re-offend within the next 12 months.	54.2 (Q3 14/15)	N/A	30% (Jan 15 – Dec 15)

## Partnership: Who do we need to work with?

Gwent Police, All Wales Probation Trust, Aneurin Bevan University Health Board, Barnardo's B@I, Careers Wales, Positive Futures

## What risks do we need to manage?

RISK	MITIGATION ACTIVITY	RISK RATING
Reduction in grant funding could affect staffing.	<ul style="list-style-type: none"> <li>• Increase the number of volunteers and sessional workers to provide mentorship for young people and investigate alternative funding streams.</li> <li>• Through increased gatekeeping and quality assurance, ensure that staff use time and resource effectively, and where possible in partnership with others to reduce costs and/or maximise economies of scale.</li> </ul>	Medium
Increase in re-offending of young people with very complex needs	<ul style="list-style-type: none"> <li>• Work with partners and YJB to identify 'what works' in diverting those with complex needs from further offending.</li> <li>• Through increased quality assurance and improved use of performance information, target preventative activity towards those young people most at risk, and ensure those who are in the system have the most robust and impactful interventions.</li> <li>• Ensure thorough and effective use of partner expertise and skills – effective multi-agency working.</li> </ul>	Medium
Lack of suitable education/training and employment (ETE) provision.	<ul style="list-style-type: none"> <li>• Maintain and seek to increase YOS ETE worker to assist in identifying suitable placements.</li> <li>• Ensure YOS monitors and uses performance information regularly and effectively</li> <li>• Ensure the YOS Management Board maintains a strategic overview of performance and resource in this area, and take appropriate action as needed.</li> </ul>	Medium



***improving***  
people's lives  
*providing the best affordable services*

***gwella***  
bywydau pobl  
*darparu'r gwasanaethau fforddiadwy gorau*

- a caring city
- a fairer city
- a learning & working city
- a greener & healthier city
- a safer city