

Agenda



Performance Scrutiny Committee - Place and Corporate

Date: Thursday, 5 November 2020

Time: 4.00 pm

Venue: Virtual Meeting

To: Councillors C Evans (Chair), G Berry, M Whitcutt, I Hayat, J Richards, K Critchley, M Al-Nuaimi, C Ferris and M Kellaway

Item	Wards Affected
1	<u>Apologies</u>
2	<u>Declaration of Interest</u>
3	<u>Minutes of the previous meeting held on 7 September 2020</u> (Pages 3 - 4)
4	<u>2020/21 Service Plan Mid-Year Reviews</u> (Pages 5 - 114)
5	<u>Conclusion of Committee Reports</u> Following the completion of the Committee reports, the Committee will be asked to formalise its conclusions, recommendations and comments on previous items for actioning.
6	<u>Forward Work Programme Update</u> (Pages 115 - 120)

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Date of Issue: Thursday, 29 October 2020

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Minutes



Performance Scrutiny Committee - Place and Corporate

Date: 7 September 2020

Time: 4.00 pm

Present: Councillors C Evans (Chair), G Berry, M Whitcutt, I Hayat and J Richards

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

1 Apologies

Councillors Ken Critchley, Charles Ferris, Martyn Kellaway and Miqdad Al-Nuaimi

2 Declaration of Interest

None.

3 Minutes of the meeting held on 13 January 2020

The minutes of the previous meeting held on 13 January 2020 were **accepted** as a true and accurate record.

4 Draft 2020-21 Annual Forward Work Programme

Attendees

– Gareth Price (Head of Law and Regulations)

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

Members asked the following:

- Members made comment that now would be a good time to reset the plans that were taking place pre-Covid and start fresh with the issues that were set out in the report.
- Members praised all employees in the authority on their continued hard work throughout the pandemic. Comment was then made that now would be good to look back and see what has been learnt through the recovery process.
- The Head of Law and Regulation gave extra context of the report to the committee. Members were advised that Cabinet agreed those high level strategic aims in terms of recovery and the recovery process coming out of it. The committee will receive updated service plans for this year to reflect those aims and translate into actions for each service area. Next month, the committee will receive those service plans. Suggesting with those recovery services in mind the committee can take the

opportunity to review those issues. Members can invite Heads of Service, Cabinet Members and Corporate Directors to see what those service areas are doing to deal with those recovery aims.

Conclusion

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

The meeting terminated at 16:20



Scrutiny Report

Performance Scrutiny Committee – Place and Corporate

Part 1

Date: 5th November 2020

Subject 2020/21 Service Plan Mid-Year Reviews

Author Head of Legal & Regulatory Services

Responsible Cabinet Member / Officer:	Area / Role / Subject
Ray Truman	Cabinet Member for Licensing and Regulation
David Mayer	Cabinet Member for Community and Resources
Deb Davies	Cabinet Member for Sustainable Development – Matters Relating to Well-Being of Future Generations
Gareth Price	Head of Law & Regulation
Rhys Cornwall	Head of People & Business Change

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is asked:

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

2 Context

Background

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

Service Plans for 2020/21 include:

- Key programme and project work being undertaken by the service area;
- Service Plan Objectives and planned actions including links to the Strategic Recovery Aims;

- Performance measures including National (Welsh Government / Public Accountability Measures) and locally set measures; and
- Service area risks.

2.2 Service Plans were originally approved by Cabinet Members in 2018/19 and have been annually reviewed and updated as the Council has progressed in the delivery of the Corporate Plan. The 2020/21 service plans has been approved by the relevant Cabinet Member, following the Member consultation process. This report presents Members with the Mid-Year Reviews for each Service Plan. Due to Covid-19, the 2019/20 Year-end reviews did not take place and were provided to Scrutiny members for information in August 2020. A copy of the 2020/21 Service Plan will be provided to Scrutiny Members as part of the reporting pack.

2.3 At the start of this financial year, the Council's Cabinet endorsed the Council's Strategic Recovery Aims in response to the Covid-19 crisis and to enable service areas to focus on recovering their services and adapting to the changes as a result of the current restrictions in place. A copy of the Strategic Recovery Aims will be linked into the Report.

3 Information Submitted to the Committee

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

The updates are structured into the following sections:

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

	<p>review process. Additionally, this year due to Covid-19 there may also be some performance measures that cannot be reported due to the measure being suspended or for other reasons the service area is unable to collect the data. Where this occurs the service area will indicate this in the report.</p> <p>For performance measures that are reported the figure will indicate whether it is achieving its target or if it is under achieving. Where measures are under achieving against the target (Amber / Red) the service area will provide commentary to explain the reason(s) and what action is being taken to improve performance. Performance of the Measures is ranked using the following:</p> <ul style="list-style-type: none"> • Green - Performance is above Target • Amber - Performance is below Target (0-15%) • Red - Performance is under achieving (+15%) • ? – Performance is unknown (data missing) <p>The report will also include the performance measures previous performance in the last three years for comparison.</p>
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4. Suggested Areas of Focus

4.1 Role of the Committee

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

4.2 Suggested Lines of Enquiry

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

<ul style="list-style-type: none"> Analysing the Service Plan Mid-Year Reviews and evaluating how well Service Areas performed in the first half of the financial year against the objectives, actions, recovery aims and performance measures in their service plans; Has the service area fully considered the impacts of Covid-19 in the delivery of their objectives? Is the service area taking demonstrating sufficient steps to innovate or change the way they deliver services to meet the long term needs of its users? Are targets sufficiently challenging and balanced between being realistic and robust especially in light of the Covid-19 crisis? Are actions appropriately contributing to the Well-being objectives and Strategic Recovery Aim(s) listed? Is any underperformance being addressed and are associated risks being mitigated? What is being done to improve performance for the second half of this financial year (taking ongoing Covid-19 impacts into consideration)? Are there any emerging risks / issues and lessons learned as result of Covid-19 on the service area both short term and long term? Are there any barriers to improving performance of objectives, actions and performance measures in the Service Plans? Is the Service Area on target with its budget? If not what mitigations are planned to reduce overspends within this financial year?
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4.3 Well-being of Future Generations (Wales) Act

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

reflect the diversity of the area which the body serves.	How does the feedback of service users, citizens and businesses improve their experience and ensure lessons are learned?
	How do you ensure the views of vulnerable and marginalised communities taken into consideration on decision making?

Section B – Supporting Information

5 Links to Council Policies and Priorities

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

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

6. Background Papers

- [The Essentials – Well-being of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017-22](#)
- [Strategic Recovery Aims](#)
- Law & Regulation Service Plan (2020-21)
- People & Business Change Service Plan (2020-21)

Report Completed: November 2020

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Law & Regulation

Mid-Year Review 2020/21



Cabinet Member for Licensing and Regulation – Councillor Ray Truman

Head of Service – Gareth Price

Introduction

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

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

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

- **Wellbeing Objective 2** – To promote economic growth and regeneration whilst protecting the environment.
- **Wellbeing Objective 3** – To enable people to be healthy, independent and resilient; and
- **Wellbeing Objective 4** – To build cohesive and sustainable communities
- **Strategic Recovery Aim 2** – understand and respond to the impact of Covid-19 on the city's economic and environmental goals to enable Newport to thrive again.
- **Strategic Recovery Aim 3** – Promote and protect the health and wellbeing of people, safeguarding our most vulnerable and building strong, resilient communities.
- **Strategic Recovery Aim 4** – Provide people with the resources and support that they need to move out of the crisis, considering in particular the impact that Covid-19 has had on our minority and marginalised communities.

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

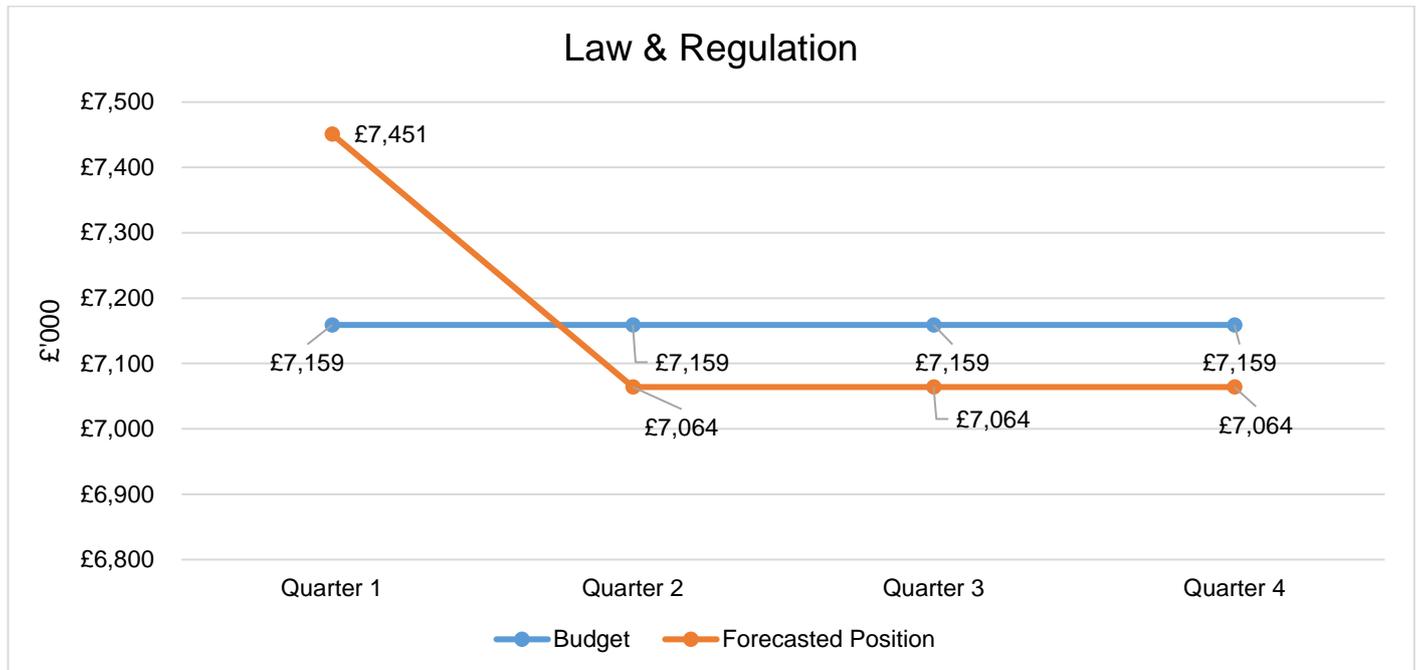
Objective 1 – To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources.

Objective 2 – To improve constitutional and corporate governance arrangements

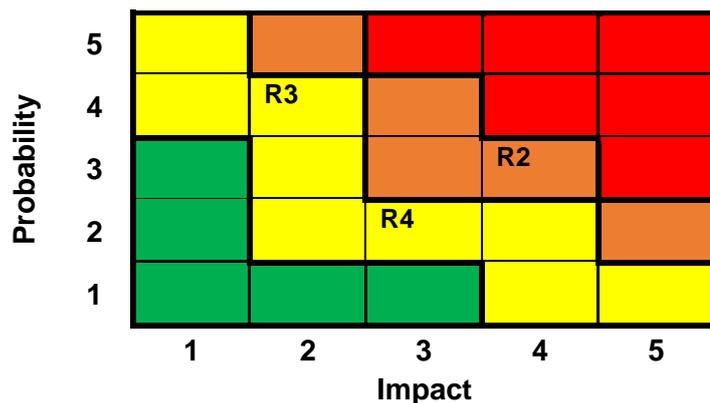
Objective 3 – To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes.

Objective 4 – To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses.

2020/21 Budget and Forecasted Expenditure



Service Risks as at 30th September 2020



Law & Regulation Risk Heat Map Key (Quarter 2 2020/21)	
R1 – Climate Change	R3 – Transfer of land charges function to land register
R2 – Capability & Capacity of Environmental Health team	R4 – Budgetary pressures on service demands

Corporate / Service Risk	Risk Score Quarter 3 2019/20	Risk Score Quarter 4 2019	Risk Score Quarter 1 2020/21	Risk Score Quarter 2 2020/21
Corporate Risk – Climate Change (Led by Regeneration Investment & Housing)	12	12	9	9
Service Risk – Capability & Capacity of Environmental Health Team	-	-	12	12
Service Risk – Transfer of Land Charges Function to Land Register	6	6	8	8
Service Risk – Budgetary Pressures on Service Demands	4	4	6	6

Executive Summary from the Head of Service

Once again, there has been a sustained level of performance during the first 6 months of 2020/21 in achieving the Performance Measures and in delivering the key projects within the Service Plan. However, the Performance Measures and objectives remain challenging, particularly in times of diminishing resources, increased demand and the unprecedented challenges of Covid-19 and recovery plans. Most of the Performance Indicators are discretionary local measures, so there is no national benchmarking data, but the targets have been set on the basis of securing continuous improvement from last year, wherever possible. There is only one PAM for the service, which relates to the numbers of broadly compliant food premises, but on a cautionary note, the current figure of 100% is misleading as we have not carried any routine inspections of food premises since April due to Covid-19 commitments. It is somewhat counter-intuitive with this PAM that, the more inspections that you carry out, the more breaches are identified. Most of the targets for the discretionary PI's have been achieved or exceeded, despite the need to re-focus and reprioritise the Covid-related work.

The Service Area has continued to make excellent progress with key projects and critical milestones have all been achieved. Where some actions are showing as amber, this is largely due to the fact that progress has been delayed due to the impact of Covid-19 and they will be continued into 2021. Good progress has been made with the legal work on key regeneration projects – Chartist Tower, the Market redevelopment, Mill Street and Market Arcade. The Purple Flag accreditation has also been achieved for the City Centre. Specific projects within Public Protection have been delayed while resources have been diverted to dealing with contact tracing and Covid-compliance and this is likely to continue for the remainder of this year. However, other services have continued to operate effectively during this period, albeit with significant changes to how they are being delivered, with greater use of technology. Court hearings and Council meetings have all been conducted remotely and significant work has been undertaken in Democratic Governance to develop systems for the management and broadcasting of meetings and to deliver a programme of all-member training, in accordance with the recovery aims of restoring an open and transparent corporate governance process.

This level of performance has been all the more significant because it has been achieved against a continuing backdrop of financial pressures, budgetary constraints, the demands of new legislation and the programme of change. The service area is currently predicting an underspend of approximately £95k out of a total net operating budget of £7.16m. However, this assumes that all income losses sustained during the Covid lockdown period will be fully reimbursed from the Hardship fund. If this does not materialise, then there could be a significant “over-spend” of £300k, as forecast in the first quarter, because of the significant reduction in registration, licensing and other fees.

The Covid-19 restrictions continue to have a considerable impact upon certain key services. For the most part, we have been able to continue to deliver most operational services during this period, with staff working remotely. However, additional resources have been redeployed in key areas such as the Registration and Coroner's services, to deal with death registrations, and the CCTV unit to deal with emergency call handling services. The most significant impact is in Public Protection, where regulatory officers are required to enforce the social distancing restrictions and environmental health officers are required to deal with infection control and contact tracing. The recovery process will continue to have serious implication for service delivery throughout 20/21, with a significant amount of environmental health resources being diverted to the Test, Trace and Protect regional service. Other regulatory work will need to be prioritised and reduced accordingly and this will have an inevitable impact on performance, particularly in relation to programmed inspection work.

Glossary

Actions (Red / Amber / Green)

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

Service Plan Update (30th September 2020)

1. To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1.0	<p><u>Service Structure Review</u></p> <p>To undertake a review of the service structure within the Law & Regulation teams to deliver efficiencies including consideration of joint working / collaboration with partners to meet MTFP savings.</p>	See Objective 1	Not Applicable	1 st April 2020	31 st March 2021	46%	Work has been undertaken to review existing service structures to identify any possible efficiency savings as part of the Medium Term Financial Planning (MTFP) and budget planning process.
Page 15 1.1	<p><u>Democratic Services</u></p> <p>Complete the reorganisation and restructure of Democratic Services, Public Relations and Communications and develop combined teams to provide greater service flexibility and resilience.</p>	<p>Appoint new Democratic Services manager and Scrutiny Advisers and review structure and work-loads in Democratic Services.</p> <p>Restructure of PR, Communications and Destination management to deliver a more robust management structure and MTFP efficiency savings.</p>	Not Applicable	1 st April 2020	31 st March 2021	80%	The reorganisation and restructure within Democratic Services has been completed, but the recruitment process for appointing the new Democratic Services Manager and Scrutiny Advisers has been delayed due to the Covid-19 lockdown. However, interviews for the posts are due to be held shortly. The work-load within the section is also being reviewed in the light of the new Covid-recovery governance arrangements and remote meetings.
1.2	<p><u>Legal Services</u></p> <p>Undertake a review of workloads and staffing resources in Legal Services including any collaborative work with partners to support the delivery of the service.</p>	Appoint new Assistant Head of Legal Services and review staffing and workloads within Legal teams to deliver MTFP savings.	Not Applicable	1 st April 2020	31 st March 2021	60%	The new Assistant Head of Legal services has been appointed and she started in June. The staffing and workloads within the Legal section are being reviewed as part of the MTFP savings and budget-planning process

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1.3	<u>Registration Service</u> Undertake a review of staffing structures within the Registration and Coroners Service and identify any changes required to address increasing demands and budget pressures due to cover arrangements.	Appoint additional Coroners Officers and Administrative Support staff to meet demands of the service and review staffing within the Registration service to mitigate budget pressures caused by use of casual cover.	Not Applicable	1 st April 2020	31 st March 2021	70%	Registration Service B case approved for annualised hours contracts for casual staff, placement exercise underway. Coroner Service Police Coroner's Officers have been recruited, start dates agreed. B case approved for LA Coroner's Officer, recruitment underway.
Page 16	<u>Statutory / Discretionary Services</u> To undertake a further review and re-evaluation of all discretionary and statutory services and prioritise essential and mandatory work in accordance with Corporate priorities and available resources.	Review discretionary services and reprioritise statutory services to meet MTFP savings and Corporate objectives.	Not Applicable	1 st April 2020	31 st March 2021	30%	A further review of discretionary services and the prioritisation of statutory services has commenced as part of the MTFP/budget-planning process. Public Protection work has already been prioritised, according to risk, because of the need to divert resources to the TTP service and Covid-19 compliance work.
2.1	<u>Regulatory Services</u> Review all Environment & Community and Commercial Standards Discretionary and Statutory Services.	See Objective 1	Not Applicable	1 st April 2020	31 st March 2021	50%	Managers continue to carefully scrutinise discretionary services to ensure they are only delivered on a cost neutral basis wherever possible.
2.2	<u>Destination Management and Events</u> Review all destination management work and delivery of corporate events in the light of available resources.	See Objective 1	Strategic Recovery Aim 2 Strategic Recovery Aim 3	1 st April 2020	31 st March 2021	12%	The review is just beginning with the new CEO now in place, and having to address COVID uncertainties.
3.0	<u>Discretionary Fees & Charges</u>	See Objective 1	Not Applicable	1 st April 2020	31 st March 2021	16%	The review of discretionary fees and charges has commenced in order to identify income generation

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
	Teams to undertake a further review of their discretionary fees and charges and continue to explore options for securing external funding and to maximise income generation.						opportunities as part of the MTFP/budget-planning process.
3.1	<u>Regulatory Services – Environment & Community</u> Environment & Community to undertake a further review of their fees & charges and continue to explore options for securing external funding and to maximise income generation.	See Objective 1	Not Applicable	1 st April 2020	31 st March 2021	50%	Fees and Charges are being reviewed as part of the daily operational service requirements.
3.2	<u>Regulatory Services – Commercial Standards</u> Commercial Standards to undertake a further review of their fees & charges and continue to explore options for securing external funding and to maximise income generation.	See Objective 1	Not Applicable	1 st April 2020	31 st March 2021	50%	Fees and Charges are being reviewed as part of the daily operational service requirements.
3.3	<u>Registration Service</u> Registration Service to undertake a further review of their fees & charges and explore options to maximise income generation.	See Objective 1	Not Applicable	1 st April 2020	31 st March 2021	20%	Discretionary fees being reviewed, report to Cabinet in December.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
4	To develop and extend customer satisfaction surveys for the Registration Service to cover registrations, in addition to ceremonies.	See Objective 1.	Not Applicable	1 st April 2020	31 st March 2021	20%	Still being pursued, online form chased with Customer Services but pandemic has affected whether this will be deliverable by March 2021.
5	To contribute towards the delivery of key corporate projects and cross-cutting transformational change projects, including alternative service delivery models.	See Objective 1.	Not Applicable	1 st April 2020	31 st March 2021	60%	This work is on-going but key milestones continue to be met in accordance with individual project plans and programmes
Page 18	To develop appropriate strategies and plans to support effective marketing and destination management.	Development and implementation of Corporate Marketing and Communications Strategy and Destination Management Plan.	Strategic Recovery Aim 2	1 st April 2020	31 st March 2021	50%	New policies and strategies were presented to and agreed by CMT in March 2020. Implementation has been delayed due to Covid, but anticipate sufficient work being completed before the end of financial year.
7	Successfully deliver key corporate events including maximising external funding and sponsorship to raise the profile of Newport.	See Objective 1	Strategic Recovery Aim 2	1 st April 2020	31 st March 2021	66%	Corporate events had to be delivered virtually where possible owing to COVID 19. The Newport Food Festival was cancelled in line with Guidance and risk. However external funding for the promotion of Newport has been retained, and work delivered with the focus more on legacy content for promotion.
8	<u>Regulatory Services – Environment & Community</u> Operate and further develop the Paid For Advice scheme and successfully deliver established Primary Authority Partnerships to	See Objective 1	Strategic Recovery Aim 2	1 st April 2020	31 st March 2021	50%	Established primary authority partnerships have continued to be delivered. Businesses have been provided with advice throughout the year. However, we have not charged for these services in recognition of the Covid-19 impact.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
	generate additional revenue and improve compliance with public protection regulations. Identify and develop new and effective ways of providing business support whilst maximising income generation.						
Page 19	Regulatory Services – Commercial Standards Operate and further develop the Paid For Advice scheme and successfully deliver established Primary Authority Partnerships to generate additional revenue and improve compliance with public protection regulations. Identify and develop new and effective ways of providing business support whilst maximising income generation.	See Objective 1	Strategic Recovery Aim 2	1 st April 2020	31 st March 2021	50%	Established primary authority partnerships have continued to be delivered. However, further income generation opportunities have been delayed due to the need to prioritise the Covid-19 enforcement work. Businesses have continued to be supported with advice and assistance throughout the Covid response and recovery phases.
10	Undertake a review of accommodation and court premises, supplies and services budgets and commissioning arrangements, to improve the Coroner service and deliver efficiencies.	See Objective 1	Not Applicable	1 st April 2020	31 st March 2021	70%	Coroner Service accommodation is now within the Civic Centre. Office and court space has been reviewed to ensure social distancing measures are in place so court capacity has reduced accordingly.
11	Deliver collaborative arrangements alongside other Gwent Registration Districts for reciprocal birth registrations.	See Objective 1	Not Applicable	29 th June 2020	31 st March 2021	C	Partnership working has been place for births since 29/06/20 – when birth registration was resumed following national lockdown.

