



Agenda

Delegated Decisions - Joint Cabinet Member

Date: Friday 3 March 2023

To: Councillors J Mudd, D Batrouni and L Lacey

Item	Wards Affected
1 <u>People, Policy and Transformation Service Plan 2022-24 (Pages 3 - 28)</u>	All Wards

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Date of Issue: Thursday, 23rd February 2023

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Report

**Leader of the Council,
Cabinet Member for Organisational Transformation,
Cabinet Member for Infrastructure and Assets**

Part 1

Date: 3 March 2023

Subject People, Policy and Transformation Service Plan 2022-24

Purpose To agree People, Policy & Transformation Service Plan 2022-2024 to support the delivery of the Corporate Plan 2022-27.

Author Head of People, Policy & Transformation

Ward All

Summary In November 2022, Newport City Council agreed the delivery of the Council's Corporate Plan 2022-27 to deliver an *Ambitious, Fairer, Greener Newport for Everyone*. To support the delivery of the Corporate Plan, each service area has developed their service plan of their objectives and key priorities.

The People, Policy & Transformation Service Plan 2022-24 has identified four objectives which will support the delivery of the Corporate Plan:

1. Enabling evidence based organisational transformation to improve the delivery and sustainability of service delivery to the communities of Newport.
2. To have an inclusive organisation that supports and encourages its workforce's development, health and well-being and enables improved services delivered to the citizens of Newport.
3. To foster a culture of collaborative working with partners (local and regional) which empowers communities and service users to improve the well-being and long-term sustainability of the city.
4. Effective and sustainable management of assets and properties and support for the Council's goal of becoming a net carbon zero by 2030.

Additionally, the service plan includes the service area's projects and workforce development which will provide continuous improvement of services. To monitor the delivery of services, the Plan also includes key performance measures and risks which could prevent the service from achieving its objectives and/or impact delivery.

The Plans will be subject to six monthly reviews by the Council's scrutiny committees and will support the Council's annual Well-being and Self-Assessment Report.

Proposal For the Cabinet Members to approve the People, Policy & Transformation Service Plan to support the delivery of the Corporate Plan.

Action by Head of Service

Timetable Immediate

This report was prepared after consultation with:

- Performance Scrutiny Committee
- Cabinet Member(s)
- Executive Board
- Corporate Management Team

Signed

Background

In November 2022, Newport City Council approved the Council's Corporate Plan 2022-27 to deliver an *Ambitious, Fairer and Greener Newport for Everyone*. The purpose of the Corporate Plan is to support the Well-being of Future Generations Act in Wales and to improve the delivery of services to the citizens of Newport. The Act requires all public bodies to carry out sustainable development to improve Wales' economic, social, environment and cultural well-being. To meet this statutory requirement, Newport Council must set and publish its Well-being Objectives to maximise its contribution to each of Wales' Well-being Goals. There are seven Well-being Goals set out in the Act:

1. A Prosperous Wales
2. A Resilient Wales
3. A Healthier Wales
4. A More Equal Wales
5. A Wales of Cohesive Communities
6. A Wales of Vibrant Culture and Thriving Welsh Language
7. A Global Responsible Wales

Corporate Plan 2022-27

Newport Council has four Well-being Objectives that are focused on the following areas to meet its overall mission for Newport working to deliver '*an Ambitious, Fairer, Greener Newport for everyone*':

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

To deliver each objective, the Council has identified strategic priorities that it will focus on over the next 5 years. Further detail on the Council's strategic priorities are outlined in the [Corporate Plan](#). Each of these Well-being Objectives support the Well-being of Future Generations Goals.

Service Area Service Plan 2022-24

To support the Corporate Plan, People, Policy & Transformation has developed its Service Plan 2022-24 which provides an overview of its priorities and how it will contribute towards the delivery of the strategic priorities. The service plan has identified four objectives:

1. Objective 1- Enabling **evidence based organisational transformation** to improve the delivery and sustainability of service delivery to the communities of Newport.
2. Objective 2- To have an **inclusive organisation** that supports and encourages its workforce's development, health and well-being and enables improved services delivered to the citizens of Newport.
3. Objective 3- Newport City Council fosters a culture of **collaborative working** with partners (local and regional) which empowers communities and service users to improve the well-being and long-term sustainability of the city.
4. Objective 4- Effective and **sustainable management of assets** and properties and support for the Council's goal of becoming a net carbon zero by 2030.

Each of these objectives is supported by an action plan of key work that will be contributing towards the achievement of the objective. The service plan also includes the key programmes and projects which the service area will be delivering during the course of the Corporate Plan. Some of these projects will be contributing towards the Council's Transformation Plan as well as improving the delivery of the services within the service area. The service plan also recognises the workforce development of its staff

to improve the capacity and capability of staff to achieve the Corporate Plan and deliver continuous improvement.

The service plan includes the key corporate and service area performance measures that it will use to monitor and report progress in the delivery of its key services. Where applicable and in line with the 'ambitious' aim of the Plan, targets have been set by the service area in which it will assess and report its performance. The proposed measures associated with this Plan have changed this year and as such the targets will be reviewed based on the new performance and developing practice and analytics.

For communications more in-depth social media analysis forms part of our wider communication and marketing post-campaign analysis. This considers reach, engagement and demographics, which are all used to inform future work.

The service plan also includes its risk register of Corporate and service area risks which could impact on the delivery of the plan and its services.