2. To improve the constitutional and corporate governance arrangements

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1	To undertake a whole-scale review and re-drafting of the Council's Constitution.	See Objective 2.	Not Applicable	1 st April 2020	31 st March 2021	50%	This work is on-going. The schemes of delegation have been updated and new protocols introduced for the conduct of remote meetings.
2	Improve and strengthen arrangements in accordance with National Scrutiny Survey and Corporate Assessment.	See Objective 2.	Not Applicable	1 st April 2020	31 st March 2021	50%	This work is on-going and will be taken forward by the new Democratic Services Manager and Scrutiny Advisers.
3	To develop and implement a programme for Member training and development, including individual training plans and Members Annual Reports	See Objective 2	Not Applicable	1 st April 2020	31 st March 2021	50%	This work is on-going. The member training and development programme is been overseen by Democratic Services Committee and the Deputy Leader, following the council appointments made at the AGM in July.
4	To ensure that Standards Committee continues to operate effectively and discharges its statutory responsibilities.	See Objective 2.	Not Applicable	1 st April 2020	31 st March 2021	50%	Standards Committee continues to discharge its statutory functions and the annual report and forward work programme is due to be agreed in November
5	Successfully deliver elections, raise voter awareness and increase elector registration.	See Objective 2.	Not Applicable	1 st April 2020	31 st March 2021	66%	Elections are delayed due to the coronavirus pandemic. Local government by-elections are currently required to be held between February and April, 2021. It remains to be seen if further delays will be implemented by Welsh government.
6	Continue to strengthen Scrutiny arrangements and the composite work programme.	See Objective 2.	Not Applicable	1 st April 2020	31 st March 2021	40%	This work is on-going and will be taken forward by the new Democratic Services Manager and Scrutiny Advisers. A revised Scrutiny work programme is being agreed to reflect Covid-19 recovery aims
7	Successfully deliver by-election in Victoria ward and PCC elections in	See Objective 2.	Not Applicable	1 st January 2021	31 st March 2021	Not Applicable	This action commences in quarter 4.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
	accordance with agreed electoral performance standards. Note: This is subject to further guidance following Covid 19 as By-elections are now postponed until March 2021						All by-elections were suspended during the Covid-19 lock-down and will need to be held between February and April 2021. However, guidance is still awaited as to how the elections can be conducted safely with social distancing.
8	Deliver the Reformed Canvassing to encourage 16 and 17 year olds to register for Welsh Government elections in 2021 (subject to further guidance from Welsh Government).	To meet necessary statutory requirements.	Not Applicable	1 st April 2020	31 st March 2021	66%	New Reformed Canvass two thirds complete, however lockdown delays will delay publication until up to 1 st February 2021.
Page 24	Review current constitutional and governance arrangements in accordance with proposed legislative reforms.	See Objective 2.	Not Applicable	1 st April 2020	31 st March 2021	50%	Protocols have already been established for the conduct of remote meetings in accordance with the Coronavirus Meetings Regulations. Further reviews will be required in the light of the legislative reforms contained in the Local Government and Elections Wales Bill.

3. To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1.0	Greater use of digital technology for delivery of PR, communications and marketing services and in the Legal Section.	See Objective 3.	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	60%	Apple-Mac laptops have been provided for the Graphic designers, to enable them to work remotely. All Legal staff have also been provided with laptops and access to remote technology.
1.1	Greater use of technology and development of back-office systems to deliver improved efficiencies in Legal Section.	Review use of Norwel case management system and EDMS for document management and time recording.	Not Applicable	1 st April 2020	31 st March 2021	50%	An upgraded Capita case management system is being procured and developed to provide full case and document management facilities, together with time recording.
Page 22	Develop and improve the openness and transparency of corporate governance processes through greater use of technology.	See Objective 3.	Not Applicable	1 st April 2020	31 st March 2021	70%	The introduction of remote meetings and the live webcasting of proceedings via MS Live Events has improved accessibility and transparency. Further work is now being undertaken to develop the technology for "hybrid" meetings, going forward.
2	Regulatory Services – Environment & Community Maximise the use of online web forms linked to the Idox database.	See Objective 3.	Not Applicable	1 st April 2019	31 st March 2021	25%	Due to Covid-19 the progress against this action has stopped as resources have been deployed into contact tracing and service delivery.
3	Regulatory Services – Environment & Community Continue to roll out card payment capability for customers within Regulatory Services.	See Objective 3.	Not Applicable	1 st April 2019	31 st March 2021	55%	Electronic payments are now being accepted for three key food safety team services. The remaining work to be completed on this action is linked to the development of idox online applications.
4	Modernise the payment methods across the various Licensing, Trading	Improved accounting methods.	Not Applicable	1 st April 2020	31 st March 2021	50%	Ongoing piece of work. All on target.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
	Standards and Animal Health Teams.						
5	Rollout webcasting technology and training to Members to support remote broadcasting of Council meetings.	<p>The delivery of this action supports the changes introduced by Welsh Government legislation to deliver remote webcasting of Council Meetings.</p> <p>This enables Council, Cabinet, Regulatory and Scrutiny Committee meetings to take place remotely and adhere to social distancing guidelines.</p> <p>Training provided to Council Members and Officers will ensure meetings take place in accordance with the Council's Constitution.</p>	<p>Strategic Recovery Aim 3</p> <p>Strategic Recovery Aim 4</p>	1 st April 2020	31 st March 2021	80%	<p>Remote meetings introduced in June 2020 using MS Teams technology and live broadcasting of meetings via MS Live Event introduced in July. This enabled all members to participate remotely in meetings, with the development of speaking and voting apps to assist with the management of the meetings.</p> <p>A programme of member training was rolled-out following the Council AGM and specific training delivered for Chairs of committees. Further enhancements were developed to enable public and external participation, where required.</p> <p>A full programme of remote meetings commenced from September 2020.</p>

4. To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1	<u>Regulatory Services – Environment & Community</u> Working collaboratively with partners to prevent and tackle instances of anti-social behaviour impacting upon residents and business community.	See Objective 4	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	50%	In the first quarter the Community Safety Warden Service had to reduce their operations due to the Covid-19 restrictions and resources had to be redeployed into CCTV to keep the essential service operational. As restrictions have eased, the service is now back fully operational in the city.
Page 24	<u>Regulatory Services – Commercial Standards</u> Working collaboratively with partners to prevent and tackle instances of anti-social behaviour impacting upon residents and business community.	See Objective 4	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	50%	In the first quarter Regulatory Services had to reduce their operations due to the Covid-19 restrictions and resources had to be redeployed into essential services. However, ASB work associated with breaches of the Covid restrictions has continued, in partnership with the Police.
3	<u>Regulatory Services – Environment & Community</u> Work with key partners to tackle anti-social behaviour and crime, and improve community cohesion and wellbeing in Pillgwenlly and other areas as required, by delivering actions from the ASB Group Action Plan	See Objective 4	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	50%	Officers are participating in the work of Safer Newport which is led by the Council's Chief Executive and Gwent Police Officers will form a key part of the Safer Pill Group.
4	<u>Regulatory Services – Commercial Standards</u>	See Objective 4	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	50%	Officers are participating in the work of Safer Newport which is led by the Council's Chief Executive and Gwent

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
	Work with key partners to tackle anti-social behaviour and crime, and improve community cohesion and wellbeing in Pillgwenlly and other areas as required, by delivering actions from the ASB Group Action Plan.						Police Officers will form a key part of the Safer Pill Group
5	Secure Purple Flag Accreditation for the City Centre Night-Time Economy.	See Objective 4	Not Applicable	1 st April 2019	31 st March 2021	C	Completed – Purple Flag status achieved.
Page 25	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.	See Objective 4	Strategic Recovery Aim 2 Strategic Recovery Aim 3	1 st April 2020	31 st December 2021	0%	No progress has been made to date due to a vacancy with the Senior Scientific Officer. This post will be filled at the end of October and this action will be progressed in the second half of the financial year.
7	Support compliance within reputable businesses and investigate rogue traders to maintain a fair and safe trading environment.	See Objective 4	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	25%	This objective has been interrupted by the CV19 enforcement work. A huge amount of surveillance and investigative work has not been possible. There is a prioritisation process ongoing and it is hoped that grant funded COVID enforcers will release officers to continue consumer protection programmes.
8	Regulate businesses and support consumers/residents to protect and improve health.	See Objective 4	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	25%	This objective has been interrupted by the CV19 enforcement work. A huge amount of surveillance and investigative work has not been possible. There is a prioritisation process ongoing and it is hoped that grant funded COVID enforcers will release officers to continue consumer protection programmes. Work on illegal tobacco will continue.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
9	Review the policies and procedures for the Regulatory Investigatory Powers Act and seek their approval from Cabinet Member	Redraft RIPA policies for approval by Cabinet Member and deliver training to meet requirements of RIPA inspection report and Action Plan.		1 st April 2020	31 st March 2021	50%	This objective has been interrupted by the CV19 enforcement work.
10	Prepare to deliver the new statutory duties under the Public Health (Wales) Act 2017 (Part 4 - Special Procedures) including recruitment of new officers	See Objective 4	Not Applicable	1 st September 2019	31 st March 2021	75%	Due to Covid-19, the Welsh Government has put legislative process on hold. Therefore no further progress has been made until further notification from Welsh Government. Despite this, the team has undertaken the necessary preparatory work to enact the requirements once it has gone through due process.
Page 26	Public Space Protection Orders (PSPOs) Undertake a review and renew (as appropriate and subject to the appropriate democratic process) PSPOs that have, or are due to, expire this financial year.	PSPOs are made or renewed where appropriate to benefit the City. This includes supporting City Services in developing proposals for new PSPOs across the City's parks, green/open spaces.	Not Applicable	1 st April 2020	31 st March 2021	25%	Due to Covid-19 outbreak this work has been postponed. This will be picked up later in the financial year.
12	Review and update the Public Protection Enforcement Policy 2013 and seek Cabinet Member approval of the new revised policy.	Policy updated as appropriate and approved.	Not Applicable	1 st October 2020	31 st March 2021	N/A	This action commences in quarter 3.
13	In relation to food safety matters, ensure that the actions in the Action Plan agreed with the Food Standards Agency are delivered.	To deliver actions from the Food Standards Agency Action Plan.	Not Applicable	1 st April 2020	31 st March 2021	45%	The team has made appropriate progress in delivering actions from the Food Standards Agency audit, including appropriate inspections of food businesses. However, the Food Standards Agency has now relaxed the requirement for local authorities to undertake proactive inspections in recognition of the resources that are required for the Covid-19 response.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
14	To deliver the Food Standards Agency Action Plan for food standards matters and animal feeds.	To deliver actions from the Food Standards Agency Action Plan.	Not Applicable	1 st April 2020	31 st March 2021	45%	This objective has been interrupted by the CV19 enforcement work. A huge amount of surveillance and investigative work has not been possible. There is a prioritisation process ongoing and it is hoped that grant funded COVID enforcers will release officers to continue consumer protection programmes.
15	Ensure that available resources are utilised to prepare the Service for increased export and import regulatory duties as a result of Brexit.	Officers provided with appropriate training and equipment where resources allow.	Not Applicable	1 st April 2020	31 st March 2021	50%	This objective is a concern. Officers are linked in to professional groups and will need to react to announcements on arrangements quickly.
Page 27	Produce and implement the new Licensing Policy and seek approval from cabinet member and Council.	Update policy that meets the needs of the city.	Not Applicable	1 st April 2020	30 th September 2020	80%	This objective is on track and will be delivered in January 2021.
17	Deliver safeguarding programmes and measures that protect citizens from victimisation and to measure the impact of regulatory interventions.	Successful identification of victims, actions taken to alleviate suffering/distress, assessment of impact of work carried out.	Not Applicable	1 st April 2020	31 st March 2021	25%	This objective has been interrupted by the CV19 enforcement work. A huge amount of prevention and investigative work has not been possible. There is a prioritisation process ongoing and it is hoped that grant funded COVID enforcers will release officers to continue consumer protection programmes.
18	Deliver business support and regulatory interventions in relation to new legislative requirements; specifically minimum unit pricing and energy performance for domestic and non-domestic housing.	Knowledgeable businesses; the removal of the risk posed to vulnerable drinkers; more energy efficient buildings and savings to citizens.	Not Applicable	1 st April 2020	31 st March 2021	25%	This objective has been interrupted by the CV19 enforcement work. A huge amount of prevention and investigative work has not been possible. There is a prioritisation process ongoing and it is hoped that grant funded COVID enforcers will release officers to continue consumer protection programmes. Innovative plans have been put in place in relation to the pricing programme – this is important due to the funding elements.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
19	Deliver business support and regulatory interventions in relation to the city's night time economy.	Knowledgeable and compliant businesses; and vibrant successful economy; maintenance of Purple Flag status.	Strategic Recovery Aim 2	1 st April 2020	31 st March 2021	50%	This objective has been interrupted by the CV19 enforcement work. Due to the nature of the CV19 enforcement work and the focus on licensed premises. There has been a lot of visits etc. to these premises, but on the new topic.
20	Deliver an animal welfare programme.	Knowledgeable and compliant businesses in the farming and licensed sectors; and a successful dog rehoming facility.	Not Applicable	1 st April 2020	31 st March 2021	50%	This objective is on track. The service has continued throughout the lockdowns. There have been visits, complaints and investigations. One simple caution has been obtained linked to an illegal slaughter of an animal.
Page 28	Produce a Local Toilets Strategy in accordance with the Public Health (Wales) Act 2017		Strategic Recovery Aim 2	1 st April 2019	31 st October 2020	95%	Due to Covid-19 and the suspension of the democratic process the formal approval of the Strategy was delayed. However, the Strategy is now scheduled to go to Cabinet in November 2020.
22	Respond robustly to incidents, clusters and outbreaks of Covid-19 in line with statutory duties.	To work collaboratively with Public Health Wales and the Council's appointed consultants in communicable disease control to manage covid-19 incidents, clusters and outbreaks. Minimise the risk for of Covid 19 outbreaks across the communities as part of the regional response plan and the Welsh Government's national Test, Trace and Protect Strategy.	Strategic Recovery Aim 3 Strategic Recovery Aim 4	1 st June 2020	31 st March 2021	50%	All necessary resources have been directed towards the Covid-19 response to clusters and outbreaks in order to minimise the spread. The First Minister has directly sighted the work delivered by Newport.

Performance Measures as at end of Quarter 2 (30th September 2020)

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

Performance Measure	Q2 Figure (or latest) 2020/21	Target 2020/21	Previous Year (Actual @ Quarter 4 2019/20)	Previous Year (Actual @ Quarter 2) 2019/20	Previous Year (Actual @Quarter 2) 2018/19	Comments
National - Percentage of Food establishments broadly compliant with food hygiene standards	100%	96%	96.62%	96.34%	95.16%	
Total number of social media followers	36,951 Twitter – 18,694 Facebook – 18,257	31,500	33,450 Twitter –16,450 Facebook – 17,000	31,500 Twitter – 16,800 Facebook – 14,700	27,800 Twitter – 15,200 Facebook – 12,600	
Percentage of legal searches in 5 days	94.62%	96%	85.37%	75.56%	100%	Given the inevitable disruption and back-log of searches during the first two quarters due to Covid-19 restrictions, this is still an excellent outcome.
Percentage of customers seen within 10 minutes	N/A	98%	99.51%	99.47%	99.82%	Due to Covid-19 / social distancing measures has not been able to see customers and are using alternative approaches.
Percentage of Anti-social Behaviour incidents resolved by wardens	92.4%	94%	92.1%	94.6%	87.7%	This is again an excellent level of performance in view of the restricted patrols and enforcement work that could be carried out during the Covid-19 lock-down.
Percentage of regulatory services significant issues resolved.	97.92%	90%	95.07%	89.34%	95.21%	
NEW Percentage of Single Justice Procedure Notices drafted within 20 working days of receipt of instructions	100%	86%	-	-	-	

Performance Measures Key

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

Law & Regulation, Service Plan 2018-22 (2020/21)

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Introduction & Background

The Well-being for Future Generations (Wales) Act 2015 requires all public sector bodies to set Well-being objectives in their Corporate Plans. Newport City Council's Corporate Plan 2017-22 has set four Well-being objectives that supports the delivery of Wales' Well-being Goals:

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

Newport Strategic Recovery Aims

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

Law & Regulation (L&R) provides a wide range of statutory, regulatory and professional support services for internal clients, Councilors and members of the public.

- Legal services, Insurances and Local Land charges.
- Democratic Services, including Overview and Scrutiny and the Mayoralty
- Elections and Electoral Registration
- Registration of Births, Deaths and Marriages
- Regulatory Services (Environment & Community)
- Regulatory Services (Commercial)
- Marketing, Public Relations and Communications

The roles of the Monitoring Officer/Deputy Monitoring Officer, the Head of Democratic Services and the “Proper Officer” are prescribed by legislation and the functions of the Registration Service, Electoral Registration, Scrutiny, Environmental Health, Licensing, Trading Standards and Local Land charges are all statutory requirements. Professional services such as Legal, Democratic Services, PR and Marketing directly support the delivery of other statutory and regulatory services throughout the Council. The Regulatory Services teams undertake a wide range of public protection work covering all aspects of the Council’s statutory functions in relation to Environmental Health, Trading Standards, Animal Health, Licensing, Community Safety and CCTV.

2020/21 will be a challenging year for the Law & Regulation service area. The Council's Legal team will continue to support Council services in delivering key regeneration projects, supporting specialist social service cases and other Legal work. The Council's Registrar team have been impacted by the increase in workload due to Covid-19 but have managed to adapt to the changing requirements set by Welsh Government to ensure socially distanced registrations and marriages can take place. The Electoral Team will be supporting the changes to legislation for voters aged 16 and above to register for next years Assembly elections and Governance arrangements for Council meetings to be reinstated in the Autumn 2020. Resources in the Environmental Health team are being diverted to the Test, Trace and Protect regional service which will see other regulatory work being reprioritised and reduced accordingly. For the rest of the Regulatory team ongoing proactive and reactive work to support businesses and the consumer will continue to take place. We will also await further guidance and updates in relation to the trade negotiations resulting from Brexit and as necessary implement these.

Finance

The Council's budget for 2020/21 was agreed at [Council](#) on 27th February 2020. In 2020/21 Law & Regulation Services base revenue budget has been set as £7,183,000. For the financial year 2019/20 the budget for Law & Regulation Services was set as £7,239,000.

Law & Regulation Programmes and Projects 2020-22

To support the delivery of the Council's Corporate Plan 2017-22 objectives, Law & Regulation is delivering the following projects:

Programme / Project Title	Brief Description / and how it supports the Corporate Plan / Recovery Aims	Strategic Recovery Aim(s) supported	Wellbeing Objective(s) supported	Corporate Theme	Start Date	Anticipated Completion Date
Gwent Contact Tracing Service	Working collaboratively across five local authorities and Aneurin Bevan University Health Board to establish the structure, governance and operation of the Gwent Contact Tracing Service. The outcomes of this work will help manage future Covid 19 outbreaks and enable Newport and others to coordinate and manage responses.	Strategic Recovery 3	Not Applicable	Not Applicable	1st June 2020	31st March 2021

Service Plan Objectives and Actions 2020/21

Law & Regulation has set 4 Objectives to deliver in 2020/21:

Objective 1 – To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources.

Objective 2 – To improve constitutional and corporate governance arrangements

Objective 3 – To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes.

Objective 4 – To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses.

Objective 1		To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources				
Objective Outcome(s)		This relates to Corporate Plan priorities – Modernised Council and Thriving City 20 Things by 2022 – Festival of Democracy MTFP and Change & Efficiency Programme Well-Being Objectives - to promote economic growth and regeneration				
What Well-being Objective(s) does this objective support?		Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment.				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the action support the delivery of the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
Page 34	<u>Service Structure Review</u> To undertake a review of the service structure within the Law & Regulation teams to deliver efficiencies including consideration of joint working / collaboration with partners to meet MTFP savings.	See Objective 1	Not Applicable	Head of Law & Regulation	1 st April 2020	31 st March 2021
	<u>Democratic Services</u> Complete the reorganisation and restructure of Democratic Services, Public Relations and Communications and develop combined teams to provide greater service flexibility and resilience.	Appoint new Democratic Services manager and Scrutiny Advisers and review structure and work-loads in Democratic Services. Restructure of PR, Communications and Destination management to deliver a more robust management structure and MTFP efficiency savings.	Not Applicable	Head of Law & Regulation & Democratic Services Manager	1 st April 2020	31 st March 2021
	<u>Legal Services</u> Undertake a review of workloads and staffing resources in Legal Services including any collaborative	Appoint new Assistant Head of Legal Services and review staffing and workloads within Legal teams to deliver MTFP savings.	Not Applicable	Assistant Head of Legal Services	1 st April 2020	31 st March 2021

Objective 1		To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources				
Objective Outcome(s)		This relates to Corporate Plan priorities – Modernised Council and Thriving City 20 Things by 2022 – Festival of Democracy MTFP and Change & Efficiency Programme Well-Being Objectives - to promote economic growth and regeneration				
What Well-being Objective(s) does this objective support?		Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment.				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the action support the delivery of the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
	work with partners to support the delivery of the service.					
Page 35 1.3	<u>Registration Service</u> Undertake a review of staffing structures within the Registration and Coroners Service and identify any changes required to address increasing demands and budget pressures due to cover arrangements.	Appoint additional Coroners Officers and Administrative Support staff to meet demands of the service and review staffing within the Registration service to mitigate budget pressures caused by use of casual cover.	Not Applicable	Registration & Coroner Services and Manager	1 st April 2020	31 st March 2021
	<u>Statutory / Discretionary Services</u> To undertake a further review and re-evaluation of all discretionary and statutory services and prioritise essential and mandatory work in accordance with Corporate priorities and available resources.	Review discretionary services and reprioritise statutory services to meet MTFP savings and Corporate objectives.	Not Applicable	Head of Law & Regulation.	1 st April 2020	31 st March 2021

Objective 1		To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources				
Objective Outcome(s)		This relates to Corporate Plan priorities – Modernised Council and Thriving City 20 Things by 2022 – Festival of Democracy MTFP and Change & Efficiency Programme Well-Being Objectives - to promote economic growth and regeneration				
What Well-being Objective(s) does this objective support?		Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment.				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the action support the delivery of the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
21 Page 36	<u>Regulatory Services</u> Review all Environment & Community and Commercial Standards Discretionary and Statutory Services.	See Objective 1	Not Applicable	Regulatory Services Managers	1 st April 2020	31 st March 2021
	<u>Destination Management and Events</u> Review all destination management work and delivery of corporate events in the light of available resources.	See Objective 1	Strategic Recovery Aim 2 Strategic Recovery Aim 3	Destination Development Manager	1 st April 2020	31 st March 2021
	<u>Discretionary Fees & Charges</u> Teams to undertake a further review of their discretionary fees and charges and continue to explore options for securing external funding and to maximise income generation.	See Objective 1	Not Applicable	Head of Law & Regulation	1 st April 2020	31 st March 2021
	<u>Regulatory Services – Environment & Community</u>	See Objective 1	Not Applicable	Regulatory Services Manager	1 st April 2020	31 st March 2021

Objective 1		To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources				
Objective Outcome(s)		This relates to Corporate Plan priorities – Modernised Council and Thriving City 20 Things by 2022 – Festival of Democracy MTFP and Change & Efficiency Programme Well-Being Objectives - to promote economic growth and regeneration				
What Well-being Objective(s) does this objective support?		Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment.				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the action support the delivery of the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
Page 37 3.2	Environment & Community to undertake a further review of their fees & charges and continue to explore options for securing external funding and to maximise income generation.			(Environment & Community)		
	<u>Regulatory Services – Commercial Standards</u> Commercial Standards to undertake a further review of their fees & charges and continue to explore options for securing external funding and to maximise income generation.	See Objective 1	Not Applicable	Regulatory Services (Commercial Standards)	1 st April 2020	31 st March 2021
	<u>Registration Service</u> Registration Service to undertake a further review of their fees & charges and explore options to maximise income generation.	See Objective 1	Not Applicable	Registration Services Manager	1 st April 2020	31 st March 2021
4	To develop and extend customer satisfaction surveys	See Objective 1.	Not Applicable	Registration Services Manager	1 st April 2020	31 st March 2021

Objective 1		To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources				
Objective Outcome(s)		This relates to Corporate Plan priorities – Modernised Council and Thriving City 20 Things by 2022 – Festival of Democracy MTFP and Change & Efficiency Programme Well-Being Objectives - to promote economic growth and regeneration				
What Well-being Objective(s) does this objective support?		Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment.				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the action support the delivery of the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
	for the Registration Service to cover registrations, in addition to ceremonies.					
Page 38	To contribute towards the delivery of key corporate projects and cross-cutting transformational change projects, including alternative service delivery models.	See Objective 1.	Not Applicable	Head of Law & Regulation.	1 st April 2020	31 st March 2021
6	To develop appropriate strategies and plans to support effective marketing and destination management.	Development and implementation of Corporate Marketing and Communications Strategy and Destination Management Plan.	Strategic Recovery Aim 2	PR and Communications Manager and Destination Development Manager	1 st April 2020	31 st March 2021
7	Successfully deliver key corporate events including maximising external funding and sponsorship to raise the profile of Newport.	See Objective 1	Strategic Recovery Aim 2	Destination Development Manager	1 st April 2020	31 st March 2021
8	<u>Regulatory Services – Environment & Community</u> Operate and further develop the Paid For Advice scheme	See Objective 1	Strategic Recovery Aim 2	Regulatory Services Manager (Environment & Community)	1 st April 2020	31 st March 2021

Objective 1		To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources				
Objective Outcome(s)		This relates to Corporate Plan priorities – Modernised Council and Thriving City 20 Things by 2022 – Festival of Democracy MTFP and Change & Efficiency Programme Well-Being Objectives - to promote economic growth and regeneration				
What Well-being Objective(s) does this objective support?		Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment.				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the action support the delivery of the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
	and successfully deliver established Primary Authority Partnerships to generate additional revenue and improve compliance with public protection regulations. Identify and develop new and effective ways of providing business support whilst maximising income generation.					
9	<u>Regulatory Services – Commercial Standards</u> Operate and further develop the Paid For Advice scheme and successfully deliver established Primary Authority Partnerships to generate additional revenue and improve compliance with public protection regulations. Identify and develop new and effective ways of providing business support whilst maximising income generation.	See Objective 1	Strategic Recovery Aim 2	Regulatory Services Manager (Commercial Standards)	1 st April 2020	31 st March 2021

Objective 1		To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources				
Objective Outcome(s)		This relates to Corporate Plan priorities – Modernised Council and Thriving City 20 Things by 2022 – Festival of Democracy MTFP and Change & Efficiency Programme Well-Being Objectives - to promote economic growth and regeneration				
What Well-being Objective(s) does this objective support?		Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment.				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the action support the delivery of the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
Page 40 11	Undertake a review of accommodation and court premises, supplies and services budgets and commissioning arrangements, to improve the Coroner service and deliver efficiencies.	See Objective 1	Not Applicable	Registration and Coroner Services Manager	1 st April 2020	31 st March 2021
	Deliver collaborative arrangements alongside other Gwent Registration Districts for reciprocal birth registrations.	See Objective 1	Not Applicable	Registration and Coroner Services Manager	29 th June 2020	31 st March 2021

Objective 2		To improve the constitutional and corporate governance arrangements				
Objective Outcome(s)		This relates to Corporate Plan priorities – Modernised Council / WAO Corporate Assessment.				
What Well-being Objective(s) does this objective support?		Not Applicable				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcomes	Does the Action support the delivery of Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	To undertake a whole-scale review and re-drafting of the Council's Constitution.	See Objective 2.	Not Applicable	Head of Law & Regulation	1 st April 2020	31 st March 2021
2	Improve and strengthen arrangements in accordance with National Scrutiny Survey and Corporate Assessment.	See Objective 2.	Not Applicable	Democratic Services Manager	1 st April 2020	31 st March 2021
Page 41	To develop and implement a programme for Member training and development, including individual training plans and Members Annual Reports	See Objective 2	Not Applicable	Democratic Services Manager	1 st April 2020	31 st March 2021
	To ensure that Standards Committee continues to operate effectively and discharges its statutory responsibilities.	See Objective 2.	Not Applicable	Head of Law & Regulation.	1 st April 2020	31 st March 2021
	Successfully deliver elections, raise voter awareness and increase elector registration.	See Objective 2.	Not Applicable	Electoral Registration Manager	1 st April 2020	31 st March 2021
6	Continue to strengthen Scrutiny arrangements and the composite work programme.	See Objective 2.	Not Applicable	Democratic Services Manager	1 st April 2020	31 st March 2021
7	Successfully deliver by-election in Victoria ward and PCC elections in accordance with agreed electoral performance standards.	See Objective 2.	Not Applicable	Electoral Registration Manager	1 st January 2020	31 st March 2021

Objective 2		To improve the constitutional and corporate governance arrangements				
Objective Outcome(s)		This relates to Corporate Plan priorities – Modernised Council / WAO Corporate Assessment.				
What Well-being Objective(s) does this objective support?		Not Applicable				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcomes	Does the Action support the delivery of Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
	Note: This is subject to further guidance following Covid 19 as By-elections are now postponed until March 2021					
8	Deliver the Reformed Canvassing to encourage 16 and 17 year olds to register for Welsh Government elections in 2021 (subject to further guidance from Welsh Government).	To meet necessary statutory requirements.	Not Applicable	Electoral Registration Manager	1 st April 2020	31 st March 2021
42	Review current constitutional and governance arrangements in accordance with proposed legislative reforms.	See Objective 2.	Not Applicable	Head of Law & Regulation	1 st April 2020	31 st March 2021

Objective 3		To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes.				
Objective Outcome(s)		This relates to Corporate Plan priorities – Modernised Council Change and Efficiency Programme MTFP Performance Measures - RS/SI/1, L&S/L/08, HRP/041, LR/L/002				
What Well-being Objective(s) does this objective support?		Not Applicable				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the action support the delivery of Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
1.0	Greater use of digital technology for delivery of PR, communications and marketing services and in the Legal Section.	See Objective 3.	Strategic Recovery Aim 4	Head of Law & Regulation.	1 st April 2020	31 st March 2021
1.1	Greater use of technology and development of back-office systems to deliver improved efficiencies in Legal Section.	Review use of Norwel case management system and EDMS for document management and time recording.	Not Applicable	Assistant Head of Legal Services	1 st April 2020	31 st March 2021
1.2	Develop and improve the openness and transparency of corporate governance processes through greater use of technology.	See Objective 3.	Not Applicable	Head of L&R / Democratic Services Manager	1 st April 2020	31 st March 2021
2	<u>Regulatory Services – Environment & Community</u> Maximise the use of online web forms linked to the Idox database.	See Objective 3.	Not Applicable	Regulatory Services Manager (Environment & Community)	1 st April 2019	31 st March 2021
3	<u>Regulatory Services – Environment & Community</u> Continue to roll out card payment capability for	See Objective 3.	Not Applicable	Regulatory Services Manager (Environment & Community)	1 st April 2019	31 st March 2021

Objective 3		To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes.				
Objective Outcome(s)		This relates to Corporate Plan priorities – Modernised Council Change and Efficiency Programme MTFP Performance Measures - RS/SI/1, L&S/L/08, HRP/041, LR/L/002				
What Well-being Objective(s) does this objective support?		Not Applicable				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the action support the delivery of Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
	customers within Regulatory Services.					
P ₄	Modernise the payment methods across the various Licensing, Trading Standards and Animal Health Teams.	Improved accounting methods.	Not Applicable	Regulatory Services Manager (Commercial Standards)	1 st April 2020	31 st March 2021
44	Rollout webcasting technology and training to Members to support remote broadcasting of Council meetings.	The delivery of this action supports the changes introduced by Welsh Government legislation to deliver remote webcasting of Council Meetings. This enables Council, Cabinet, Regulatory and Scrutiny Committee meetings to take place remotely and adhere to social distancing guidelines. Training provided to Council Members and Officers will ensure meetings take place in accordance with the Council's Constitution.	Strategic Recovery Aim 3 Strategic Recovery Aim 4	Democratic Services Manager	1 st April 2020	31 st March 2021
5						

Objective 4		To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses.				
Objective Outcome(s)		This relates to Corporate Plan priorities – Resilient Communities and Thriving City 20 Things by 2022 – Purple Flag accreditation Well-Being Objectives - to promote economic growth and regeneration whilst protecting the environment, to enable people to be healthy, independent and resilient and to build cohesive and sustainable communities Service plan measures - PAM/023, RS/SI/1, LS/L/027, LR/L/002 and new fraud detection measures				
What Well-being Objective(s) does this objective support?		Well-being Objective 2 - To promote economic growth and regeneration whilst protecting the environment Well-Being Objective 3 – To enable people to be healthy, independent and resilient Well-Being Objective 4 – To build cohesive and sustainable communities				
What Corporate Theme(s) does this objective support?		Aspirational People Thriving City Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
Page 45 1	<u>Regulatory Services – Environment & Community</u> Working collaboratively with partners to prevent and tackle instances of anti-social behaviour impacting upon residents and business community.	See Objective 4	Strategic Recovery Aim 4	Regulatory Services Manager (Environment & Community)	1 st April 2020	31 st March 2021
	<u>Regulatory Services – Commercial Standards</u> Working collaboratively with partners to prevent and tackle instances of anti-social behaviour impacting upon residents and business community.	See Objective 4	Strategic Recovery Aim 4	Regulatory Services Manager (Commercial Standards)	1 st April 2020	31 st March 2021
	<u>Regulatory Services – Environment & Community</u>	See Objective 4	Strategic Recovery Aim 4	Regulatory Services Manager (Environment & Community)	1 st April 2020	31 st March 2021

Objective 4		To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses.				
Objective Outcome(s)		This relates to Corporate Plan priorities – Resilient Communities and Thriving City 20 Things by 2022 – Purple Flag accreditation Well-Being Objectives - to promote economic growth and regeneration whilst protecting the environment, to enable people to be healthy, independent and resilient and to build cohesive and sustainable communities Service plan measures - PAM/023, RS/SI/1, LS/L/027, LR/L/002 and new fraud detection measures				
What Well-being Objective(s) does this objective support?		Well-being Objective 2 - To promote economic growth and regeneration whilst protecting the environment Well-Being Objective 3 – To enable people to be healthy, independent and resilient Well-Being Objective 4 – To build cohesive and sustainable communities				
What Corporate Theme(s) does this objective support?		Aspirational People Thriving City Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
Page 46	Work with key partners to tackle anti-social behaviour and crime, and improve community cohesion and wellbeing in Pillgwenlly and other areas as required, by delivering actions from the ASB Group Action Plan			Community)		
	<u>Regulatory Services – Commercial Standards</u> Work with key partners to tackle anti-social behaviour and crime, and improve community cohesion and wellbeing in Pillgwenlly and other areas as required, by delivering actions from the ASB Group Action Plan.	See Objective 4	Strategic Recovery Aim 4	Regulatory Services Manager (Commercial Standards)	1 st April 2020	31 st March 2021
	Secure Purple Flag Accreditation for the City Centre Night-Time Economy.	See Objective 4	Not Applicable	Regulatory Services Manager (Commercial Standards)	1 st April 2019	31 st March 2021

Objective 4		To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses.				
Objective Outcome(s)		This relates to Corporate Plan priorities – Resilient Communities and Thriving City 20 Things by 2022 – Purple Flag accreditation Well-Being Objectives - to promote economic growth and regeneration whilst protecting the environment, to enable people to be healthy, independent and resilient and to build cohesive and sustainable communities Service plan measures - PAM/023, RS/SI/1, LS/L/027, LR/L/002 and new fraud detection measures				
What Well-being Objective(s) does this objective support?		Well-being Objective 2 - To promote economic growth and regeneration whilst protecting the environment Well-Being Objective 3 – To enable people to be healthy, independent and resilient Well-Being Objective 4 – To build cohesive and sustainable communities				
What Corporate Theme(s) does this objective support?		Aspirational People Thriving City Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
6	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.	See Objective 4	Strategic Recovery Aim 2 Strategic Recovery Aim 3	Regulatory Services Manager (Environment & Community)	1 st April 2020	31 st December 2021
7	Support compliance within reputable businesses and investigate rogue traders to maintain a fair and safe trading environment.	See Objective 4	Strategic Recovery Aim 4	Regulatory Services Manager (Commercial Standards)	1 st April 2020	31 st March 2021
8	Regulate businesses and support consumers/residents to protect and improve health.	See Objective 4	Strategic Recovery Aim 4	Regulatory Services Manager (Commercial Standards)	1 st April 2020	31 st March 2021
9	Review the policies and procedures for the Regulatory Investigatory Powers Act and seek their approval from Cabinet Member	Redraft RIPA policies for approval by Cabinet Member and deliver training to meet requirements of RIPA inspection report and Action Plan.	Not Applicable	Regulatory Services Manager (Commercial Standards)	1 st April 2020	31 st March 2021