Monitoring and Reporting of the Service Plan

The delivery of the Service Plan is monitored every quarter using the Council's Management Information (MI) Hub. Each quarter service areas will be required to provide updates in relation to the progress of its:

- Objectives and Actions
- Projects
- Workforce Development Actions
- Performance Measures
- Risks (Overview)

Heads of Service will meet with Cabinet Members throughout the year and update on progress on specific work, projects and risk, as part of their briefings. Every six months (Mid-Year and End of Year Reviews) the Council's service areas will be subject to Scrutiny review on the progress against their Service Plans with a report also presented to the Council's Cabinet. Risks identified in the Corporate Risk Register are subject to quarterly review by the Council's Governance and Audit Committee and Cabinet.

At the end of every financial year, the Council produces its annual Well-being Self-Assessment Report which assesses its progress against the delivery of the Corporate Plan and the governance & performance arrangements to deliver it. Service Plans support the production of this report.

Financial Summary

Service Plans are delivered within the agreed budgets of the service area which was outlined in the Council's budget at the start of the financial year. Monitoring and reporting of the Council's budget is undertaken as part of the Council's financial reporting to Cabinet.

Financial decisions relating to specific projects and service area activity is taken by officers and Cabinet / Cabinet Member(s) as per the Council Constitutions and governance processes.

Appendix 1 – Service Area Service Plan 2022-24

Risks

Risk Title / Description	Risk Impact score of Risk if it occurs* (H/M/L)	Risk Probability of risk occurring (H/M/L)	Risk Mitigation Action(s) What is the Council doing or what has it done to avoid the risk or reduce its effect?	Risk Owner Officer(s) responsible for dealing with the risk?
Corporate Plan Objectives are not achieved as the	M	L	Service Plans agreed as per the democratic process and subject to scrutiny review.	Corporate Management Team

Council does not have agreed service plans in place.				
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* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Corporate Plan 2022-27

Service Plan 2022-27

Digital Strategy

People Plan (to be developed)

Strategic Equalities Plan 2020-2024

Welsh Language Strategy 2022-2027

Climate Change Plan

Options Available and considered

1. To agree the Service Area Service Plan to support the delivery of the Council's Corporate Plan 2022-27
2. To request further information and reject the approval of the service plan.

Preferred Option and Why

For the Cabinet Member(s) to approve the Service Area Service Plan which will provide strategic focus for the service area to contribute towards the successful achievement of the Corporate Plan 2022-27.

Comments of Chief Financial Officer

All services are required to operate within their approved revenue and capital budgets for that financial year / capital programme respectively. Therefore, it is important that all actions and projects contained within all service plans are delivered within the service revenue and capital resources, both internal and external.

Where new/additional on-going and one-off resources are required to deliver transformational and other projects/actions which meet corporate plan priorities; these will need to be approved for funding in the Council's MTFP and annual budgets through the normal processes. As this will give rise to increased budget pressures and challenges, at a most challenging time for Council budgets, services are strongly encouraged to deliver these, wherever possible, from existing resources. In the context of public sector funding over the medium term, any projects of a transformational nature need to deliver savings and/or additional income wherever possible. Such savings and income need to be clearly identified and realised in support of the overall Council medium term financial plan.

In the case of the People, Policy & Transformation service plan, there are specific risks and issues highlighted within the objectives, actions and risk register contained within the plan, that have potential financial implications. This includes the property estate risk, where a significant maintenance backlog exists. However, the available capital resource, via the Council's annual capital sums, is limited and, therefore, careful prioritisation will be required in order to ensure that the most pressing issues are addressed, avoiding, in the process, the likelihood of asset failure and more significant cost of resolving more significant issues. This risk links with the action identified in relation to understanding the investment required in the Civic Centre. Whilst the action is primarily focussed on creating a suitable office working environment, there is a need to ensure the building is maintained to a sufficient standard and the identified investment needs to address this aspect also.

The service plan also contains actions in relation to the Council's Transformation Programme, which the service is responsible for leading on. The Transformation Programme is a critical area of activity for the Council and has the potential to assist in mitigating the financial challenges being faced by the Council over the medium term. Therefore, it is critical that there is close alignment between the programme and

the Medium Term Financial Plan (MTFP) and savings arising from the programme are incorporated within the MTFP as and when they are identified. In addition, as part of the programme, there will be a clear focus on asset rationalisation. This is an important aspect of the programme, as it could greatly assist with reducing the maintenance backlogs already referenced, as well as providing a key source of capital programme funding through disposals. The asset rationalisation plan will, therefore, need to be aligned with the Council's Capital Strategy, with all opportunities arising from the plan augmenting the capital headroom wherever possible and helping to boost currently constrained capital resources.

Comments of Monitoring Officer

There are no legal implications arising from this Report. The Service Area Plan has been prepared in accordance with the Council's performance management framework and reflects both statutory responsibilities and the strategic objectives and priorities of the Council's Corporate Plan for the relevant service area. Key performance measures and service area risks have been identified for the purposes of quarterly monitoring and reporting throughout the term of the Service Plan.

Comments of Head of People, Policy and Transformation

This service plan has been developed to support the achievement of the new Corporate Plan and embeds the well-being goals of the Well-Being of Future Generations (Wales) Act 2015. The service plan and our corporate plan objectives are ambitious and focused on working collaboratively with our staff, residents, and partners to improve service delivery across the city whilst supporting other related plans and strategies.

Delivery of the plan will be achieved through existing resources and partnerships and there are no direct HR implications.