Objective 4		To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses.				
Objective Outcome(s)		This relates to Corporate Plan priorities – Resilient Communities and Thriving City 20 Things by 2022 – Purple Flag accreditation Well-Being Objectives - to promote economic growth and regeneration whilst protecting the environment, to enable people to be healthy, independent and resilient and to build cohesive and sustainable communities Service plan measures - PAM/023, RS/SI/1, LS/L/027, LR/L/002 and new fraud detection measures				
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What Corporate Theme(s) does this objective support?		Aspirational People Thriving City Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
Page 10 48	Prepare to deliver the new statutory duties under the Public Health (Wales) Act 2017 (Part 4 - Special Procedures) including recruitment of new officers	See Objective 4	Not Applicable	Regulatory Services Manager (Environment & Community)	1 st September 2019	31 st March 2021
11	Public Space Protection Orders (PSPOs) Undertake a review and renew (as appropriate and subject to the appropriate democratic process) PSPOs that have, or are due to, expire this financial year.	PSPOs are made or renewed where appropriate to benefit the City. This includes supporting City Services in developing proposals for new PSPOs across the City's parks, green/open spaces.	Not Applicable	Regulatory Services Manager (Environment & Community)	1 st April 2020	31 st March 2021
12	Review and update the Public Protection Enforcement Policy 2013 and seek Cabinet Member approval of the new revised policy.	Policy updated as appropriate and approved.	Not Applicable	Regulatory Services Managers	1 st October 2020	31 st March 2021
13	In relation to food safety matters, ensure that the actions in the Action Plan	To deliver actions from the Food Standards Agency Action Plan.	Not Applicable	Regulatory Services Manager	1 st April 2020	31 st March 2021

Objective 4		To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses.				
Objective Outcome(s)		This relates to Corporate Plan priorities – Resilient Communities and Thriving City 20 Things by 2022 – Purple Flag accreditation Well-Being Objectives - to promote economic growth and regeneration whilst protecting the environment, to enable people to be healthy, independent and resilient and to build cohesive and sustainable communities Service plan measures - PAM/023, RS/SI/1, LS/L/027, LR/L/002 and new fraud detection measures				
What Well-being Objective(s) does this objective support?		Well-being Objective 2 - To promote economic growth and regeneration whilst protecting the environment Well-Being Objective 3 – To enable people to be healthy, independent and resilient Well-Being Objective 4 – To build cohesive and sustainable communities				
What Corporate Theme(s) does this objective support?		Aspirational People Thriving City Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
Page 49	agreed with the Food Standards Agency are delivered.			(Environment & Community)		
	To deliver the Food Standards Agency Action Plan for food standards matters and animal feeds.	To deliver actions from the Food Standards Agency Action Plan.	Not Applicable	Regulatory Services Manager (Commercial Standards)	1 st April 2020	31 st March 2021
	Ensure that available resources are utilised to prepare the Service for increased export and import regulatory duties as a result of Brexit.	Officers provided with appropriate training and equipment where resources allow.	Not Applicable	Regulatory Services Managers	1 st April 2020	31 st March 2021
	Produce and implement the new Licensing Policy and seek approval from cabinet member and Council.	Update policy that meets the needs of the city.	Not Applicable	Regulatory Services Manager (Commercial Standards)	1 st April 2020	30 th September 2020
	Deliver safeguarding programmes and measures that protect citizens from victimisation and to measure the impact of regulatory interventions.	Successful identification of victims, actions taken to alleviate suffering/distress, assessment of impact of work carried out.	Not Applicable	Regulatory Services Manager (Commercial Standards)	1 st April 2020	31 st March 2021

Objective 4		To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses.				
Objective Outcome(s)		This relates to Corporate Plan priorities – Resilient Communities and Thriving City 20 Things by 2022 – Purple Flag accreditation Well-Being Objectives - to promote economic growth and regeneration whilst protecting the environment, to enable people to be healthy, independent and resilient and to build cohesive and sustainable communities Service plan measures - PAM/023, RS/SI/1, LS/L/027, LR/L/002 and new fraud detection measures				
What Well-being Objective(s) does this objective support?		Well-being Objective 2 - To promote economic growth and regeneration whilst protecting the environment Well-Being Objective 3 – To enable people to be healthy, independent and resilient Well-Being Objective 4 – To build cohesive and sustainable communities				
What Corporate Theme(s) does this objective support?		Aspirational People Thriving City Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
Page 18 50	Deliver business support and regulatory interventions in relation to new legislative requirements; specifically minimum unit pricing and energy performance for domestic and non-domestic housing.	Knowledgeable businesses; the removal of the risk posed to vulnerable drinkers; more energy efficient buildings and savings to citizens.	Not Applicable	Regulatory Services Manager (Commercial Standards)	1 st April 2020	31 st March 2021
19	Deliver business support and regulatory interventions in relation to the city's night time economy.	Knowledgeable and compliant businesses; and vibrant successful economy; maintenance of Purple Flag status.	Strategic Recovery Aim 2	Regulatory Services Manager (Commercial Standards)	1 st April 2020	31 st March 2021
20	Deliver an animal welfare programme.	Knowledgeable and compliant businesses in the farming and licensed sectors; and a successful dog rehoming facility.	Not Applicable	Regulatory Services Manager (Commercial Standards)	1 st April 2020	31 st March 2021
21	Produce a Local Toilets Strategy in accordance with the Public Health (Wales) Act 2017		Strategic Recovery Aim 2	Regulatory Services Manager (Environment & Community)	1 st April 2019	31 st October 2020
22	Respond robustly to incidents, clusters and	To work collaboratively with Public Health Wales and the Council's appointed consultants	Strategic Recovery Aim 3 Strategic Recovery Aim 4	Regulatory Services (Environment & Community)	1 st June 2020	31 st March 2021

Objective 4		To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses.				
Objective Outcome(s)		This relates to Corporate Plan priorities – Resilient Communities and Thriving City 20 Things by 2022 – Purple Flag accreditation Well-Being Objectives - to promote economic growth and regeneration whilst protecting the environment, to enable people to be healthy, independent and resilient and to build cohesive and sustainable communities Service plan measures - PAM/023, RS/SI/1, LS/L/027, LR/L/002 and new fraud detection measures				
What Well-being Objective(s) does this objective support?		Well-being Objective 2 - To promote economic growth and regeneration whilst protecting the environment Well-Being Objective 3 – To enable people to be healthy, independent and resilient Well-Being Objective 4 – To build cohesive and sustainable communities				
What Corporate Theme(s) does this objective support?		Aspirational People Thriving City Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
Page 51	outbreaks of Covid-19 in line with statutory duties.	in communicable disease control to manage covid-19 incidents, clusters and outbreaks. Minimise the risk for of Covid 19 outbreaks across the communities as part of the regional response plan and the Welsh Government's national Test, Trace and Protect Strategy.				

Law & Regulation Performance Measures 2020/21

Performance Measure	National / Local / Management Information	Service Plan (SP) Objective	2018/19 Actual	2018/19 Target	2019/20 Target	2020/21 Target
Percentage of Food establishments broadly compliant with food hygiene standards	National	Objective 4	94.64%	95.16%	95.16%	96%
Total number of social media followers	Local	Objective 1	29,300	27,000	29,000	31,500
Percentage of legal searches in 5 days	Local	Objective 1	96.77%	96%	96%	96%
Percentage of customers seen within 10 minutes	Local	Objective 1	99.2%	98%	98%	98%
Percentage of Anti-social Behaviour incidents resolved by wardens	Local	Objective 4	92.84%	94%	94%	94%
Percentage of regulatory services significant issues resolved.	Local	Objective 4	93.8%	92%	92%	90%
NEW Percentage of food hygiene interventions (risk ratings A to E) completed in accordance with the Food Law Code of Practice (Wales)	Local	Objective 4	n/a	n/a	n/a	90%
NEW Percentage of food standards interventions (risk ratings A to C) completed in accordance with the Food Law Code of Practice (Wales)	Local	Objective 4	n/a	n/a	n/a	75%
NEW Percentage of feed standards interventions (risk ratings A to C) completed in accordance with the Feed Law Code of Practice (Wales)	Local	Objective 4	n/a	n/a	n/a	75%
NEW Percentage of Single Justice Procedure Notices drafted within 20 working days of receipt of instructions	Local	Objective 1	n/a	n/a	n/a	86%

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Glossary

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

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

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

Current Service Area Risks 2020/21

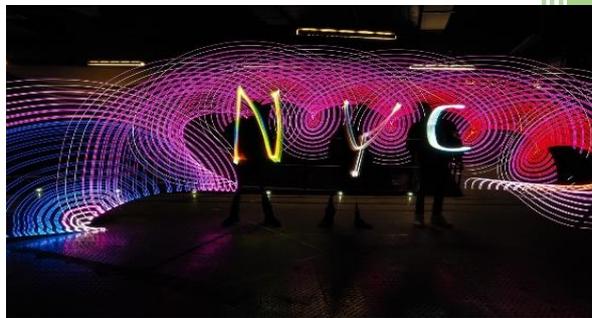
Risk Name	Risk Description	Risk Owner	Corporate Risk / Service Risk	Risk linked to Wellbeing Objective	Risk linked to Corporate Theme?	Risk linked to Service Objective?	Inherent Risk Score (0-25)	Target Risk Score (0-25)
Budgetary Pressures on Service Demands	Failure to meet increasing service demands and the requirements of new legislation due to budgetary pressures and the need to reduce staffing and other resources.	Gareth Price	Service Risk	Not Applicable	Not Applicable	Service Objective 1	16	6
Transfer of Land Charges Function to Land Register	The transfer of the local land charges function to the Land register could have a significant impact upon service delivery and a loss of revenue.	Gareth Price	Service Risk	Not Applicable	Not Applicable	Not Applicable	6	6
Capability and capacity of Environmental Health to deliver statutory duties.	As the Council's Environmental Health Services has diverted resources away to support Covid 19 Test, Trace and Protect service there is a risk that the service is unable to fully deliver its business as usual and statutory duties.	Regulatory Services (Environment & Community)	Service risk	Wellbeing Objective 2	Thriving City	Service Objective 4	TBC	TBC

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People & Business Change

Mid-Year Review 2020/21



**Cabinet Member for People & Business
Change – Councillor David Mayer**

Specific topic area Cabinet Member Leads:

**Partnerships, performance, fairness and
strategic planning – Leader of the Council,
Councillor Jane Mudd**

**Civil Contingencies – Deputy Leader and
Cabinet Member for City Services, Councillor
Roger Jeavons**

**Well-Being of Future Generations – Councillor
Deb Davies**

Head of Service – Rhys Cornwall

Introduction

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

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

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

- **Wellbeing Objective 3** – To enable people to be healthy, independent and resilient; and
- **Wellbeing Objective 4** – To build cohesive and sustainable communities
- **Strategic Recovery Aim 1** - Understand, and respond to, the additional challenges which Covid19 has presented, including loss of employment, impact on business and on the progress, achievement and wellbeing of both mainstream and vulnerable learners.
- **Strategic Recovery Aim 3** – Promote and protect the health and wellbeing of people, safeguarding our most vulnerable and building strong, resilient communities.
- **Strategic Recovery Aim 4** – Provide people with the resources and support that they need to move out of the crisis, considering in particular the impact that Covid-19 has had on our minority and marginalised communities.

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

Objective 1 – Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act.

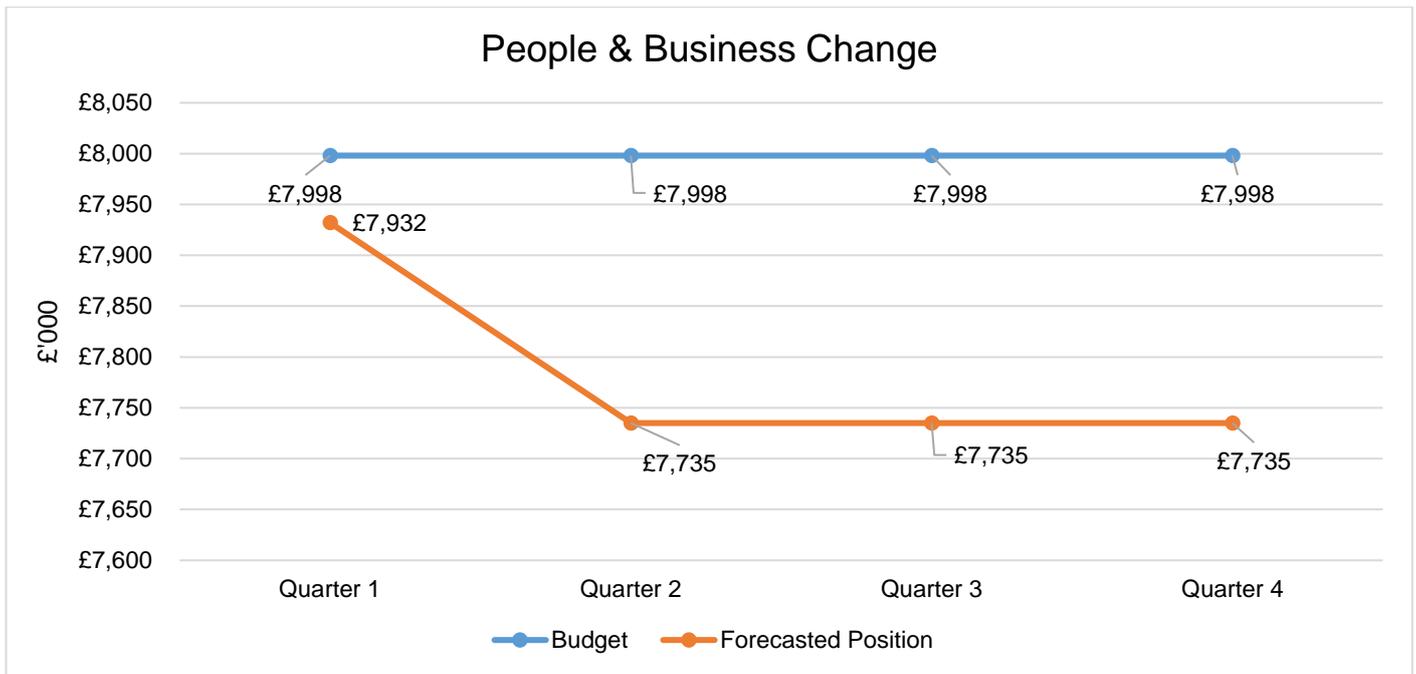
Objective 2 – Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.

Objective 3 – Support the organisation to develop its people to deliver the Corporate Plan and beyond.

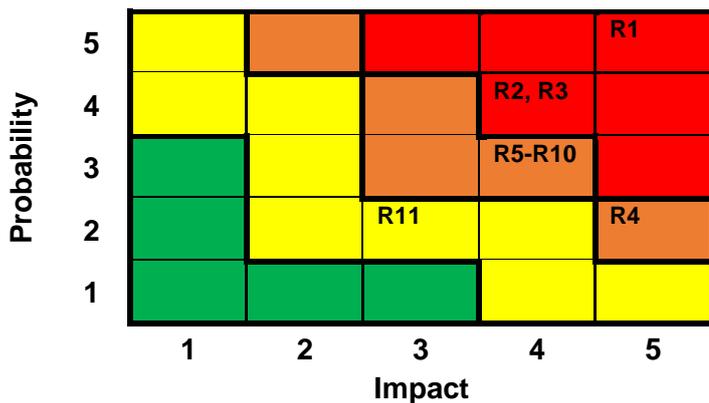
Objective 4 – Support the Public Services Board (PSB) and its partners to deliver the Well-being Plan 2018-23 and beyond.

Objective 5 – To ensure the Council is compliant with Equality and Welsh language legislation, and support the organisation in delivering services which promote positive community relations

2020/21 Budget and Forecasted Expenditure



Service Risks as at 30th September 2020



R1 – COVID-19 Pandemic Outbreak	R8 – Equalities Act
R2 – Brexit	R9 – It Service & Infrastructure
R3 – Cyber Security	R10 – Extreme Weather Events
R4 – City Centre Security & Safety	R11 – Data Protection Act
R5 – Welsh Language Standards	R12 – Programme & Project management Capacity and Capability
R6 – Workforce Capacity and Capability	R13 – Business Continuity
R7 – Community Cohesion	

Corporate / Service Risk	Risk Score Quarter 3 2019/20	Risk Score Quarter 4 2019	Risk Score Quarter 1 2020/21	Risk Score Quarter 2 2020/21
Corporate Risk – COVID-19 Pandemic Outbreak	-	20	25	25
Corporate Risk - Brexit	12	12	12	16
Corporate Risk – Cyber Security	12	12	16	16
Corporate Risk – City Centre Security & Safety	15	15	10	10
Service Risk – Welsh Language Standards	12	12	12	12
Service Risk – Workforce Capacity & Capability	9	9	9	12
Service Risk – Community Cohesion	-	-	12	12
Service Risk – Equalities Act	12	12	12	12
Service Risk – IT Service & Infrastructure	12	12	12	12

Corporate / Service Risk	Risk Score Quarter 3 2019/20	Risk Score Quarter 4 2019	Risk Score Quarter 1 2020/21	Risk Score Quarter 2 2020/21
Service Risk – Extreme Weather Events (Led by City Services)	-	-	12	12
Service Risk – Business Continuity	4	9	12	12
Service Risk – Programme and Project Management Capacity and Capability	-	-	9	9
Service Risk – Data Protection Act (GDPR 2018)	8	8	8	6

Executive Summary from the Head of Service

The service continues to play an essential role in enabling the Council to meet its corporate objectives, and supporting all service areas in delivering key outcomes for the people and businesses of Newport. The COVID pandemic has had a significant impact on all services during the first part of 2020/21 and this is likely to continue. The People and Business Change service has provided the essential Civil Contingencies support from the start of the crisis and continuing, and our work with partners has also been more important than ever. The Digital and NIH services have supported the new way of working through technology and IT support, and data matching to ensure that shielding letters are issues promptly to vulnerable people in communities across Wales. The Health and Safety team have made a critical contribution to keeping front line services, schools and our remote workforce operational throughout the pandemic through the use of risk assessments, toolkits, DSE compliance and professional advice on guidance on keeping our workforce safe.

To support the Council's continued recovery and move towards the 'new normal', the service led on the development of the Council's Strategic Recovery Aims which outline the focus on new ways of working and meeting the challenges that we now face in supporting Newport's recovery. The equalities and cohesion teams are working with minority and marginalised communities in Newport and this is reflected also in our engagement work and the development of the Community Impact Assessment, which will be key to recovery planning for all services. The service also provides all updates to Cabinet on matters of performance and risk, COVID recovery and issues such as Brexit.

As outlined in the mid-year report the service area continues to perform well across a range of activities against our strategic objectives, but inevitably the priorities of COVID recovery have impacted on our planned work and this is set out in a number of the updates.

Ensuring the delivery of major strategic projects that impact across the organisation, and the development of HR Manager Self-Serve processes is key to the modernisation programme and enabling staff across the Council to work in new ways. These developments and the progress of Newport Intelligence Hub in embedding the use of data and intelligence across the Council, and the development of evidence based planning and priorities is increasingly important against the Council's backdrop of reduced resources.

The service area leads on the development of the performance and risk framework, supported by the Mi Hub system and this continues to develop as can be seen in the mid-year reports. The service also supports the One Newport Public Services Board (PSB) delivery of the Wellbeing Plan and considerable partnership work in Newport and the Gwent region. This year to date we have developed the second annual report for the Newport Wellbeing Plan, alongside other important reports such as the NCC Annual Report, Strategic Equalities and Welsh Language Annual Reports. We also finalised the new Strategic Equalities Plan for the next four years.

Planning for Brexit has been a key activity, working with the WLGA including services to communities to support community cohesion, alongside the grant funded vulnerable people resettlement scheme. Much of this work is in partnership with Monmouthshire County Council.

The management and development of effective IT services through our partnership with the Shared Resource Service (SRS) remains a priority, with improvements to client side arrangements and management processes and monitoring to support this. The roll out of increased capability for home working including the roll out of Microsoft Teams has been especially important since March. Microsoft Live Events has been used for live broadcast of Council and Cabinet meetings. The digital team also leads on information management as outlined in the Annual Information Risk Report. Document Services has continued to attend the Civic Centre to ensure the continuation of printing, mail and scanning.

The next six months will continue to be challenging and the service will inevitably be focused on Covid recovery work while continuing to address those measures that are red and amber in the plan.

Glossary

Actions (Red / Amber / Green)

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

Service Plan Update (30th September 2020)

1. Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1	Development and delivery of the innovation programme which will align and underpin the delivery of the Corporate Plan and support the Council's Strategic Recovery Aims. Ensuring that the innovation programme affects cultural change and supports the principles of the Wellbeing of Future Generations Act.	Enable the Council's service areas to successfully deliver the Corporate Plan, Strategic Recovery Aims and other strategic activity. Will ensure improvements and changes consider the principles in the Well-being of Future Generations Act.	Not Applicable	1 st April 2019	31 st March 2022	40%	Work is in progress to develop an innovation programme.
2	Development and implementation of a comprehensive communications consultation strategy for the Council's innovation programme.	Internal and external stakeholders are involved and collaborate with each other to deliver the Corporate Plan.	Not Applicable	1 st April 2019	31 st March 2022	50%	In tandem delivery development of the innovation programme.
3	Management of the Strategic planning framework including the service and improvement planning cycles.	The Council has integrated planning framework that is aligned with workforce planning, finance planning, Performance and risk. The Planning process enables the Council to deliver against the Corporate Plan objectives and innovation programme. Requirements are understood by managers.	Not Applicable	1 st April 2020	31 st March 2021	40%	At the end of last year performance and risk strategies were developed and finalised and these are now being implemented.
4	Management of effective IT services following transition to Shared Resource Service (SRS)	The council relies heavily on technology and managing work effectively in conjunction with the SRS. The client side	Not Applicable	1 st April 2020	31 st March 2022	50%	Very good progress with roll out of effective home working solutions to support the organisation. This includes improved capacity and infrastructure for remote

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
	by establishing strong retained client-side management arrangements, processes and procedures.	function is key to maximising the effectiveness and efficiency of service delivery as well as providing strategic and tactical direction.					working solution and roll out of Microsoft Teams across the enterprise. Microsoft Live Events used for live broadcast of Council and Cabinet meetings. Improvements being made to core planned work which has been challenging recently.
5	Supporting and developing the organisation to have a digitally empowered workforce by maximising the opportunities to digitise and streamline processes including the development of the digital infrastructure for the City.	We will provide the necessary support from Digital Services, Intelligence Hub, and Business Improvement Team to identify potential opportunities to invest in new technology to deliver services and enable long term efficiency savings. This will also enable the Council future proof its infrastructure and services for its service users.	Strategic Recovery Aim 3	1 st April 2019	31 st March 2022	85%	Evidenced through response to pandemic. Additional work underway on cyber security and telephony.
6	Embed the use of data and intelligence to inform service delivery and development of businesses cases that support the Corporate Plan and the Strategic Recovery Aims.	Support service areas to use evidence based information / data that will support service area delivery, business cases and strategic decisions.	Not Applicable	1 st April 2019	31 st March 2022	47%	Migration of web mapping infrastructure to cloud hosted platform substantially completed. Re-development of external website now includes My Community tab Development Control data migrated and live on external website as part of transfer to new system. A number of data reporting improvements implemented through dynamic data reporting engine, improving timely access to monthly reports. Initial integration to HR Payroll system successfully completed facilitating mapping and analysis of all Newport payroll staff. Single Citizen View software application training scheduled for mid-October. HR targets and data quality review completed and number of improvements implemented including the Public Accountability Measure (PAM) calculations. Work on Law & Regulation application system reporting is progressing following number of changes currently being undertaken as a result of service plan changes. Encouraging service areas to take more ownership of their data

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
							within Quarter 2 updates and this will continue to be pushed throughout the year. Work on extracting data from Law & Regulation via Sequel Server Reporting Services and HR Data from Business Objects is continuing. Data server work and direct extraction of data from other systems still needs to be prioritised and scheduled over the remainder of the year. The re-design of national HR measures and population dashboard work needs to be revisited and scheduled in appropriately.
Page 62	Support service areas to develop robust, evidence based business cases and successfully deliver projects.	Service areas are able to develop robust and evidence based business cases that enable effective decision making and support the delivery of the Council's Corporate Plan. The Business Improvement Team provide expert support and guidance that will enable service areas to successfully deliver their programmes and projects.	Not Applicable	1 st April 2019	31 st March 2022	40%	BIT are now supporting all service areas on the production of business proposals for the MTRP process 2021-22
8	Using and Securing Data in line with the Digital Strategy by ensuring effective use of data and information governance processes.	We will ensure that the ICT infrastructure is secure and ensure there are robust business continuity measures and that data is managed safely in accordance with the Data Protection Act.	Not Applicable	1 st April 2019	31 st March 2022	50%	Public Services Network (PSN) annual health check took place as scheduled. Vulnerabilities identified to be resolved in preparation for next PSN submission in late January 2021. Solution to protect the organisation from ransomware procured with implementation planned for early in Q3. Information security training has recommenced using Microsoft Teams. Continue to provide guidance and advice to schools with planned training to be re-scheduled. Information Governance Group and Data Protection Group meet regularly to manage risks and operational delivery.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
9	We will have mechanisms in place to support organisation through external regulatory reviews (Audit Wales, Estyn and CIW) which will ensure reports and management actions are monitored and reported to the appropriate decision making level.	The organisation is able to use the findings and recommendations from external assurance providers and regulators to improve performance and deliver a successful Corporate Plan.	Not Applicable	1 st April 2020	31 st March 2021	50%	Monitoring through the Policy and Partnership team with protocols agreed for Scrutiny/ Audit Committee overview and reporting to Cabinet Member. Working closely with Audit Wales on a range of reviews and reports, and learning from the COVID-19 pandemic. Further work required on monitoring of actions.
10	Provide advice and guidance to service areas to embed the principles of the Future Generations Wales Act.	The principles of the Well-being Act are embedded into decision making processes that will enable the Council to deliver its objectives.	Not Applicable	1 st April 2020	31 st March 2021	30%	Advice this year to date has focussed on COVID, although guidance on decisions, FEIAs and Cabinet Reports has continued. Work is ongoing to develop the next steps for the Council, with a Cabinet Report reflecting the Future Generations Commissioner report, to be finalised Nov 2020.
11	Delivery of the Council's Corporate Annual Plan 2019/20 that will self-reflect on the Council's performance to date in delivering its Wellbeing objectives and Corporate Themes.	The Council will produce its Annual Report in accordance with the Wellbeing of Future Generations Act and Local Government Measure 2009. The Annual Report will enable stakeholders to review the Council's progress towards delivering the Corporate Plan and its Wellbeing Objectives. The Annual Report is available in Welsh and English.	Not Applicable	1 st April 2020	31 st October 2020	90%	Corporate Plan 19/20 reviewed by Scrutiny Committee Sept 2020 and approved by Cabinet Oct 2020. The Plan is now published in line with statutory deadlines.
12	Development of a new Digital Strategy that supports the future direction of IT services and infrastructure of the Council.	Newport City Council delivers the next iteration of its Digital Strategy setting out its long term goals of its IT services and infrastructure to enable the Council to achieve its objectives modernising its services.	Strategic Recovery Aim 1	1 st April 2020	31 st March 2022	25%	The impact of Coronavirus means this work has not yet formally commenced but will start shortly. However, the impact of Coronavirus means that a number of initiatives have been accelerated with effective home working for the majority of council staff currently the normal.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
13	Delivery of improved IT infrastructure for schools with Education and Shared Resource Service (SRS) in line with Welsh Government "EdTech" funding.	Improving the IT infrastructure in schools will enable schools to meet the Welsh Government's Education Digital Standards and enhance the learning experience for teachers and pupils in Newport schools.	Strategic Recovery Aim 1	1 st April 2020	31 st March 2022	50%	EdTech project for improvements to school infrastructure funded by Welsh Government progressing well despite some issues caused by Coronavirus. This is being managed by Education, Shared Resource Service and Digital working together.
Page 64	Driving cultural change through new people management approaches that will support the Council's new ways of working.	The Council becomes an employer of choice by having modern practices when managing the workforce, setting a new expectation that what matters is 'people, not process.' This will enable a more mature, empowering culture to develop and will support the Council's new ways of working approach following the Covid 19 pandemic.	Strategic Recovery Aim 3	1 st April 2020	31 st March 2022	20%	As part of a package of policy review to transform the cultural approach of managing the workforce in a trusting and empowering way, progress has been made on designing a new approach for supporting employee wellbeing to replace the management of attendance procedures. Additionally, the creation of a resolution based approach to handling conflict will replace the process driven disciplinary and grievance policies. It is anticipated that this more mature way of handling employee relations will develop greater levels of trust and mutual respect throughout the workforce.
15	Develop and support a new way of working following the Covid 19 pandemic.	Enable the workforce to able to work more flexibly from Council offices, home and other locations securely and safely. To ensure Council offices meet the necessary WG and Covid secure requirements. Will ensure officers and Members are able to work remotely using digital solutions and appropriate equipment.	Strategic Recovery Aim 3	1 st July 2020	31 st December 2020	70%	Technological solutions in place to date include CRM, WCCIS, HR and Payroll and email in the cloud. Mobility solution is currently being reviewed. Work being scoped around telephony. To do - New Normal report to go through Scrutiny and then Cabinet, any HR process updates, Communications strategy.

2. Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1	Develop and communicate an integrated planning, performance and risk framework that will support the delivery of the Corporate Plan, Strategic Recovery Plan and future planning requirements.	The Council is able to align its Well-being Objectives, Strategic Recovery Aims to Corporate Commitments, Service Plans and key programme / project work. The planning, performance and risk management processes enable all levels of the organisation to make informed, and timely decisions.	Not Applicable	1 st April 2019	31 st December 2020	85%	Integrated framework developed and signed off by Cabinet Member. MI Hub performance management system developed to support this work. The proposed review of corporate plan links with Audit Wales was postponed due to COVID. Work to strengthen risk management and align to Cabinet Member portfolios is ongoing.
Page 66	Support the Council in developing robust governance arrangements that monitors the delivery of strategic programmes and projects that aligns with the Council's finance, HR, planning, performance and risk management processes.	There are robust governance arrangements in place that support, monitor and provide assurance over the delivery of the Council's strategic programmes and projects. Governance arrangements are aligned with the Council's Finance, planning, performance and risk processes that are able to provide effective decision making and provide assurance.	Not Applicable	1 st April 2019	31 st March 2021	30%	This work is deferred until next year.
3	Support the development, monitoring and implementation of the Council's forward plan to ensure the objectives of the organisation are appropriately met and within agreed timescales.	Delivery of organisational critical strategic projects and programmes. Providing support and guidance to project leads across the organisation to enable delivery of projects within service areas.	Not Applicable	1 st April 2019	31 st March 2021	50%	The forward plan work is in train.
4	Play an integral role in the change management process to ensure change initiatives are sustainable	Achieved on a project level using effective Project Close Down reports, Lessons	Not Applicable	1 st April 2019	31 st March 2021	20%	Work has commenced and the team are involved in the change process.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
	and embedded within the organisation.	Learned reports and operational hand over.					
5.0	Ensure that the organisation is meeting its requirements under the Civil Contingencies Act through delivery of the Civil Contingencies work programme.	Delivery of Civil Contingencies work programme for 20/21. Organisation is supported in all aspects of civil contingencies and business continuity planning. Effective partnership working in place.	Not Applicable	1 st April 2019	31 st March 2021	60%	<p>Civil Contingencies work this year to date has been focussed almost entirely on the COVID pandemic emergency response, regional work and support for GOLD, this has meant that other work on the programme is deferred.</p> <p>Work on a number of emergency plans has continued including sign off of the flood plan, and business continuity work will recommence in the next quarter.</p> <p>The Council will ensure that it continues to deliver its statutory duties under the Civil Contingencies Act, including the provision of robust response and command structures and partnership working with key organisations.</p>
5.1	Ensure the organisation develops and maintains business continuity arrangements at corporate and service area levels, encompassing all critical services.	Robust business continuity arrangements in place at corporate and service area level. Business continuity arrangements updated for all critical services.	Not Applicable	3 rd July 2019	31 st March 2021	59%	<p>Although the programmed Corporate Business Continuity work was suspended on the onset of the COVID19 Pandemic, work has now commenced on reviewing the original BCM programme and systems. Updated Business Impact Analysis and risk assessment templates are being developed for issuing to service areas. It is intended that this piece of work is undertaken with urgency due to the ongoing requirements of the Council's response to the COVID19 Pandemic and also the oncoming winter period.</p>
5.2	Plan and implement Gold duty officer refresher training to ensure understanding of their roles and responsibilities.	Gold duty officers effective in their role in an emergency. Gold officers understanding their roles and responsibilities , Effective management and communications in the event of incidents.	Not Applicable	1 st April 2020	31 st March 2021	50%	<p>Due to the ongoing requirements of the Council's response to the COVID19 pandemic, which has now moved into the second wave and continues to focus the work the Civil Contingencies Team and Gold Officers, this work has been further delayed. It is recognised that the ongoing training of</p>

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							Gold Officers is a significant aspect of the Council's resilience to respond to incidents. However, as part of the Council's response to the COVID19 pandemic, Gold Officers are having experience of attending and participating in regular internal Gold Meetings, with selected Gold Officers also participating in external Strategic and Recovery Coordination Groups meetings. This will continue to be reviewed dependent on the longevity of the response and recovery from COVID-19 and availability of Gold Officers.
Page 67	Explore opportunities to develop Open Data platform to facilitate proactive publication of data under Freedom of Information	Proactive publication of data for improved availability, public good and to reduce Freedom Of Information requests	Not applicable	1 st April 2019	31 st March 2022	50%	Various data sets are proactively published at www.newport.gov.uk/transparency under the open government licence. Potential additional data sets are discussed regularly at Freedom of Information group meetings.
7	To deliver training and development of Council service areas on the Council's approach to planning, performance and risk management.	Officers across the service areas improve their understanding of performance management and risk management. This will enable the Council to effectively demonstrate how it is achieving the Council's Wellbeing Objectives and Corporate Plan and managing its risks.	Not Applicable	1 st April 2020	31 st March 2021	20%	Due to Covid-19, the delivery of performance and risk training has been suspended due to social distancing requirements and focus on supporting front-line services. In quarter 3 we will be making preparations to provide online training to Council staff and aim to have these live in quarter 4.
8	Support the Council's Brexit Task and Finish Group in making preparations for post European Union arrangements for the Council and Newport.	The Council is able to effectively plan, manage and deliver its service activities and core operations depending upon the outcomes of UK-EU negotiations.	Not Applicable	1 st April 2020	31 st March 2021	50%	This financial year the Council's Brexit Task & Finish group have met twice. A Cabinet Report on the Brexit preparations will be presented at Cabinet on the 14th October. In quarter 3, the UK will have further clarification on whether a deal with the EU has been agreed or not. As statutory advice and guidance is shared from UK Government and Welsh Government, the

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
							Council will make necessary arrangements to ensure compliance and communication is shared with partners and communities.
Page 68	Develop and digitally enable the workforce to access data, intelligence and management information.	The delivery of this action will improve access to data and enable self-service. It will enable up to date information to make informed decisions and reduce duplication of effort. This work will also increase the awareness of Newport Intelligence Hub across the Council and its partners.	Not Applicable	1 st April 2020	31 st March 2022	57%	HR & Payroll System Development and Implementation proceeding on track and includes successful delivery of absence, integrated check-ins, payroll processing and organisational structure, digital work stream (including interactive chat bot) and recruitment and on-boarding work streams. New electronic timesheets being trialled in a number of areas and a small group of online timesheets will processed successfully in the LIVE payroll run for September. Further roll out will commence in October. Newport themed on boarding portal has been designed and implemented and is live. Employee Self-Serve and Manager Self-Serve and core system have been redesigned to incorporate a Newport specific theme and is also live. Insight Builder work stream now removed from scope. Admin data checking dashboards have been implemented and are working well. Check-in objective dashboards are in but need finalising. Audit dashboard work is starting again with a further meeting scheduled in November. Review of all dashboards and prioritising and scheduling for Q3 and Q4 needs to happen now.
10	Explore opportunities to improve application resilience that will enable continuous development and improve efficiency.	The delivery of this action through collaboration with the SRS and partners will improve the integrity of the Council's systems. This work will also improve the security and capacity of the systems to improve its functionality and any future system developments.	Not Applicable	1 st April 2020	31 st March 2022	30%	Work has commenced on data catalogue based on INSPIRE 2 Gemini schema. Further scoping work planned for quarter 2. Training has now been delivered to member of NIH team to support monthly data collection processes and data resolution issues to improve and enhance resilience and support. Development of data quality assurance processes underway to facilitate

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
							improvement of data quality in MiHub and ensuring that services areas take responsibility for their own data and uploads. This will reduce manual intervention and empower data owners, reducing administrative overheads and burden. Training on spatial data technology and data progressing well across Newport Intelligence Hub with a number of individuals being now cross-skilled across multiple functions and disciplines.
Page 69	Manage and deliver the Civil Contingencies response to the COVID-19 pandemic	Effective management and decision making arrangements in place to appropriately respond to the crisis. Work within regional partnerships towards recovery. Service areas supported in decision making and emergency response.	Strategic Recovery Aim 3	1 st April 2020	31 st March 2022	30%	The Council's response to Covid-19 pandemic continues to be the primary focus of the Civil Contingencies Unit work and this has continued due to the increase of infections since the beginning of September 2020 which indicates that the pandemic is now in its second phase. The unit continues to support all aspects of the Council's response both internally via the NCC COVID Gold and Recovery Group; Senior Officer and Leaders Briefings and externally through the Gwent Local Resilience/Gwent Incident Management Team/Public Health Wales and Welsh Government structures. In addition, the Council are the Chairs of the Gwent LRF Recovery Coordination Group. The Civil Contingencies Unit also Chair and administer the Gwent LRF Local Death Management Tactical Sub Group.