There is a strong focus on inclusivity with a clear commitment to fairness and equity internally and externally.

Local issues

None.

Performance Scrutiny Committee

The Service Plan was presented to the Performance Scrutiny Committee – Place and Corporate on 5th December 2022. The Feedback and recommendations from the Scrutiny Committee are outlined below and have been considered prior to the approval of the Cabinet Member(s) in this report.

Recommendations and Comments:

- The Committee wished to give their thanks to Officers for attending. The Committee were happy with what was presented within the draft Service Plan.
- The Committee noted that there are an older demographic that might not have access or able to use technology for online services, and that they cannot afford to be left behind. Members advised that we need to make sure as a Council, we are accessible for everyone.
- *Noted, and digital skills and inclusion are considered in the Service Plan and our Digital Strategy themes.*
- In relation to performance measure "**Percentage of managers undertaking regular check-ins**", the Committee would like to see a target of 100%, and would be ideal if managers could meet their staff once a week, whether it be online or face to face. Members took on board how check-ins are currently recorded but suggested that there could be a different approach made to ensure check-ins are regular and targets are met.

The Committee discussed the importance of managers checking in with their staff and teams at least monthly, which is supported from both a well-being and performance management perspective.

As discussed at the meeting these discussions are regular, but the performance measure is collated from the HR system which has not been fully utilised. The check-in requirement has been relaunched this year, post COVID.

The starting point of 23% will mean that 100% is a challenge across all services and we know that we need to work with managers for arrangements for groups of staff for whom a monthly recorded check in is a challenge, such as those not based in offices and working in the field.

The comments of the Committee are noted, and we will continue to work towards a monthly check in for all relevant staff and look to increase the target in future years.

- The Committee discussed **Objective 4, Reference 2** and asked if they could have a list of the Council's assets and land, and also to be made aware if there are any restrictions or availability within the assets and land. Members were advised during the meeting that a project will be put together over the coming months and the service area will share with the Committee.

Noted for the asset rationalisation project.

- The Committee request if the project overview section on the Service Area Projects – “**Digital Strategy Developments and projects to deliver**” – could be rephrased to note that this project is currently in development and what also what the service area are trying to achieve.

Noted and updated in the Plan attached.

The Digital Strategy is in development and was discussed at Overview and Management Scrutiny Committee, July 2022 to agree the themes which are represented in the Plan. Following agreement of the Council's Corporate Plan in November, we are developing the Digital Strategy for approval by Cabinet. The Service Plan may develop further to include projects and programmes of work within the Digital Strategy.

Fairness and Equality Impact Assessment:

For this report, a full Fairness and Equality Impact Assessment has not been undertaken.

As part of the Council's Corporate Plan 2022-27, an FEIA was completed to assess the impact of the Corporate Plan which can be found through the link [here](#). In the development of the Service Plan, these have been aligned to the strategic priorities of the Corporate Plan to support its delivery.

Where specific decisions are required by service areas, a separate FEIA will be completed by the service area and included as part of any proposal for Cabinet / Cabinet Member(s).

Welsh Language Standards:

The final Service Plan will be published in Welsh and English on the Council's website. Where objectives, actions and projects are delivered, these will consider the Welsh Language Standards as required.

Wellbeing of Future Generation (Wales) Act

Under the Well-being of Future Generations Act (Wales) 2015 and its 5 ways of working principles this report supports:

 Long Term	The Objectives set out in the service plan supports the long term Well-being Objectives and strategic priorities of Newport City Council and the wider regional and national delivery. Service areas have considered the short and long term impacts of their objectives and actions in the development of the Plan. In the decision making of the service area in relation to specific projects and work will consider the long term impacts based upon the principles set out in the Well-being Act and as part of any FEIA. As the Plan is delivered the service area will review and consider any emerging opportunities and risks and update the Plan as necessary.
	In the delivery of the service plan, each service area will collaborate locally, regionally and nationally. The service area will also collaborate internally with other service areas and strategic partners as required.