3. Support the organisation to develop its people to deliver the Corporate Plan and beyond.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1	We will need to undertake workforce planning to understand what the future skills needs are and demand to deliver our services.	Workforce planning guidance available to managers and is an integral part of service redesign in service areas. Requirements of the post COVID-19 pandemic workforce are understood.	Strategic Recovery Aim 3	1 st April 2019	31 st March 2022	60%	Workforce planning training and guidance is now available to roll out to managers to link to their service planning. Quarter two saw the HR team develop a toolkit for managers including a template, guidance documents and a presentation to explain the purpose of workforce planning, and additional supporting guidance has been written for HR staff to then use with their service area. Quarter three and four will see the rollout of the toolkit to assist in planning for future workforce gaps.
Page 70 ₂	Digital Services provide appropriate support and advice at all levels of the organisation	Digital Services are able to provide support and advice to take advantage of technological developments and to improve efficiency of staff in delivering Council Services. The team will also provide ongoing training and development of staff in relation to Data Protection, Freedom of Information and other legislative requirements.	Not Applicable	1 st April 2020	31 st March 2021	50%	Digital Services has been an especially important service since the Coronavirus outbreak. The roll out of increased capability for home working including the roll out of Microsoft Teams have been especially important together with work to support the Track and Trace team. Document Services has continued to attend the Civic Centre to ensure the continuation of printing and mail delivery. The information management team has supported various new initiatives given the impact of Coronavirus including the support for governance around Track and Trace.
3	Policy, Partnership and Involvement team provide advice, guidance and training to the organisation.	Managers and officers understand their role and contribution towards the delivery of the Wellbeing Plan, Corporate Plan. This action also supports the Council in meeting its legislative requirements under the Wellbeing of Future Generations Act, Welsh Language Standards, and Equalities legislation	Not Applicable	1 st April 2020	31 st March 2021	40%	During the first half of the year guidance has been largely focussed on equalities and impact assessment guidance particularly relating to COVID response decision making. Changes to Cabinet Member roles have also given formal responsibility for the WFG Act and socio economic duty although guidance for this has been delayed by the Welsh Government. Work is ongoing to develop the next steps for the Council, with a Cabinet Report reflecting the Future Generations Commissioner report.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
		(including the socio economic duty now deferred to March 2021).					Bespoke WFG Act advice and guidance also provided for: <ul style="list-style-type: none"> development of the NCC Procurement Strategy which is soon to be agreed the scoping document for the New Normal programme to support the application of a number of funding bids including the recent successful bid for an ultra-low emission refuse vehicle Newport Norse when repurposing premises on an ongoing basis.
4	Provide appropriate support and advice at all levels of the organisation in the approval, development and implementation of portfolio's programmes and projects.	Using effective governance arrangements and project documentation to assist the decision making process.	Not Applicable	1 st April 2020	31 st March 2021	60%	Staff within the BIT team support staff across the organisation re project structure and delivery.
5	Implement a strategic and whole organisational approach to talent management with pathways to develop and support succession planning.	Career pathways are in place to enable the workforce to understand the possible options for career development	Not Applicable	1 st April 2019	31 st March 2022	60%	This action is linked to the workforce planning action as they inform each other. The completion of the workforce planning action will show equal progress for the succession planning action. There is further work planned for Quarter three and four on specific guidance around succession planning.
6	Delivery of the Human Resources (HR) and Payroll system (iTrent) project across the Council.	As part of the Council's Modernised Council commitment, the improvements to the iTrent system will enable managers and officers to be more self-sufficient with their flexi-time, leave, sickness and individual performance management. This work will also rationalise existing legacy systems and improve the workflow between service areas and HR.	Strategic Recovery Aim 3	1 st April 2020	31 st December 2020	80%	This action relates to the physical changes to the HR system to enable greater self-serve functionality, unlike the related cultural action which emphasises the organisational impact of the project. In terms of the project delivery, it is on track and there are two processes remaining to build and go-live before the expected completion date of this action. The project is running to schedule.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
7	To support a healthy workforce, enabling those with long term health conditions to contribute to the objectives of the organisation.	To review the way wellbeing at work is promoted and managed, bringing practices in line with 2020 aspiration To achieve the gold award for corporate health standards. Employees are supported in the post COVID work.	Strategic Recovery Aim 3	1 st April 2020	31 st March 2021	60%	Wellbeing interventions continue as planned - both from an occupational health and counselling offer. In addition, appropriate DSE assessments for people working at home has enabled staff with long term health conditions to effectively continue to provide services from home during Covid when ordinarily they may not have been able to attend a workplace. Employee communications features wellbeing in every publication and both mindfulness and mental health first aid continue to be provided through digital means during the Covid pandemic. Our review of the management of attendance procedure will further support this action as the intention will be to launch a Well-being at Work approach.
8	To attract and recruit new starters from a broad, diverse background that have and are able to develop the right skills, values and attributes in a modern and digital way.	The recruitment and selection process is reviewed and new ways of recruiting are established. Values based recruitment forms the basis of attraction and recruitment. Digital recruitment is supported.	Strategic Recovery Aim 3	1 st April 2020	31 st March 2021	0%	A review of the way in which we record sensitive information to properly analyse workforce demographics has been undertaken and is now live in the new recruitment module. A similar exercise has been completed for our leaver process when analysing exit questionnaires. The data picture will be much improved in terms of accuracy when we run turnover data in 12 months' time. Further work is required in the remaining quarters of this year to identify strategies to improve workforce representation.
9	To support employees with their health and wellbeing in the return to work and adapting to the new ways of working post COVID-19.	Employees and manager's health & wellbeing are supported in the return to work and enabling them to adjust to new ways of working. Implementing policies and guidance to support the process.	Strategic Recovery Aim 3	1 st July 2020	31 st March 2021	80%	During this quarter DSE assessments and associated eLearning training module for those working at home have been available. Any equipment required to effectively work from home has been made available and delivered to staff identified as having a need. This has enabled the workforce to continue to provide services in a safe and healthy way. Additionally, training is being tested on a range of topics e.g. how to stay connected when working remotely, how to maintain productivity when remote working for wider roll out in Quarter 3.

4. Support the Public Services Board (PSB) and its partners to deliver the Well-being Plan 2018-23 and beyond.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1	Range of engagement activities delivered including facilitation of the Citizens Panel, 50+ Forum and Youth Council. Managers across all services are supported to involve citizens in decision making. Citizen's views are considered in planning and service delivery.	Sustainable and effective participation forums including youth council, 50+ Forum, citizens panel, activities and feedback Effective feedback mechanisms, including bus Wi-Fi and online surveys. Organisational decisions reflect the involvement requirement. Newport Youth Council being involved with Council policy development and support the 'voice' of young people in matters that impact them. Support the Council to understand the impact that Covid 19 pandemic and lockdown has had on communities across Newport.	Strategic Recovery Aim 4	1 st April 2019	31 st March 2022	40%	Citizens Panel, Over 50s group, Newport Youth Council and other engagement groups and activities supported and being developed to support the Councils understanding of citizen views, despite some delays due to COVID. Perception survey completed with Citizens Panel to review the Council's response to the pandemic. Newport Youth Council's social media presence continues to develop.
2	Engagement activity is progressed towards involvement and participation in order to deliver Well-being Objective 4, Strategic Recovery Aims and the Corporate Commitment of the 20 things by 2022.	Deliver participatory budgeting and asset based approaches. Successful funding bids to support communities. Work with Fairness Commission to coproduce better engagement and involvement with communities. Support managers in their engagement with citizens.	Strategic Recovery Aim 4	1 st April 2019	31 st March 2022	40%	In this period engagement activity has been focussed on the COVID response. As part of the development of the community impact assessment which identifies how Covid19 has affected communities in Newport, with particular focus on protected equalities groups we have held a series of engagement sessions. In order to better understand the impact on the worst affected groups a series of 8 community engagement sessions were held in August. These were jointly hosted by the Partnership Policy and Involvement Team and Newport Fairness Commission. The sessions covered – Black, Asian and minority ethnic communities, older people and carers, disabled people and carers, children and young people, LGBTQ people,

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
							refugees/migrants/asylum seekers, and Welsh speakers. A budget of £100k has been secured from ABUHB to run a Participatory Budgeting programme to fund new projects and services which address the impacts on the worst affected groups with an involvement approach. This work will aim to empower communities whilst providing additional funding capacity for service providers, particularly in the voluntary/community sector.
Page 74	Work closely with partners to ensure we are delivering better services, based on clear evidence, whilst identifying and responding to policy challenges. Delivery of the Wellbeing Plan through the PSB.	Effective PSB membership and meetings. Coordination of PSB interventions and work streams. PSB involvement in Covid 19 recovery work. Delivering the requirements of the Well-Being of Future Generations Act,	Strategic Recovery Aim 4	1 st April 2019	31 st March 2022	40%	Public Services Board (PSB) has continued to meet throughout the COVID pandemic to support communities. Well-Being Plan annual report for 19-20 produced and reported to Scrutiny Committee and the PSB, in line with statutory requirements. Well-Being Plan intervention groups are now restarting led by PSB members. This supports ongoing delivery of the Well-Being Plan. Performance updates will be collated for the first time this year in Q2.
4	Work of Public Services Board coordinated and facilitated. Coordinate work required to ensure implementation of the requirement of the Well-being of Future Generations Act.	Effective One Newport partnership membership and meetings. Coordination of sub groups delivery of Well-Being Plan activities.	Not Applicable	1 st April 2019	31 st March 2022	40%	PSB (Public Services Board) supported, with summary of business published and communicated through the organisation. Work of the PSB is delivered through the five intervention boards led by PSB members. A review of the effectiveness of the PSB has been completed with development ongoing. Annual Report for 19/20 published. WB Plan delivery for 20/21 will be impacted by the COVID pandemic.
5	Coordinated and evidence based approach to operational partnership including community safety, environmental and health improvement projects across Newport in line with the Wellbeing Plan.	Effective Safer Newport partnership membership and meetings. Coordination of Safer Newport, sub groups, and related activity. Support Communities with their post Covid 19 Recovery.	Strategic Recovery Aim 4	1 st April 2020	31 st March 2022	40%	Public Services Board (PSB) intervention groups continue to meet, led by PSB members. 19/20 Well-Being Plan annual report published, some delays to current projects. The Community Safety Partnership Safer Newport reports to PSB and deals with all community safety partnerships including sub

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
							groups considering ASB and Serious and Organised Crime. Virtual meetings continue to ensure a strong partnership response to community safety issues arising from the impact of COVID.
6	Develop the work of Newport Fairness Commission (FC). Work to embed the work of the Fairness Commission in NCC decision making process.	FC engaged in the work of the Council and wider public sector. Support response to the annual budget setting process. Work of FC communicated through media and website. Maintain links with NYC and 50+ forum. Support Covid 19 Recovery work and development of future strategies and planning.	Strategic Recovery Aim 4	1 st April 2020	31 st March 2022	50%	Work of Fairness Commission supported with virtual meetings continuing. Fairness Commission have been involved in the work to develop the Community Impact Assessment work informing responses to the pandemic. This has included sessions with community representatives to develop a participatory budgeting approach.
Page 75	Support the Armed Forces Forum to coordinate and improve services to veterans, serving armed forces and their families	Effective Armed Forces Forum membership and meetings. Regional and local initiatives supported as required. Successful funding bids and partnership work	Not Applicable	1 st April 2020	31 st March 2022	99%	Good progress to support the Armed Forces Forum and finalists for Employer of the Year of the Welsh Veterans Awards. Partnership to support armed forces children in our schools developed into a regional model. Anticipating further legislation to support the armed forces community over the coming year.
8	Working collaboratively between NIH, Policy Partnership & Involvement and partners to develop geographic, data analytics to support evidence based decision making for the PSB.	The delivery of this action will enable the PSB to develop Wellbeing profiles for Newport and other geographical / data to enable evidence based decision making. NIH supporting the development of the Community Impact Assessment to understand the impact of Covid 19 across the Council's communities.	Strategic Recovery Aim 4	1 st April 2019	31 st March 2022	15%	Population profile refresh completed and published live on external website. Wider Community Well-being Profile refresh deferred due to COVID-19 critical response requirements. Work to be prioritised and re-scheduled as part of recovery activities in due course.
9	Development and facilitation of partnership working by evolving effective and appropriate	Evidence based decision making in partnership activity	Not Applicable	1 st April 2020	31 st March 2022	50%	Much of the focus of the partnership team is on developing these links, sharing information and supporting partners to work with the Council. Work with regional partners is also ongoing to ensure common priorities are

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
	means of sharing information.						progressed in Gwent, such as the Travel Charter. The One Newport bulletin which goes to a range of partners has continued through COVID and has been redeveloped into a Sway format.
10	Work with colleagues in the Gwent region on work to support Well-Being of Future Generations Act requirements and common themes through Well-Being Plans.	Opportunities identified for regional work and funding. Delivery of changes to the 19-20 annual report through regional funding, Support for and benefit from Gwent wide initiatives.	Not Applicable	1 st April 2020	31 st March 2022	50%	As part of the G10 subgroup GSWAG the partnership team work with partners across the region to develop common priorities such as active travel and fleet review, the Gwent green grid and the development of opportunities for funding on a regional footprint. In the last two quarters a new grant from Natural Resources Wales has been applied for; in principle agreement for a Gwent Travel Charter achieved; and other common work such as future risks progressed.

5. To ensure the Council is compliant with Equality and Welsh language legislation, and support the organisation in delivering services which promote positive community relations

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
1	To develop and deliver the Authority's Strategic Equality Plan ensuring objectives are achieved and to ensure that NCC meets all other duties under the Equality Act.	Council is compliant with duties set out in Equality Act 2010; Equality impact is considered and mitigated against in service design, decision and policy making ; Inequalities are reduced for people that share Protected Characteristics; Staff are aware of their responsibilities under the Equality Act 2010 The Socioeconomic Duty is embedded within appropriate council processes.	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	100%	The Strategic Equality Plan 2020-24 has been approved at Council and a full graphics version is in the process of being published to replace the draft currently in place. The SEP, and its strategic objectives have been developed as a result of extensive community engagement and consultation, review of existing data, and analysis of local and national priorities. The Strategic Equalities Group's membership, and wider delivery mechanisms associated with strategic equality work, have been reviewed, and a number of specific delivery groups established in order to progress this work more effectively.
2	To deliver against the Welsh Government's Community Cohesion Plan and conditions set out in funding arrangements for new Community Cohesion Officers.	Community tensions are monitored and mitigated against Communities are resilient to risks including hate crime and radicalisation EU nationals feel supported and welcomed in the city The community impact of Brexit is minimised. Impact of COVID on communities is understood and programme effectively responds to community tensions and creates a shared sense of identity across the city	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	80%	Cohesion work has shifted to focus on the impact of COVID-19. Work has included: <ul style="list-style-type: none"> • Weekly community tensions report produced for each area, including analysis of tensions relating to business, housing, hate crime, migration, social distancing/regulations • Weekly community tensions call with police and community members • Regular to engage senior officers within the Council in responding to emerging issues • Weekly BAME-specific e-bulletins including accessible/translated materials, signposting to services (e.g. foodbanks, hate crime reporting, funding opportunities) • Creation of resources in community languages in response to identified tensions, including social distancing

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
Page 78							<p>information, religious observation during COVID-19 and health and wellbeing information</p> <ul style="list-style-type: none"> • Completion of a Community Impact Assessment (Newport specific), using national and local evidence to identify key impacts that the pandemic has had on minority, marginalised and disadvantaged groups – work ongoing and next phase will see recommendations co-produced with relevant community groups • Work with local community groups to ensure culturally appropriate food and support have been made available to BAME, religious and migrant communities • Engagement with Places of Worship in order to assist with planning for re-opening and respond to any local concerns • Establishment of a Disability Access Group, feeding into city centre re-opening plans • Establishment of a Gypsy and Traveller multi-agency response group to address tensions surrounding sites in Gwent Levels and Duffryn • Creation of a COVID-9 specific padlet site for EU communities in Newport – updated regularly with resources and information in community languages • Co-ordination of Newport and Monmouthshire's EU Citizens Meeting, continuing virtually on a monthly basis, engaging all EUSS partners • Working with partners to ensure appropriate support is provide to individuals (mainly Roma, Czech and Slovak) experiencing discrimination, hardship and housing issues • Updating and maintaining various EU community Facebook sites, including

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
							regular community opinion polls (for example, where EU communities are currently getting information from) <ul style="list-style-type: none"> Supporting local community groups to establish virtual engagement opportunities for their members
Page 79	To monitor, review and ensure compliance with the Authority's Welsh language Standards, whilst actively promoting the Welsh language, internally and across the city.	The Council are compliant with legislative requirements. Staff are aware of their responsibilities under the Welsh Language Standards. Service design, policy and decision making are informed by Welsh language considerations. Council services make an active offer of delivery through the medium of Welsh. Communities and partners are positively engaged in the Welsh language agenda. NCC attracts and develops more Welsh speakers.	Not Applicable	1 st April 2020	31 st March 2021	70%	Welsh language monitoring continues. The 19/20 annual report has been published, and highlights positive areas of progress, including good engagement with a range of Welsh language and broader community partners. The Council once again sponsored this year's annual Welsh Language Festival, and has updated schools admission material to reflect the diversity of communities that need to be reached around Welsh in education opportunities. The governance and performance structure associated with Welsh Language Standards monitoring has been reviewed, with refreshed action plans at a corporate and service area level. Improved performance indicators are currently being developed to drive this work. A community partnership with Dragons Rugby has been established, with plans for outreach and engagement work across Welsh medium schools and BAME communities. The Welsh Language Commissioner's Annual Assurance Report highlighted good practice in compliance with Welsh Language Standards in relation to external communication and social media, whilst there remains some areas for improvement which will be addressed through the new performance framework.
4	To work towards a workforce that is representative of the community that it serves, embeds equality in its internal processes, and creates an inclusive culture	Staff from underrepresented groups feel valued and listened to. Positive action is used effectively to address areas of under representation at all levels.	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	50%	Work is ongoing in partnership with Human Resources to improve our approach to addressing workforce representation. There is greater emphasis on this work as a result of the Black Lives Matter movement and associated manifestos. The organisation's Black, Asian and Minority Ethnic Staff Support

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
	which retains and develops employees from diverse backgrounds, including Welsh speakers.	Improved demographic monitoring results in better workforce planning. Visible representation results in improved trust and confidence from communities.					Network is now established and meeting bi-monthly. The group have identified their priorities as reviewing relevant workplace policies, improving equality training for staff, and improving workforce representation. Work is underway to better collect and understand workforce data, and specific levels of under representation across the organisation, including the completion of a BAME pay gap analysis. Equality and bias training has been mandated for all staff, managers and elected members. A BAME community forum has been established and is chaired by the Leader of the Council - part of this work includes exploring the barriers faced by BAME communities in accessing public service employment opportunities.
5	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.	Positive messages about migration are regularly highlighted. Newcomers to Newport are welcomed, and have access to appropriate services. Services, decision and policy making consider the impact on refugees, asylum seekers and migrants. 7 additional families are resettled under the UK Resettlement Scheme.	Strategic Recovery Aim 4	1 st April 2020	31 st March 2021	50%	Work with the Inclusive Cities Programme continues, and an action plan for delivery of this work is being finalised during the next quarter with support from partner cities. COVID-19 has impacted on the development of a specific integration plan, however this commitment is now embedded within our Strategic Equality Plan as a medium-long term commitment. Newport's EU Citizens' forum continues to meet quarterly, engaging partners and third sector organisations in delivering cohesive support to EU migrant communities. During COVID-19 a number of improvements have been made to the city's response to migrant communities, such as the development of a multi-agency protocol for people with NRPF and provision of free school meals to people with NRPF. The Vulnerable Person's Resettlement Team continue to support around 40 refugee families living in Newport and have started to focus on better integrating these families to ensure independence, including the provision of

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
							training and volunteering opportunities. Development of the Welcome to Newport App continues in partnership with Newport Software Academy and Cardiff University, and a project plan has been agreed, including the involvement of service users in design.
Page 81	Develop a community impact assessment to understand the impact that Covid 19 pandemic and resultant lockdown has had on Newport's Communities	<p>To deliver a report that examines the impact that the Covid 19 pandemic had on communities across Newport.</p> <p>To understand what impact lockdown measures had on communities and in particular the vulnerable and marginalised.</p> <p>To inform and recommend to the Council areas of development and actions to improve the recovery of communities impacted the most by Covid 19.</p> <p>To inform future strategic and operational planning and assessment of recovery in Newport.</p>	Strategic Recovery Aim 4	1 st April 2020	31 st September 2020	90%	A community impact assessment relating to COVID-19 has been completed, assessing the impact that the pandemic has had on our most vulnerable groups, including LGBTQ+, disabled, BAME people, women and faith communities, refugees, asylum seekers and migrants, as well as the socioeconomic impact and effects on community cohesion. This is an extensive piece of work, based on local and national data and research, engagement throughout the pandemic with communities, and a series of focused engagement sessions with those priority groups to sense check findings and explore ways in which community resilience and recovery can be supported. The CIA has informed the development of the Council's strategic recovery aims, and now forms the basis of priorities for a £100k Participatory Budgeting programme throughout the autumn/winter, to ensure funds are allocated to support those groups most affected. During the next period, focus will be on ensuring findings from the CIA further inform partnership and service area work.

Performance Measures as at end of Quarter 2 (30th September 2020)

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

Performance Measure	Q2 Figure (or latest) 2020/21	Target 2020/21	Previous Year (Actual @ Quarter 4 2019/20)	Previous Year (Actual @ Quarter 2) 2019/20	Previous Year (Actual @Quarter 2) 2018/19	Comments
% Freedom of Information Responses in time	91.3%	88%	91.35%	90.97%	91.01%	
% Subject Access Requests Completed in Timescales	68.2%	75%	71.9%	92.3%	-	Performance is slightly below target due to challenges with access to some paper records given the majority of staff are working from home.
Number of young people actively involved in Newport Youth Council work	15	15	25	17	15	
% of Welsh Language Complaints Upheld	0%	40%	100%	100%	-	
Number of Employees Accessing Welsh Language Training	0%	18.8%	5%	4%	32%	All face to face training was suspended during lock-down, however sessions are now being re-booked via Microsoft Teams. A short series of Welsh language awareness videos have been commissioned to allow staff to complete in their own time. The Say Something in Welsh app is also being piloted by a number of staff.
Number of Staff Receiving Equality Training	0	75	-	-	-	All face to face training was suspended during lock-down, however sessions are now being re-booked via Microsoft Teams. Equalities and bias training has recently been mandated by the Leader and a provider is currently being sourced for a digital roll-out which will commence in the next period.

Performance Measure	Q2 Figure (or latest) 2020/21	Target 2020/21	Previous Year (Actual @ Quarter 4 2019/20)	Previous Year (Actual @ Quarter 2) 2019/20	Previous Year (Actual @Quarter 2) 2018/19	Comments
Number of staff trained in Prevent PVE	5	50	81	340	87	<p>All face to face training was suspended during lock-down, however sessions are now being re-booked via Microsoft Teams.</p> <p>Face to face Prevent training for schools has also been on hold, with Education requesting no training promoted until the autumn term. An online Prevent session has been developed for sharing with schools after October half term.</p>

Performance Measures

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

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People & Business Change, Service Plan 2018-22 (2020/21)

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Introduction & Background

The Well-being for Future Generations (Wales) Act 2015 requires all public sector bodies to set Well-being objectives in their Corporate Plans. Newport City Council's Corporate Plan 2017-22 has set four Well-being objectives that supports the delivery of Wales' Well-being Goals:

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

Newport Strategic Recovery Aims

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

People & Business Change (PBC) plays a critical role in enabling the Council to develop its overarching direction, meet its corporate objectives and ultimately enable front line service areas to deliver key outcomes for the people and businesses of Newport. As the Council continues to face significant

short, medium and long term challenges, PBC will be critical in ensuring that service areas have the necessary support and capability meet these challenges.

The service area has five teams: Human Resources; Newport Intelligence Hub; Digital Services; Business Improvement; and Policy, Partnership & Involvement. To support the organisation we have adopted an approach which facilitates organisational change in line with the corporate vision by:

- Delivering a streamlined, professional and integrated service.
- Leading on the implementation of the Digital Strategy across the organisation and beyond.
- Supports the Public Services Board 'One Newport' and delivery of the Wellbeing Plan 2018-23
- Promoting the Well-being for Future Generations Act and 5 Ways of Working principles across the Council and the community.
- Support and enable the Council's service areas to deliver strategic change projects
- Drives performance management, risk management and change culture across the organisation.
- Promotes community cohesion across Newport
- Ensures compliance with the Equalities Act and Welsh Language Standards
- Identifies and develops sector leading practice
- Engages and involves stakeholders in strategic decision making.
- Ensures we have the staff that can make this happen.

Page 86 The principles of this approach are:

- A culture which allows open conversations and is positive, supportive and enables risk taking.
- To undertake challenge in a positive way and be a critical friend to the organisation.
- A joined up approach based on a defined strategy, clear objectives and plan and which supports the organisation.
- A professional approach with improved communications and expectations, which are managed.
- Providing expertise, which has the right experience, qualifications and organisational knowledge.
- Involving the right people in a timely way.

At the start of the 20/21 year the service has been focused on the COVID-19 emergency response and subsequent recovery work. The service has provided the essential Civil Contingencies support from the start of the crisis and continuing, and policy and partnership work has been more important than ever. The Digital and NIH services have supported the new way of working through technology and IT support, and data matching to ensure that shielding letters are issues promptly to vulnerable people in communities across Wales.

To support the Council's continued recovery and move towards the 'new normal', the service also led on the development of the Council's Strategic Recovery Aims, the equalities and cohesion teams are working with minority and marginalised communities in Newport and through our partnership with Monmouth to support people impacted by the health crisis, and also other issues such as Brexit. This service plan has been revised in the light of the emerging work and priorities arising from the crisis.

Finance

The Council's budget for 2020/21 was agreed at [Council](#) on 27th February 2020. In 2020/21 People and Business Change base revenue budget has been set as £8,005,000. For the financial year 2019/20 the budget was set as £7,395,000.

Programmes and Projects

This is a list of the programmes and projects that are being led by People and Business Change that support the delivery of the Council's Corporate Plan.

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) that it supports	Corporate Theme(s)	Does the project support Strategic Recovery Aim(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
iTrent Development Project	To maximise the functionality of the current HR Information System (HRIS) iTrent. Increased functionality will enable greater manager and employee self-service, reducing manual processes and streamlining processes. This project supports the Council's new ways of working project.	Not Applicable	Modernised Council	Strategic Recovery Aim – Sustain a safe, healthy and productive workforce	1 st October 2019	31 st December 2020
Newport Intelligence Hub	Development of a Newport Intelligence Hub is one of the Council's key commitments (Modernised Council) that enables the Council to make evidence based decision making and supports its drive for open access data to all.	Supports all Wellbeing Objectives.	Modernised Council		1 st April 2017	31 st March 2022
New Ways of Working Project	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.	Not Applicable	Modernised Council	Strategic Recovery Aim 3 – Sustain a safe, healthy and productive workforce	1 st April 2020	31 st December 2020

	Developing HR policies and procedures that will support the wellbeing and development of the organisation's staff.					
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Service Plan Objectives and Actions 2020/21

People and Business Change has set 5 Objectives to deliver in 2020/21:

Objective 1 – Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act.

Objective 2 – Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.

Objective 3 – Support the organisation to develop its people to deliver the Corporate Plan and beyond.

Objective 4 – Support the Public Services Board (PSB) and its partners to deliver the Well-being Plan 2018-23 and beyond.

Objective 5 – To ensure the Council is compliant with Equality and Welsh language legislation, and support the organisation in delivering services which promote positive community relations

Objective 1		Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act.				
Objective Outcome(s)		The delivery of this objective will underpin and enable the organisation to deliver its Well-being Objectives and Corporate Themes / Commitments set out in the Corporate Plan. This work will also support the Council to embed the principles of the 5 ways of working (Long Term / Collaborative/ Prevention / Involvement / Integration) across all levels of the organisation.				
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives.				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
1	Development and delivery of the innovation programme which will align and underpin the delivery of the Corporate Plan and support the Council's Strategic Recovery Aims. Ensuring that the innovation programme affects cultural change and supports the principles of the Wellbeing of Future Generations Act.	Enable the Council's service areas to successfully deliver the Corporate Plan, Strategic Recovery Aims and other strategic activity. Will ensure improvements and changes consider the principles in the Well-being of Future Generations Act.	Not Applicable	Business Improvement Team Manager	1 st April 2019	31 st March 2022
2	Development and implementation of a comprehensive communications consultation strategy for the Council's innovation programme.	Internal and external stakeholders are involved and collaborate with each other to deliver the Corporate Plan.	Not Applicable	Business Improvement Team Manager	1 st April 2019	31 st March 2022
3	Management of the Strategic planning framework including the service and improvement planning cycles.	The Council has integrated planning framework that is aligned with workforce planning, finance planning, Performance and risk. The Planning process enables the Council to deliver against the Corporate Plan objectives and innovation programme. Requirements are understood by managers.	Not Applicable	Policy Partnership & Involvement Manager	1 st April 2020	31 st March 2021
4	Management of effective IT services following transition to Shared Resource Service (SRS) by	The council relies heavily on technology and managing work effectively in conjunction with	Not Applicable	Digital Services Manager	1 st April 2020	31 st March 2022

Objective 1		Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act.				
Objective Outcome(s)		The delivery of this objective will underpin and enable the organisation to deliver its Well-being Objectives and Corporate Themes / Commitments set out in the Corporate Plan. This work will also support the Council to embed the principles of the 5 ways of working (Long Term / Collaborative/ Prevention / Involvement / Integration) across all levels of the organisation.				
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives.				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
	establishing strong retained client-side management arrangements, processes and procedures.	the SRS. The client side function is key to maximising the effectiveness and efficiency of service delivery as well as providing strategic and tactical direction.				
5	Supporting and developing the organisation to have a digitally empowered workforce by maximising the opportunities to digitise and streamline processes including the development of the digital infrastructure for the City.	We will provide the necessary support from Digital Services, Intelligence Hub, and Business Improvement Team to identify potential opportunities to invest in new technology to deliver services and enable long term efficiency savings. This will also enable the Council future proof its infrastructure and services for its service users.	Strategic Recovery Aim 3	Head of People & Business Change	1 st April 2019	31 st March 2022
6	Embed the use of data and intelligence to inform service delivery and development of businesses cases that support the Corporate Plan and the Strategic Recovery Aims.	Support service areas to use evidence based information / data that will support service area delivery, business cases and strategic decisions.	Not Applicable	Newport Intelligence Hub Manager	1 st April 2019	31 st March 2022
7	Support service areas to develop robust, evidence based business	Service areas are able to develop robust and evidence based business cases that	Not Applicable	Business Improvement Team Manager	1 st April 2019	31 st March 2022

Objective 1		Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act.				
Objective Outcome(s)		The delivery of this objective will underpin and enable the organisation to deliver its Well-being Objectives and Corporate Themes / Commitments set out in the Corporate Plan. This work will also support the Council to embed the principles of the 5 ways of working (Long Term / Collaborative/ Prevention / Involvement / Integration) across all levels of the organisation.				
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives.				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
	cases and successfully deliver projects.	enable effective decision making and support the delivery of the Council's Corporate Plan. The Business Improvement Team provide expert support and guidance that will enable service areas to successfully deliver their programmes and projects.				
8	Using and Securing Data in line with the Digital Strategy by ensuring effective use of data and information governance processes.	We will ensure that the ICT infrastructure is secure and ensure there are robust business continuity measures and that data is managed safely in accordance with the Data Protection Act.	Not Applicable	Digital Services Manager	1 st April 2019	31 st March 2022
9	We will have mechanisms in place to support organisation through external regulatory reviews (Audit Wales, Estyn and CIW) which will ensure reports and management actions are monitored and reported to the appropriate decision making level.	The organisation is able to use the findings and recommendations from external assurance providers and regulators to improve performance and deliver a successful Corporate Plan.	Not Applicable	Policy Partnership & Involvement Manager	1 st April 2020	31 st March 2021

Objective 1		Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act.				
Objective Outcome(s)		The delivery of this objective will underpin and enable the organisation to deliver its Well-being Objectives and Corporate Themes / Commitments set out in the Corporate Plan. This work will also support the Council to embed the principles of the 5 ways of working (Long Term / Collaborative/ Prevention / Involvement / Integration) across all levels of the organisation.				
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives.				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
10	Provide advice and guidance to service areas to embed the principles of the Future Generations Wales Act.	The principles of the Well-being Act are embedded into decision making processes that will enable the Council to deliver its objectives.	Not Applicable	Policy Partnership & Involvement Manager	1 st April 2020	31 st March 2021
11	Delivery of the Council's Corporate Annual Plan 2019/20 that will self-reflect on the Council's performance to date in delivering its Wellbeing objectives and Corporate Themes.	The Council will produce its Annual Report in accordance with the Wellbeing of Future Generations Act and Local Government Measure 2009. The Annual Report will enable stakeholders to review the Council's progress towards delivering the Corporate Plan and its Wellbeing Objectives. The Annual Report is available in Welsh and English.	Not Applicable	Policy, Partnership & Involvement Manager	1 st April 2020	31 st October 2020
12	Development of a new Digital Strategy that supports the future direction of IT services and infrastructure of the Council.	Newport City Council delivers the next iteration of its Digital Strategy setting out its long term goals of its IT services and infrastructure to enable the Council to achieve its objectives modernising its services.	Strategic Recovery Aim 1	Digital Service Manager	1 st April 2020	31 st March 2022
13	Delivery of improved IT infrastructure for schools with Education and Shared Resource Service (SRS) in	Improving the IT infrastructure in schools will enable schools to meet the Welsh	Strategic Recovery Aim 1	Digital Services Manager	1 st April 2020	31 st March 2022

Objective 1		Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act.				
Objective Outcome(s)		The delivery of this objective will underpin and enable the organisation to deliver its Well-being Objectives and Corporate Themes / Commitments set out in the Corporate Plan. This work will also support the Council to embed the principles of the 5 ways of working (Long Term / Collaborative/ Prevention / Involvement / Integration) across all levels of the organisation.				
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives.				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
	line with Welsh Government "EdTech" funding.	Government's Education Digital Standards and enhance the learning experience for teachers and pupils in Newport schools.				
14	Driving cultural change through new people management approaches that will support the Council's new ways of working.	The Council becomes an employer of choice by having modern practices when managing the workforce, setting a new expectation that what matters is 'people, not process.' This will enable a more mature, empowering culture to develop and will support the Council's new ways of working approach following the Covid 19 pandemic.	Strategic Recovery Aim 3	Human Resources & Organisational Development Manager	1 st April 2020	31 st March 2022
15	Develop and support a new way of working following the Covid 19 pandemic.	Enable the workforce to able to work more flexibly from Council offices, home and other locations securely and safely. To ensure Council offices meet the necessary WG and Covid secure requirements.	Strategic Recovery Aim 3	Head of People & Business Change	1 st July 2020	31 st December 2020

Objective 1		Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act.				
Objective Outcome(s)		The delivery of this objective will underpin and enable the organisation to deliver its Well-being Objectives and Corporate Themes / Commitments set out in the Corporate Plan. This work will also support the Council to embed the principles of the 5 ways of working (Long Term / Collaborative/ Prevention / Involvement / Integration) across all levels of the organisation.				
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives.				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
		Will ensure officers and Members are able to work remotely using digital solutions and appropriate equipment.				

Objective 2		Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.				
Objective Outcome(s)		The outcome(s) of this objective will ensure the organisation has an integrated and consistent approach towards its planning, performance and risk management (inc Business Continuity and emergency planning). This will enable the Council to effectively support, monitor and improve performance.				
What Well-being Objective(s) does this objective support?		Wellbeing Objectives				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
1	Develop and communicate an integrated planning, performance and risk framework that will support the delivery of the Corporate Plan, Strategic Recovery Plan and future planning requirements.	The Council is able to align its Well-being Objectives, Strategic Recovery Aims to Corporate Commitments, Service Plans and key programme / project work. The planning, performance and risk management processes	Not Applicable	Policy, Partnership & Involvement Manager	1 st April 2019	31 st December 2020

Objective 2		Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.				
Objective Outcome(s)		The outcome(s) of this objective will ensure the organisation has an integrated and consistent approach towards its planning, performance and risk management (inc Business Continuity and emergency planning). This will enable the Council to effectively support, monitor and improve performance.				
What Well-being Objective(s) does this objective support?		Wellbeing Objectives				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
		enable all levels of the organisation to make informed, and timely decisions.				
2	Support the Council in developing robust governance arrangements that monitors the delivery of strategic programmes and projects that aligns with the Council's finance, HR, planning, performance and risk management processes.	There are robust governance arrangements in place that support, monitor and provide assurance over the delivery of the Council's strategic programmes and projects. Governance arrangements are aligned with the Council's Finance, planning, performance and risk processes that are able to provide effective decision making and provide assurance.	Not Applicable	Business Improvement Team Manager	1 st April 2019	31 st March 2021
3	Support the development, monitoring and implementation of the Council's forward plan to ensure the objectives of the organisation are appropriately met and within agreed timescales.	Delivery of organisational critical strategic projects and programmes. Providing support and guidance to project leads across the organisation to enable delivery of projects within service areas.	Not Applicable	Business Improvement Team Manager	1 st April 2019	31 st March 2021
4	Play an integral role in the change management process to ensure change initiatives are sustainable and embedded within the organisation.	Achieved on a project level using effective Project Close Down reports, Lessons Learned reports and operational hand over.	Not Applicable	Business Improvement Team Manager	1 st April 2019	31 st March 2021

Objective 2		Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.				
Objective Outcome(s)		The outcome(s) of this objective will ensure the organisation has an integrated and consistent approach towards its planning, performance and risk management (inc Business Continuity and emergency planning). This will enable the Council to effectively support, monitor and improve performance.				
What Well-being Objective(s) does this objective support?		Wellbeing Objectives				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
5.0	Ensure that the organisation is meeting its requirements under the Civil Contingencies Act through delivery of the Civil Contingencies work programme.	Delivery of Civil Contingencies work programme for 20/21. Organisation is supported in all aspects of civil contingencies and business continuity planning. Effective partnership working in place.	Not Applicable	Policy, Partnership & Involvement Manager	1 st April 2019	31 st March 2021
5.1	Ensure the organisation develops and maintains business continuity arrangements at corporate and service area levels, encompassing all critical services.	Robust business continuity arrangements in place at corporate and service area level. Business continuity arrangements updated for all critical services.	Not Applicable	Civil Contingencies Manager	3 rd July 2019	31 st March 2021
5.2	Plan and implement Gold duty officer refresher training to ensure understanding of their roles and responsibilities.	Gold duty officers effective in their role in an emergency. Gold officers understanding their roles and responsibilities , Effective management and communications in the event of incidents.	Not Applicable	Civil Contingencies Manager	1 st April 2020	31 st March 2021
6	Explore opportunities to develop Open Data platform to facilitate proactive publication of data under Freedom of Information	Proactive publication of data for improved availability, public good and to reduce Freedom Of Information requests	Not applicable	Digital Services Manager	1 st April 2019	31 st March 2022

Objective 2		Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.				
Objective Outcome(s)		The outcome(s) of this objective will ensure the organisation has an integrated and consistent approach towards its planning, performance and risk management (inc Business Continuity and emergency planning). This will enable the Council to effectively support, monitor and improve performance.				
What Well-being Objective(s) does this objective support?		Wellbeing Objectives				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
7	To deliver training and development of Council service areas on the Council's approach to planning, performance and risk management.	Officers across the service areas improve their understanding of performance management and risk management. This will enable the Council to effectively demonstrate how it is achieving the Council's Wellbeing Objectives and Corporate Plan and managing its risks.	Not Applicable	Performance & Research Business Partner	1st April 2020	31st March 2021
8	Support the Council's Brexit Task and Finish Group in making preparations for post European Union arrangements for the Council and Newport.	The Council is able to effectively plan, manage and deliver its service activities and core operations depending upon the outcomes of UK-EU negotiations.	Not Applicable	Performance & Research Business Partner	1st April 2020	31st March 2021
9	Develop and digitally enable the workforce to access data, intelligence and management information.	The delivery of this action will improve access to data and enable self-service. It will enable up to date information to make informed decisions and reduce duplication of effort. This work will also increase the awareness of Newport Intelligence Hub across the Council and its partners.	Not Applicable	Newport Intelligence Hub Manager	1st April 2020	31st March 2022

Objective 2		Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.				
Objective Outcome(s)		The outcome(s) of this objective will ensure the organisation has an integrated and consistent approach towards its planning, performance and risk management (inc Business Continuity and emergency planning). This will enable the Council to effectively support, monitor and improve performance.				
What Well-being Objective(s) does this objective support?		Wellbeing Objectives				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
10	Explore opportunities to improve application resilience that will enable continuous development and improve efficiency.	The delivery of this action through collaboration with the SRS and partners will improve the integrity of the Council's systems. This work will also improve the security and capacity of the systems to improve its functionality and any future system developments.	Not Applicable	Newport Intelligence Hub Manager	1 st April 2020	31 st March 2022
11	Manage and deliver the Civil Contingencies response to the COVID-19 pandemic	Effective management and decision making arrangements in place to appropriately respond to the crisis. Work within regional partnerships towards recovery. Service areas supported in decision making and emergency response.	Strategic Recovery Aim 3	Civil Contingencies Manager	1 st April 2020	31 st March 2022

Objective 3		Support the organisation to develop its people to deliver the Corporate Plan and beyond.				
Objective Outcome(s)		This objective supports the organisation in making use of its most important asset - people. The outcome(s) of this objective will support the organisation to maximise the potential of all of its staff; ensure that they have the right skills; and enable resilience / flexibility of the workforce to meet future demands and needs of its stakeholders.				
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
1	We will need to undertake workforce planning to understand what the future skills needs are and demand to deliver our services.	Workforce planning guidance available to managers and is an integral part of service redesign in service areas. Requirements of the post COVID-19 pandemic workforce are understood.	Strategic Recovery Aim 3	Human Resources & Organisational Development Manager	1 st April 2019	31 st March 2022
2	Digital Services provide appropriate support and advice at all levels of the organisation	Digital Services are able to provide support and advice to take advantage of technological developments and to improve efficiency of staff in delivering Council Services. The team will also provide ongoing training and development of staff in relation to Data Protection, Freedom of Information and other legislative requirements.	Not Applicable	Digital Services Manager	1 st April 2020	31 st March 2021
3	Policy, Partnership and Involvement team provide advice, guidance and training to the organisation.	Managers and officers understand their role and contribution towards the delivery of the Wellbeing Plan, Corporate Plan.	Not Applicable	Policy, Partnership & Involvement Manager	1 st April 2020	31 st March 2021