Collaboration	<p>NCC will utilise its existing partnership arrangements such as Gwent Public Services Board (One Newport), Cardiff Capital Region, Gwent Regional Partnership Board and other collaborative arrangements to support the delivery of its objectives.</p> <p>Many of the priorities, programmes and projects in the Plan are building on what the Council has set out in its strategies and plans as well as the priorities set at national and regional levels in Wales.</p> <p>As we progress in the delivery of this Plan we will be working across all sectors whether this is private, public sector, not for profit and voluntary groups to share ideas, find innovative and sustainable solutions to tackle the many issues faced by the Council, communities and businesses.</p>
	<p>Newport City Council's Corporate Plan has set out four key principles:</p> <p>Fair and inclusive – We will work to create fairer opportunities, reduce inequalities in our communities, and encourage a sense of belonging.</p> <p>Empowering – We will work with and support communities, groups, and partners to thrive.</p> <p>A listening council – The views of communities, service users and partners will shape the services we deliver and the places you live in.</p> <p>Citizen Focussed – Everyone who works and represents Newport City Council will put the citizen first, focusing on our core organisational values</p> <p>In the delivery of the service plans, service areas will be using existing mechanisms such as the FEIA process, Consultations, focus groups and general compliments, comments and complaints processes to involve stakeholders in the decision making of key projects, objectives and actions.</p> <p>Service Areas will be contributing towards the Council's Strategic Equality Plan and Participation Strategy to enable citizens, and other key stakeholders to contribute towards the delivery and improvement of services.</p>
	<p>The service plan supports the Council's Corporate Plan 2022-27 and its Well-being Objectives. Within each Plan, they have identified where their own objectives contribute towards the delivery of the Plan. As we progress with the delivery of the Corporate Plan and service plans we will be working with our local and regional partners to help support the achievement of ours and their vision and objectives. For example, Newport Council will be working with Cardiff Capital Region, Gwent Public Services Board, Regional Partnership Board and the individual organisations to ensure there is synergy in our aims for Newport and to ensure Newport maximises the opportunities offered through integrated approaches that will benefit Newport's communities.</p> <p>Service plans are also aligned to the Council's Strategies such as Climate Change Plan and Digital Strategy as examples. Where there are specific actions to deliver these, the service plans have integrated these into its objectives.</p> <p>As we deliver against our Well-being Objectives and priorities, the Corporate Plan will evolve, considering the ongoing external and internal changes of the organisation and the city. As an organisation we regularly review and challenge ourselves on our objectives, priorities and Plans to ensure they reflect the priorities of communities and the Council.</p> <p>This will also mean considering and integrating the Well-being Act's sustainable principle and of 5 ways of working, Equality Impact Assessment including Socio-economic duty, and Marmot principles in the decisions we make.</p>
	<p>Each of the objectives have considered the actions that we will need to take now to prevent problems from taking place or getting worse across our communities and Council services in the long-term. The Corporate Plan provides many opportunities to tackle the increasing demand faced by our services and getting to the root causes of these pressures.</p> <p>Service Plans have included objectives and actions which aim to prevent the issues being faced now and to find long term solutions to prevent impacts on future generations.</p> <p>Through involvement and collaboration with our partners, communities and businesses we will be designing and delivering services to improve their outcomes and ensure long term sustainability for communities and the Council.</p>

Consultation

See Scrutiny comments outlined above. We have also worked with service managers and our teams to develop the Plan.

Background Papers

Corporate Plan 2022-27

Dated: 16 February 2023



People, Policy & Transformation Service Plan 2022-24

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Cabinet Member for Organisational Transformation	Councillor Dimitri Batrouni
Leader and Cabinet Member for Economic Growth and Strategic Investment	Councillor Jane Mudd
Cabinet Member for Infrastructure and Assets	Councillor Laura Lacey
Director for Transformation & Corporate	Rhys Cornwall
Head of Service	Tracy Mckim

Introduction

Newport City Council's Corporate Plan 2022-27 has four Well-being Objectives to support its mission to deliver *an Ambitious, Fairer, Greener Newport for everyone* and contribute towards Wales' Well-being Goals set in the Well-being of Future Generations Act. To support the delivery of these objectives and strategic priorities, each service area has developed their service plan. The People, Policy & Transformation Service Plan 2022-24 outlines its own priorities and how the service will contribute towards the Corporate Plan and deliver continuous improvement.

The People, Policy & Transformation (PPT) Service Area is part of the Council's Transformation & Corporate Directorate. The service area plays a critical role enabling the Council to develop, promote and deliver its strategic priorities; enable its staff to deliver its services across Newport, and transform its services to meet the needs of its residents, service users and staff. PPT is responsible for key corporate services such as Human Resources & Organisational Development, including health & safety, Policy & Partnership, Digital Services and Intelligence Hub, Assets, Communications and the Transformation team.

PPTs goal is to progress the strong work completed in the last five years for Newport Council to be an inclusive organisation which represents the people of Newport, enables communities to be involved in the decisions we make and to ensure fair and equitable access to our services (digital and in-person). This Plan also supports the wider work of Newport Council with its Gwent Public Services Board (PSB) partners across the region and in Newport through the delivery of the Gwent Well-being Plan. Additionally, we will also be supporting and delivering other partnership work throughout Newport working with communities and other stakeholders through its Safer Newport, Welsh Language and Equalities work.

As the Council has emerged from the pandemic and now the cost of living crisis, we will build upon the innovative and transformational work utilising our digital services and technology that will enable residents, businesses and other stakeholders to access the services when they need it. We will also support the organisation's staff to have the capability and capacity to work more flexibly across Newport and to use our buildings and assets more efficiently contributing towards the carbon reduction and delivery of the Climate Change Plan.

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People, Policy & Transformation Objectives

Objective 1 - Enabling evidence based organisational transformation to improve the delivery and sustainability of service delivery to the communities of Newport.

Objective 2 - To have an inclusive organisation that supports and encourages its workforce's development, health and well-being and enables improved services delivered to the citizens of Newport.

Objective 3 - Newport City Council fosters a culture of collaborative working with partners (local and regional) which empowers communities and service users to improve the well-being and long-term sustainability of the city.

Objective 4 - Effective and sustainable management of assets and properties and support for the Council's goal of becoming a net carbon zero by 2030.

Transformation Plan / Service Area Projects

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
New Normal Project	<p>Building on the lessons learned from the pandemic continue work to enable the workforce to able to work more flexibly from Council offices, home and other locations securely and safely.</p> <p>Collaborating with Newport Norse, Facilities and Health & Safety to ensure Council offices meet the necessary requirements.</p> <p>Collaborating with SRS to ensure officers and Members are able to work remotely using digital solutions and equipment.</p> <p>Developing HR practices that support the wellbeing and development of the organisation's staff.</p>	Well-being Objective 4	Digital Services Manager	Quarter 4 2022/23
Review and redesign of the corporate website	To develop a more user-friendly website with improved navigation, accessibility, and responsive design for effective use on all devices.	Well-being Objective 4	Strategic Communications Manager	Quarter 1 2024/25
Asset Rationalisation	Reduction in the land and assets owned by the Council, and current and future maintenance and running costs. Increased community asset transfer. More efficient use of the estate.	Well-being Objective 4	Head of People, Policy and Transformation	Quarter 4 2024/25
Digital Strategy projects	<p>The Digital Strategy is in development with key themes agreed as:</p> <ul style="list-style-type: none"> • Digital transformation • Digital skills and inclusion • Data and collaboration • Digital infrastructure and connectivity • Projects will be developed to support these themes and actions within them. 	Well-being Objective 4	Digital Services Manager	Quarter 4 2023/24

Workforce Development

To support workforce development across the People, Policy and Transformation the following actions have been identified as priority between 2022-24.

Action	Outcome(s) of Action Delivery	Responsible Officer (Service Manager)	Action Start Date	Anticipated Completion Date
Undertake analysis of demands of the service to deliver the new Corporate Plan.	Restructure in relevant areas to meet ongoing demands following the senior management restructure.	Head of Service	1 st October 2022	31 st March 2023
Working in partnership with HR&OD Business Partner review succession planning in service area.	Improve the resilience of service area teams, provide career pathways and improve the retention of staff.	Head of Service	1 st October 2022	31 st March 2024
Undertake an analysis of current skills, particularly in business-critical areas.	Improve the capacity and capability of teams and develop technology / digital solutions.	Head of Service	1 st October 2022	31 st March 2023

Service Area Objectives and Action Plan 2022-24

Objective 1		Enabling evidence based organisational transformation to improve the delivery and sustainability of service delivery to the communities of Newport.				
Objective Outcome(s)		Enabling the Council to develop, promote and deliver its strategic priorities; enable its staff to deliver its services across Newport, and transform its services to meet the needs of its residents, service users and staff.				
Corporate Strategy and/or Strategic Plan supported (If Applicable)		Corporate Plan 2022-27 Digital Strategy People Plan (to be developed)				
Well-being Objective Supported (If Applicable)		Well-being Objective 2 - A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future. Well-being Objective 4 - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.				
Well-being Strategic Priorities Supported		WBO 2 / Strategic Priority 6 - Collaborate and support investment into a digital infrastructure which will provide equitable access for residents and businesses across Newport. WBO 4 / Strategic Priority 1 - Become an inclusive organisation that represents the citizens of Newport, providing equitable opportunity for people to succeed and places the citizen at the centre of decision making. WBO 4 / Strategic Priority 4 - Provide fair access to the council's in-person and digital services, including digital skills training and support. WBO 4 / Strategic Priority 5 - Promote and improve the way in which residents and businesses can interact with the council's democratic process and decision making.				
Objective Owner(s)		Head of People, Policy and Transformation/ Digital Services Manager				
Reference	Action	Action Outcome(s)	Strategic Priority Strategy / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	Development and delivery of the transformation programme which align and underpin the delivery of the Corporate Plan. Ensuring that projects and programmes support cultural change and the principles of the Wellbeing of Future Generations Act.	Enable the Council's service areas to successfully deliver the Corporate Plan, and other strategic activity. Improvements and changes consider the principles in the Well-being of Future Generations Act.	Continuous Improvement	Head of People, Policy and Transformation	1 st October 2022	31 st March 2024
2	Development implementation of and a communications and consultation strategy for the Council's transformation programme.	Internal and external stakeholders are involved and collaborate with each other to deliver the Corporate Plan.	WBO 4 / Strategic Priority 5	Strategic Communications Manager	1 st October 2022	31 st March 2024

3	Review, update and implement the Strategic planning framework including the service and improvement planning cycles.	Updated Planning, Performance and Risk Management Framework including supporting policies. This will support the delivery of the Corporate Plan, and to meet the new Self-Assessment requirements of the Local Government Act. Once approved communication and ongoing training will be provided to service areas.	Continuous Improvement Self-Assessment	Policy and Partnership Manager	1 st October 2022	31 st March 2023
4	Develop evidenced and intelligence-based decision making. Support service areas to develop robust, evidenced business cases and successfully deliver projects.	Evidence based decision making with insight developing into actions. Intelligence supporting the developing digital plan and transformation programme. Robust and evidence-based business cases that enable effective decision making and support the delivery of the Council's Corporate Plan.	Continuous Improvement	Newport Intelligence Hub (NIH) Manager	1 st October 2022	31 st March 2024
5	Transforming services through innovative use of digital technology. <i>(Digital Strategy – Theme Digital Transformation)</i>	Better use of digital technology that is effective, easy to use and meets user needs in use, such as new solutions for staff, improving self-service improved web site, digital climate change work. Development of innovative systems.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	Digital Services Manager	1 st November 2022	31 st March 2027
6	Development of digital skills of citizens, employees and members <i>(Digital Strategy Theme Digital Skills and Inclusion)</i>	Improved digital skills of the workforce, citizens, and members and support for improved access to digital technology. Includes digital skills programme, public Wi-Fi and Workforce Strategy.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	Digital Services Manager	1 st November 2022	31 st March 2027