Objective 3		Support the organisation to develop its people to deliver the Corporate Plan and beyond.				
Objective Outcome(s)		This objective supports the organisation in making use of its most important asset - people. The outcome(s) of this objective will support the organisation to maximise the potential of all of its staff; ensure that they have the right skills; and enable resilience / flexibility of the workforce to meet future demands and needs of its stakeholders.				
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
		This action also supports the Council in meeting its legislative requirements under the Wellbeing of Future Generations Act, Welsh Language Standards, Equalities legislation (including the socio economic duty now deferred to March 2021).				
4	Provide appropriate support and advice at all levels of the organisation in the approval, development and implementation of portfolio's programmes and projects.	Using effective governance arrangements and project documentation to assist the decision making process.	Not Applicable	Business Improvement Team Manager	1 st April 2020	31 st March 2021
5	Implement a strategic and whole organisational approach to talent management with pathways to develop and support succession planning.	Career pathways are in place to enable the workforce to understand the possible options for career development	Not Applicable	Human Resources & Operational Development Manager	1 st April 2019	31 st March 2022
6	Delivery of the Human Resources (HR) and Payroll system (iTrent) project across the Council.	As part of the Council's Modernised Council commitment, the improvements to the iTrent system will enable managers and officers to be more self-sufficient with their flexi-time, leave, sickness and individual performance management.	Strategic Recovery Aim 3	Human Resources & Operational Development Manager	1 st April 2020	31 st December 2020

Objective 3		Support the organisation to develop its people to deliver the Corporate Plan and beyond.				
Objective Outcome(s)		This objective supports the organisation in making use of its most important asset - people. The outcome(s) of this objective will support the organisation to maximise the potential of all of its staff; ensure that they have the right skills; and enable resilience / flexibility of the workforce to meet future demands and needs of its stakeholders.				
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
		This work will also rationalise existing legacy systems and improve the workflow between service areas and HR.				
7	To support a healthy workforce, enabling those with long term health conditions to contribute to the objectives of the organisation.	To review the way wellbeing at work is promoted and managed, bringing practices in line with 2020 aspiration To achieve the gold award for corporate health standards. Employees are supported in the post COVID work.	Strategic Recovery Aim 3	Human Resources & Operational Development Manager	1 st April 2020	31 st March 2021
8	To attract and recruit new starters from a broad, diverse background that have and are able to develop the right skills, values and attributes in a modern and digital way.	The recruitment and selection process is reviewed and new ways of recruiting are established. Values based recruitment forms the basis of attraction and recruitment. Digital recruitment is supported.	Strategic Recovery Aim 3	Human Resources & Operational Development Manager	1 st April 2020	31 st March 2021

Objective 3		Support the organisation to develop its people to deliver the Corporate Plan and beyond.				
Objective Outcome(s)		This objective supports the organisation in making use of its most important asset - people. The outcome(s) of this objective will support the organisation to maximise the potential of all of its staff; ensure that they have the right skills; and enable resilience / flexibility of the workforce to meet future demands and needs of its stakeholders.				
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
9	To support employees with their health and wellbeing in the return to work and adapting to the new ways of working post COVID-19.	Employees and manager's health & wellbeing are supported in the return to work and enabling them to adjust to new ways of working. Implementing policies and guidance to support the process.	Strategic Recovery Aim 3	Human Resources & Operational Development Manager	1 st July 2020	31 st March 2021

Objective 4		Support the Public Services Board (PSB) and its partners to deliver the Well-being Plan 2018-23 and beyond.				
Objective Outcome(s)		The delivery of this objective will enable the PSB to deliver against its objectives set out in the Well-being Plan 2018-23 and beyond. This objective will also enable cultural change for the Council and its partners in embedding the principles (Long-term / Prevention / Collaborative / Integration / Involvement) of the Well-being of Future Generations Act into its working practices and decision making processes.				
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	Range of engagement activities delivered including facilitation of the Citizens Panel, 50+ Forum and Youth Council. Managers across all services are supported to involve citizens in decision making. Citizen's views are considered in planning and service delivery.	Sustainable and effective participation forums including youth council, 50+ Forum, citizens panel, activities and feedback Effective feedback mechanisms, including bus Wi-Fi and online surveys. Organisational decisions reflect the involvement requirement. Newport Youth Council being involved with Council policy development and support the 'voice' of young people in matters that impact them. Support the Council to understand the impact that Covid 19 pandemic and lockdown has had on communities across Newport.	Strategic Recovery Aim 4	Policy, Partnership & Involvement Manager	1 st April 2019	31 st March 2022
2	Engagement activity is progressed towards involvement and participation in order to deliver Well-being Objective 4, Strategic Recovery Aims and the Corporate Commitment of the 20 things by 2022.	Deliver participatory budgeting and asset based approaches. Successful funding bids to support communities. Work with Fairness Commission to coproduce better engagement and involvement with communities. Support managers in their engagement with citizens.	Strategic Recovery Aim 4	Policy, Partnership & Involvement Manager	1 st April 2019	31 st March 2022
3	Work closely with partners to ensure we are delivering better services, based on	Effective PSB membership and meetings. Coordination of PSB interventions and work streams.	Strategic Recovery Aim 4	Policy, Partnership &	1 st April 2019	31 st March 2022

Objective 4		Support the Public Services Board (PSB) and its partners to deliver the Well-being Plan 2018-23 and beyond.				
Objective Outcome(s)		The delivery of this objective will enable the PSB to deliver against its objectives set out in the Well-being Plan 2018-23 and beyond. This objective will also enable cultural change for the Council and its partners in embedding the principles (Long-term / Prevention / Collaborative / Integration / Involvement) of the Well-being of Future Generations Act into its working practices and decision making processes.				
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
	clear evidence, whilst identifying and responding to policy challenges. Delivery of the Wellbeing Plan through the PSB.	PSB involvement in Covid 19 recovery work. Delivering the requirements of the Well-Being of Future Generations Act,		Involvement Manager		
Page 104 4	Work of Public Services Board coordinated and facilitated. Coordinate work required to ensure implementation of the requirement of the Well-being of Future Generations Act.	Effective One Newport partnership membership and meetings. Coordination of sub groups delivery of Well-Being Plan activities.	Not Applicable	Policy, Partnership & Involvement Manager	1 st April 2019	31 st March 2022
5	Coordinated and evidence based approach to operational partnership including community safety, environmental and health improvement projects across Newport in line with the Wellbeing Plan.	Effective Safer Newport partnership membership and meetings. Coordination of Safer Newport, sub groups, and related activity. Support Communities with their post Covid 19 Recovery.	Strategic Recovery Aim 4	Policy, Partnership & Involvement Manager	1 st April 2020	31 st March 2022
6	Develop the work of Newport Fairness Commission (FC). Work to embed the work of the Fairness Commission	FC engaged in the work of the Council and wider public sector. Support response to the annual budget setting process.	Strategic Recovery Aim 4	Policy, Partnership & Involvement Manager	1 st April 2020	31 st March 2022

Objective 4		Support the Public Services Board (PSB) and its partners to deliver the Well-being Plan 2018-23 and beyond.				
Objective Outcome(s)		The delivery of this objective will enable the PSB to deliver against its objectives set out in the Well-being Plan 2018-23 and beyond. This objective will also enable cultural change for the Council and its partners in embedding the principles (Long-term / Prevention / Collaborative / Integration / Involvement) of the Well-being of Future Generations Act into its working practices and decision making processes.				
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
	in NCC decision making process.	Work of FC communicated through media and website. Maintain links with NYC and 50+ forum. Support Covid 19 Recovery work and development of future strategies and planning.				
Page 7 105	Support the Armed Forces Forum to coordinate and improve services to veterans, serving armed forces and their families	Effective Armed Forces Forum membership and meetings. Regional and local initiatives supported as required. Successful funding bids and partnership work	Not Applicable	Policy, Partnership & Involvement Manager	1 st April 2020	31 st March 2022
8	Working collaboratively between NIH, Policy Partnership & Involvement and partners to develop geographic, data analytics to support evidence based decision making for the PSB.	The delivery of this action will enable the PSB to develop Wellbeing profiles for Newport and other geographical / data to enable evidence based decision making. NIH supporting the development of the Community Impact Assessment to understand the impact of Covid 19 across the Council's communities.	Strategic Recovery Aim 4	Newport Intelligence Hub Manager	1 st April 2019	31 st March 2022
9	Development and facilitation of partnership working by evolving effective and appropriate means of sharing information.	Evidence based decision making in partnership activity	Not Applicable	Policy, Partnership & Involvement Manager	1 st April 2020	31 st March 2022

Objective 4		Support the Public Services Board (PSB) and its partners to deliver the Well-being Plan 2018-23 and beyond.				
Objective Outcome(s)		The delivery of this objective will enable the PSB to deliver against its objectives set out in the Well-being Plan 2018-23 and beyond. This objective will also enable cultural change for the Council and its partners in embedding the principles (Long-term / Prevention / Collaborative / Integration / Involvement) of the Well-being of Future Generations Act into its working practices and decision making processes.				
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives				
What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
10	Work with colleagues in the Gwent region on work to support Well-Being of Future Generations Act requirements and common themes through Well-Being Plans.	Opportunities identified for regional work and funding. Delivery of changes to the 19-20 annual report through regional funding, Support for and benefit from Gwent wide initiatives.	Not Applicable	Policy, Partnership & Involvement Manager	1 st April 2020	31 st March 2022

Objective 5		To ensure the Council is compliant with Equality and Welsh language legislation, and support the organisation in delivering services which promote positive community relations				
Objective Outcome(s)		The delivery of this objective will ensure that all Council activities, policy making and decision making meets requirements set out in the Welsh Language Standards, Equality Act 2010 and associated Public Sector Equality Duty in Wales.				
What Well-being Objective(s) does this objective support?		Well-being Objective 4 – To build cohesive and sustainable communities.				
What Corporate Theme(s) does this objective support?		Modernised Council Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	To develop and deliver the Authority's Strategic Equality Plan ensuring objectives are achieved and to ensure that NCC meets all other duties under the Equality Act.	Council is compliant with duties set out in Equality Act 2010; Equality impact is considered and mitigated against in service design, decision and policy making ; Inequalities are reduced for people that share Protected Characteristics; Staff are aware of their responsibilities under the Equality Act 2010 The Socioeconomic Duty is embedded within appropriate council processes.	Strategic Recovery Aim 4	Connected Communities Manager	1 st April 2020	31 st March 2021
2	To deliver against the Welsh Government's Community Cohesion Plan and conditions set out in funding arrangements for new Community Cohesion Officers.	Community tensions are monitored and mitigated against Communities are resilient to risks including hate crime and radicalisation EU nationals feel supported and welcomed in the city The community impact of Brexit is minimised. Impact of COVID on communities is understood and programme effectively responds to community tensions and creates a shared sense of identity across the city	Strategic Recovery Aim 4	Connected Communities Manager	1 st April 2020	31 st March 2021
3	To monitor, review and ensure compliance with the Authority's Welsh language Standards, whilst actively	The Council are compliant with legislative requirements. Staff are aware of their responsibilities under the Welsh Language Standards.	Not Applicable	Connected Communities Manager	1 st April 2020	31 st March 2021

Objective 5		To ensure the Council is compliant with Equality and Welsh language legislation, and support the organisation in delivering services which promote positive community relations				
Objective Outcome(s)		The delivery of this objective will ensure that all Council activities, policy making and decision making meets requirements set out in the Welsh Language Standards, Equality Act 2010 and associated Public Sector Equality Duty in Wales.				
What Well-being Objective(s) does this objective support?		Well-being Objective 4 – To build cohesive and sustainable communities.				
What Corporate Theme(s) does this objective support?		Modernised Council Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
Page 108	promoting the Welsh language, internally and across the city.	Service design, policy and decision making are informed by Welsh language considerations. Council services make an active offer of delivery through the medium of Welsh. Communities and partners are positively engaged in the Welsh language agenda. NCC attracts and develops more Welsh speakers.				
	To work towards a workforce that is representative of the community that it serves, embeds equality in its internal processes, and creates an inclusive culture which retains and develops employees from diverse backgrounds, including Welsh speakers.	Staff from underrepresented groups feel valued and listened to. Positive action is used effectively to address areas of under representation at all levels. Improved demographic monitoring results in better workforce planning. Visible representation results in improved trust and confidence from communities.	Strategic Recovery Aim 4	Connected Communities Manager	1 st April 2020	31 st March 2021
	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.	Positive messages about migration are regularly highlighted. Newcomers to Newport are welcomed, and have access to appropriate services. Services, decision and policy making consider the impact on refugees, asylum seekers and migrants. 7 additional families are resettled under the UK Resettlement Scheme.	Strategic Recovery Aim 4	Connected Communities Manager	1 st April 2020	31 st March 2021

Objective 5		To ensure the Council is compliant with Equality and Welsh language legislation, and support the organisation in delivering services which promote positive community relations				
Objective Outcome(s)		The delivery of this objective will ensure that all Council activities, policy making and decision making meets requirements set out in the Welsh Language Standards, Equality Act 2010 and associated Public Sector Equality Duty in Wales.				
What Well-being Objective(s) does this objective support?		Well-being Objective 4 – To build cohesive and sustainable communities.				
What Corporate Theme(s) does this objective support?		Modernised Council Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
6 Page 109	Develop a community impact assessment to understand the impact that Covid 19 pandemic and resultant lockdown has had on Newport's Communities	<p>To deliver a report that examines the impact that the Covid 19 pandemic had on communities across Newport.</p> <p>To understand what impact lockdown measures had on communities and in particular the vulnerable and marginalised.</p> <p>To inform and recommend to the Council areas of development and actions to improve the recovery of communities impacted the most by Covid 19.</p> <p>To inform future strategic and operational planning and assessment of recovery in Newport.</p>	Strategic Recovery Aim 4	Connected Communities Manager	1 st April 2020	31 st September 2020

People and Business Change Performance Measures 2020/21

Performance Measure	National / Local / Management Information	Service Plan (SP) Objective	2018/19 Actual	2018/19 Target	2019/20 Target	2020/21 Target
National Sickness Days Lost	National	Objective 3	10.1 days	8.8 days	8.8 days	8.8
Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees	National	Objective 3	N/A	N/A	New Measure	6 per 1,000 employees
Percentage Freedom of Information Responses completed in time	Local	Objective 2	90%	88%	88%	88%
Percentage of Subject Access Requests responses completed in time	Local	Objective 2	N/A	N/A	75%	75%
Number of employees accessing Welsh language training.	Local	Objective 5	38	150	50	75
Number of Welsh Language Complaints received.	Local	Objective 5	100%	40%	40%	40%
Number of employees trained in Prevent PVE	Local	Objective 4	295	300	250	200
Number of young people actively involved in Newport Youth Council work	Local	Objective 4	11	15	15	15
Percentage of managers undertaking regular check ins.	Local	Objective 3	82.48%	80%	80%	80%
New - Number of staff receiving Equality Training	Local	Objective 5	N/A	N/A	N/A	75

Glossary

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

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

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

Current Service Area Risks 2020/21

Risk Name	Risk Description	Risk Owner	Corporate Risk / Service Risk	Risk linked to Strategic Recovery Aim(s)	Risk linked to Wellbeing Objective	Risk linked to Corporate Theme?	Risk linked to Service Objective?	Inherent Risk Score (0-25)	Target Risk Score (0-25)
Brexit	UK leaving the EU and the financial / operational impact on services.	Head of People & Business Change	Corporate Risk	Strategic Recovery Aim 2	Not applicable	Not applicable	Not Applicable	16	10
Business Continuity	Council is not able to deliver its services due to significant events or incident	Civil Contingencies Manager	Service Area Risk	Yes / All Aims	Not applicable	Not applicable	Service Objective 2	8	4
City Centre Security & Safety	Deliberate acts that pose hazards to people, structure, utilities, reputation and economic impact.	Head of People & Business Change	Corporate Risk	Not Applicable	Wellbeing Objective 2	Thriving City	Not Applicable	20	8
Cyber security	Management and security of the Council's ICT systems.	Head of People & Business Change	Service Area Risk	Not Applicable	Not Applicable	Modernised Council	Service Objective 2	20	10
Data Protection Act	Non-compliance with Data Protection Act 2018	Digital Services Manager	Service Area Risk	Not Applicable	Not Applicable	Not Applicable	Service Objective 2	16	4
Equality Act	Non-compliance with equality legislation (including socio-economic duty).	Connected Communities Manager	Service Area Risk	Not Applicable	Not Applicable	Not Applicable	Service Objective 5	16	6
IT Service & Infrastructure	Delivery of IT Services and infrastructure that support Council services	Head of People & Business Change	Service Area Risk	Yes / All Aims	Not Applicable	Modernised Council	Service Objective 2.	16	6

Risk Name	Risk Description	Risk Owner	Corporate Risk / Service Risk	Risk linked to Strategic Recovery Aim(s)	Risk linked to Wellbeing Objective	Risk linked to Corporate Theme?	Risk linked to Service Objective?	Inherent Risk Score (0-25)	Target Risk Score (0-25)
Welsh Language Standards	Non-Compliance with the Welsh Language Standards.	Connected Communities Manager	Service Area Risk	Not Applicable	Well-being Objective 4	Modernised Council	Service Objective 5	15	6
Workforce Capacity & Capability	The Council cannot deliver the Corporate Plan as it does not have the capacity and capability within the workforce.	HR & OD Manager	Service Area Risk	Strategic Recovery Aim 3	Not Applicable	Modernised Council	Service Objective 3	15	8
New – Covid 19 Page 113	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.	Head of People & Business Change	Corporate Risk	Yes / All Aims	Yes / All objectives	Yes All	Yes	25	6
New - Programme and Project Management Capacity and Capability	The Council cannot deliver the Change Programme as it does not have the programme/ project management capacity and capability within the workforce.	Head of People & Business Change	Service Area Risk	Yes / All Aims	Not Applicable	Modernised Council	Service Objective 3	16	3

Risk Name	Risk Description	Risk Owner	Corporate Risk / Service Risk	Risk linked to Strategic Recovery Aim(s)	Risk linked to Wellbeing Objective	Risk linked to Corporate Theme?	Risk linked to Service Objective?	Inherent Risk Score (0-25)	Target Risk Score (0-25)
New Community Cohesion	- Community cohesion is threatened or disrupted.	Connected Communities Manager	Service Area Risk	Strategic Recovery Aim 4	Objective 4	Resilient Communities	Service Objective 5	16	4

Scrutiny Report

Performance Scrutiny Committee – People

Part 1

Date: 5 November 2020

Subject Forward Work Programme Update

Author Scrutiny Adviser

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

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

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is asked to:

Committee's Work Programme:

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

2 Context

Background

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

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

Forward Work Programme Updates

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

3 Information Submitted to the Committee

- 3.1 The following information is attached:

Appendix 1: The current Committee forward work programme;

4. Suggested Areas of Focus

Role of the Committee

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

- **Forward Work Programme**

Consider:

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

Section B – Supporting Information

5 Supporting Information

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

6 Risk

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

7 Links to Council Policies and Priorities

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

6 Financial Implications

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

7 Background Papers

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

Report Completed: October 2020

Appendix 1

**Performance Scrutiny Committee – Place and Corporate
– Forward Work Programme Update**

Thursday, 19 November 2019 at 5pm		
Topic	Information Required / Committee’s Role	Invitees
<p>2019 - 20 Service Plan Mid-Year Review for:</p> <ul style="list-style-type: none"> • City Services • Finance • Regeneration Investment and Housing 	<p>Performance Monitoring - holding the executive to account for the Council’s performance, focusing on:</p> <ul style="list-style-type: none"> • Achievement of outcomes and actions within service plans; • Scrutinising progress in improvements to areas of poor performance; • Assessing the extent to which performance objectives are contributing to the overall objectives and priorities of the Council including an update upon Corporate Objectives, Actions and Performance Measures. 	<p>Leader of the Council</p> <p>Head of City Services;</p> <p>Cabinet Member for CityServices;</p> <p>Head of Finance;</p> <p>Head of Regeneration Investment and Housing.</p>

Monday, 11 January 2021 at 4pm		
Topic	Information Required / Committee’s Role	Potential Invitees
<p>2021-22 Draft Budget Proposals</p>	<p>Pre decision – to receive and comment on the Cabinet draft proposals as part of the Budget Consultation Process, prior to a final decision being taken by the Cabinet</p> <p>Draft Budget Proposals</p> <ul style="list-style-type: none"> • Scrutinising of Service Area specific proposals within Committee’s remit as part of the budget consultation process; • Assessing the anticipated impact of the budget proposals. 	<p>Strategic Director – Place;</p> <p>Head of Finance;</p> <p>Head of People and Business Change;</p> <p>Head of Law and Regulation;</p> <p>Head of City Services;</p> <p>Head of Regeneration, Investment and Housing.</p>

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