	Improved use of data to inform service delivery and increase collaboration. <i>(Digital Strategy – Theme Data and Collaboration)</i>	Increased collaboration and use of data and build on information security governance, secure systems and processes. Improves system resilience and reliability through partnership with the SRS.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	Newport Intelligence Hub Manager	1 st November 2022	31 st March 2027
8	Work with partners to develop infrastructure and connectivity in the City. <i>(Digital Strategy – Theme Digital Infrastructure and Connectivity)</i>	Improved digital infrastructure and connectivity for the city and for the council.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	Digital Services Manager	1 st November 2022	31 st March 2027
9	To base future strategic communication planning on a needs/wants-based analysis, reflecting the digital priorities of the Council.	Consultation with residents on communications usage and preferences. Consultation with internal clients and stakeholders on communication needs. Evidenced based development of corporate communication channels, based on needs and reflecting digital priorities.	WBO 4 / Strategic Priority 5	Strategic Communications Manager	1 st October 2022	31 st December 2023
10	Innovative development and use of systems and solutions to maximise the benefits of the Council's system assets.	Better use of existing/new systems and solutions to meet and develop user and service needs Improve system collaboration by expanding cross-system integration and exploiting functionality to its fullest.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	Newport Intelligence Hub Manager	1 st November 2022	31 st March 2027

Objective 2		To have an inclusive organisation that supports and encourages its workforce's development, health and well-being and enables improved services delivered to the citizens of Newport.				
Objective Outcome(s)		To enable the Council to become an inclusive organisation that supports and encourages its workforce's development, health and well-being and enables improved services delivered to the citizens of Newport through our equalities work.				
Corporate Strategy and/or Strategic Plan supported (If Applicable)		<p>Corporate Plan 2022-27 Strategic Equalities Plan 2020-24</p> <p>Welsh Language Strategy 2022-24</p> <p>People Plan 2023-27</p>				
Well-being Objective Supported (If Applicable)		<p>Well-being Objective 1 - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.</p> <p>Well-being Objective 4 - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.</p>				
Well-being Strategic Priorities Supported		<p>WBO 1 / Strategic Priority 7 - Increase the number of Welsh speakers in Newport by improving access to Welsh education, supporting businesses, and promoting the Welsh language.</p> <p>WBO 4 / Strategic Priority 1 - Become an inclusive organisation that represents the citizens of Newport, providing equitable opportunity for people to succeed and places the citizen at the centre of decision making.</p> <p>WBO 4 / Strategic Priority 8 - Become a living wage city helping people out of poverty and provide opportunities to retrain, learn new skills and find long-term work.</p>				
Objective Owner(s)		Human Resources & Organisational Development (HR & OD) Manager/ Policy & Partnership Manager				
Action Reference	Action	Action Outcome(s)	Strategic Priority Strategy / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
Page 19 1	To Develop a People Plan to run alongside and support the Corporate Plan.	The people plan will have key outcomes for delivery over the next few years and develop the workforce requirement in delivering the corporate plan.	WBO 4 / Strategic Priority 1	HR & OD Manager	1 st October 2022	30 th June 2023
2	Review of staff performance management and the use of the check-in and performance review facilities.	The outcomes of this action will ensure the Council's performance management processes meet the needs of the workforce and enable staff to contribute towards improving the delivery of their services and Corporate Plan.	Continuous Improvement	HR & OD Manager	1 st October 2022	31 st December 2023
3	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.	Continuous Improvement	HR & OD Manager	1 st October 2022	31 st March 2024

4	Increase diversity, offering various opportunities to work for Newport City Council including at an entry point level with schemes for apprenticeships, traineeships, graduates and volunteering.	Develop an entry points framework that supports the aspirations of increasing diversity. Workforce better reflects the make up of the communities we serve.	WBO 4 / Strategic Priority 1	HR & OD Manager	1 st October 2022	31 March 2024
5	An organisation where the health, safety and well-being of our workforce is supported and promoted by all staff across the Council.	Ongoing review and support of compliance in Health and Safety following reviews of service areas specific requirements and obligations. Better understanding by managers of health and safety and well-being obligations.	Continuous Improvement	HR & OD Manager	1 st October 2022	31 st March 2024
6	Ensure key decisions within NCC support the principles of equalities, fairness and Welsh Language.	Delivery of the Strategic Equalities Plan and Welsh Language Strategy aspirations. Update the Fairness and Equalities Impact assessment and provide training and support to ensure all relevant officers are clear on their role and key aspects of each including requirements against Welsh Language Standards and Strategy. Support the achievement of the Strategic Objectives contained within the Strategic Equalities Plan. Support collaborative working and develop understanding of fairness with Newport Fairness Commission.	WBO 1 / Strategic Priority 7 WBO 4 / Strategic Priority 1	Policy & Partnership Manager	1 st October 2022	31 st March 2024
7	Through our partnership work support the development of a living wage city.	Ensure that our People Plan and wider partnership work programme supports the development of a Living Wage City. Develop an organisational understanding of this and the links to the poverty and skills agenda.	WBO 4 / Strategic Priority 8	Policy & Partnership Manager	1 st October 2022	31 st March 2024

Objective 3		Newport City Council fosters a culture of collaborative working with partners (local and regional) which empowers communities and service users to improve the well-being and long-term sustainability of the city.				
Objective Outcome(s)		Partnership working with a range of partners including One Newport and Gwent Public Services Board (PSB) partners across the region through the delivery of the Gwent Well-being Plan. Range of partnership work supported and developed.				
Corporate Strategy and/or Strategic Plan supported (If Applicable)		Corporate Plan 2022-27 Gwent Public Services Board Well-being Plan 2023-28				
Well-being Objective Supported (If Applicable)		Well-being Objective 3 - Newport is a supportive city where communities and care are at the heart of what we do. Well-being Objective 4 - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.				
Well-being Strategic Priorities Supported		WBO 3 / Strategic Priority 7 - Promote positive community inclusion and culture by engaging with key stakeholders and communities to address issues of anti-social behaviour and crime. WBO 4 / Strategic Priority 1 - Become an inclusive organisation that represents the citizens of Newport, providing equitable opportunity for people to succeed and places the citizen at the centre of decision making. WBO 4 / Strategic Priority 7 - Generate opportunities to build wealth across Newport's communities through progressive procurement of goods and services and other initiatives such as participatory budgeting				
Objective Owner(s)		Policy & Partnership Manager				
Reference	Action	Action Outcome(s)	Strategic Priority Strategy / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
Page 21 1	Facilitate, coordinate, and contribute to key partnerships that support the delivery and achievement of the Gwent Public Services Board and One Newport Local Delivery Group to improve the health and wellbeing of residents across Newport and wider Gwent.	Coordination of, and contribution to One Newport and associated intervention boards Development of Newport's Local Action Plan Contribution and support to Gwent Public Service Board (PSB) meetings, supporting officer group and regional Wellbeing Plan. Support for related local partnerships.	WBO 4 / Strategic Priority 1 Gwent Well-being Plan 2023-28	Policy & Partnership Manager	1 st October 2022	31 st March 2024
2	Expand and further develop the organisations data and intelligence service delivery model, improving the depth and breadth of the Intelligence Hub's utilisation within the Council's and our partners thinking.	Development of community wellbeing assessments; partnership work informed by intelligence. Transformation, business cases and service delivery informed by intelligence and data. Newport Intelligence Hub offer extended to partners. Grant funding bids across a range of	Continuous Improvement.	Newport Intelligence Hub (NIH) Manager	1 st October 2022	31 st March 2024

		partnerships supported by evidence.				
3	Engage in and contribute to key partnership projects, supporting effective communications.	Representation on key partnership communication working groups (such as Regional PSB, Safer Streets, Pill Masterplan, Purple Flag etc)	WBO 4 / Strategic Priority 1 WBO 4 / Strategic Priority 7 Gwent Well-being Plan 2023-28	Strategic Communications Manager	1 st October 2022	31 st March 2024
4	Support for and coordination of the Safer Newport community safety partnership and related programme of activity.	Delivery of Safer Newport engagement and project work. Coordination of the partnership. Coordination with regional and national partnerships.	WBO 3 / Strategic Priority 7	Policy & Partnership Manager	1 st October 2022	31 st March 2024
5	Support, facilitate and coordinate activities and forums to ensure active participation of service users, communities, and citizens in developing and informing key strategic decisions and delivery of services across the city.	Work in partnership with key partners, citizens, and forums to ensure the voices of citizens influence and participate in council decisions Improve the engagement and involvement of Newport's diverse and Welsh Language communities in the delivery of Council's services.	WBO 3 / Strategic Priority 7 WBO 4 / Strategic Priority 1	Policy & Partnership Manager	1 st October 2022	31 st March 2025

Objective 4		Effective and sustainable management of assets and properties and support for the Council's goal of becoming a net carbon zero by 2030.				
Objective Outcome(s)		Support for the organisation's staff to have the capability and capacity to work more flexibly across Newport. Using our buildings and assets more efficiently contributing towards the carbon reduction and delivery of the Climate Change Plan.				
Corporate Strategy and/or Strategic Plan supported (If Applicable)		Corporate Plan 2022-27 Climate Change Plan 2022-27 Asset Management Strategy				
Well-being Objective Supported (If Applicable)		Well-being Objective 2 - A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future. Well-being Objective 4 - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.				
Well-being Strategic Priorities Supported		WBO 2 / Strategic Priority 1 - Become a net zero carbon council and city through the delivery of the Council's Organisational Climate Change Plan and Local Area Energy Plan. WBO 4 / Strategic Priority 2 - Transform our neighbourhood and community services to enable communities to make best use of land and property through community asset transfer. WBO 4 / Strategic Priority 3 - Deliver our organisational Climate Change Plan to become a net zero organisation by 2030. WBO 4 / Strategic Priority 6 - Rationalise, protect, and enhance our buildings and assets enabling co-productive working environments with our strategic partners, public sector bodies and other organisations.				
Objective Owner(s)		Head of People, Policy and Transformation/ Property Manager				
Action Reference	Action	Action Outcome(s)	Strategic Priority Strategy / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	Following the introduction of our 'New Normal' working policies and new Corporate Plan we will review our Strategic Asset Management Plan, and Disposal and Asset transfer strategies. This will be supported by an asset rationalisation programme in our Transformation Plan.	Effective asset management, disposal and asset transfer arrangements. Savings achieved and ongoing spending commitments reduced through asset and land rationalisation programme. Plan implemented.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 2 WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 6	Property Manager	1 st October 2022	31 st March 2023
2	Develop and manage effective contract management arrangements with Newport Norse.	Implement a renewed governance framework and key performance indicators to support effective contract monitoring and improved outcomes from the joint venture partnership.	Continuous Improvement	Property Manager	1 st October 2022	31 st March 2024

	Adherence to the Corporate Landlord Policy and ensuring that all Premises Managers are accountable and responsible.	Ensuring there is an up to date and comprehensive list of premise managers and that all premise managers have received NCC training. There is also a need to ensure that all service departments and schools adhere to the corporate landlord policy. Any instances of non-adherence are evidenced and reflected upon for future reference and learning.	Continuous Improvement	Property Manager	1 st October 2022	31 st March 2024
4	Establish the Civic Centre investment requirements to provide a suitable office environment for NCCs “new normal”.	Programme of works for the Civic Centre to make it a suitable and modern office environment for staff as part of the wider strategic asset programme.	WBO 4 / Strategic Priority 6	Property Manager	1 st October 2022	31 st March 2023
5	People, Policy and Transformation supporting the Council's Climate Change Plan delivering its theme ' <i>Organisational Culture and Leadership</i> '.	Deliver the actions that have been assigned to People, Policy and Transformation that will improve the organisational culture and leadership to reducing the Council's carbon emissions.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 3 Climate Change Plan 22-27	HR& OD Manager	1 st October 2022	31 st March 2024
6	People, Policy and Transformation supporting the Council's Climate Change Plan delivering its themes ' <i>Our Buildings</i> ', ' <i>Our Land</i> ' and ' <i>Procurement</i> '	Deliver the actions that have been assigned to People, Policy and Transformation that will improve the building efficiency, enhance and protect land, and procurement arrangements reducing the Council's carbon emissions,	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 2 WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 6 Climate Change Plan 22-27	Property Manager	1 st October 2022	31 st March 2024
7	People, Policy and Transformation supporting the Council's Climate Change Plan delivering its theme ' <i>Transport and Mobility</i> '.	Deliver the actions that have been assigned to People, Policy and Transformation that will improve the use of transport and reducing the Council's carbon emissions.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 2 WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 6	HR & OD Manager	1 st October 2022	31 st March 2024

			Climate Change Plan 22-27			
8	People, Policy and Transformation supporting the Council's Climate Change Plan delivering its theme ' <i>Wider Role</i> '.	Deliver the actions that have been assigned to People, Policy and Transformation that will improve the Council's role in reducing the Council's carbon emissions in Newport and wider region.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 2 WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 6 Climate Change Plan 22-27	Policy and Partnership Manager	1 st October 2022	31 st March 2024

Performance Measures

Performance Measure Title / Description	Frequency (Quarterly / Half-yearly / Annual)	Performance Measure Owners	Name of Data Provider	Actual 20/21	Actual 21/22	Target 21/22	Target 2022/23
NCC Sickness Days Lost	Quarterly	HR & OD Manager	Newport Intelligence Hub		10.06 days	9.23 days	10.06 days
Number of Apprentices per 1,000 employees.	Annually	HR & OD Manager	Newport Intelligence Hub	29 per 1,000 employees	20 per 1,000 employees	20 per 1,000 employees	20 per 1,000 employees
Percentage of managers undertaking regular check-ins	Monthly	HR & OD Manager	Newport Intelligence Hub	No Data	23.9%	80%	80%
Number of staff undertaken Equality, Diversity, and Inclusion training.	Quarterly	Policy & Partnership Manager	Newport Intelligence Hub or Senior Equalities Officer	7%	168	200	240
(New) % of staff that are able to speak Welsh at least intermediate of above level.	Half Yearly	Policy & Partnership Manager	Newport Intelligence Hub				20%
(New) Number of Council staff completing Welsh language training.	Half Yearly	Policy & Partnership Manager	Newport Intelligence Hub				180
Percentage Freedom of information Responses completed on time	Quarterly	Digital Services Manager	Information Manager	90.8%	89.51%	88%	88%
Percentage of Subject Access Requests responses completed in time	Quarterly	Digital Services Manager	Information Manager	60%	71.1%	75%	75%
New Percentage of complaints to the PSOW intervention	Quarterly	Digital Services Manager	Complaint Resolution Manager	11%	11%	N/A	Less than 14%
Total number of social media followers.	Quarterly	Strategic Communications Manager	Strategic Communications Manager	37,223	41,700 Facebook- 21,220 Twitter- 20,500	34,000	45,000

Service Area Risk Register

Risk Title	Risk Description	Risk Owner	Inherent Risk Score	Target Risk Score	Corporate / Service Risk
Information and Cyber Security	Management and security of the Council's ICT systems to protect personal and sensitive data from theft and loss whilst also maintaining business continuity and integrity of our systems.	Digital Services Manager	12	8	Corporate Risk
Newport Council Property Estate	NCC has a significant property estate covering over 170 operational buildings (circa) such as the Civic Centre, Telford Depot, schools etc. The Council has to ensure the estate is maintained to required standards to enable access, safety, security and in the long term sustainable for staff and residents to use.	Property Manager	16	12	Corporate Risk
Equalities Act and Welsh Language Standards	Non-compliance with equality legislation (including socio-economic duty) and welsh language standards.	Policy & Partnership Manager	16	6	Service Risk
IT Connectivity	The delivery and achievement of the Council's Corporate Plan objectives is reliant on having the necessary connected IT service and infrastructure provision in place.	Digital Services Manager	16	6	Service Risk
Programme and Project Management Capacity and Capability	The Council is unable to effectively deliver strategic programme and projects as there is insufficient capacity and capability to provide project management support	Head of People Policy and Transformation	16	8	Service Risk
Recruitment & Retention	The Council cannot deliver the Corporate Plan as it is unable to recruit or retain staff within its workforce	HR & OD Manager	12	9	Service Risk

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