



**People & Business Change**  
**Service Plan Mid-Year Review 2019-20**

***Cabinet Members for the service area: Community & Resources - Councillor David Mayer,  
For matters relating to partnerships, performance, fairness and strategic planning – Leader,  
for Civil Contingencies CM City Services, and Equalities – Deputy Leader.***

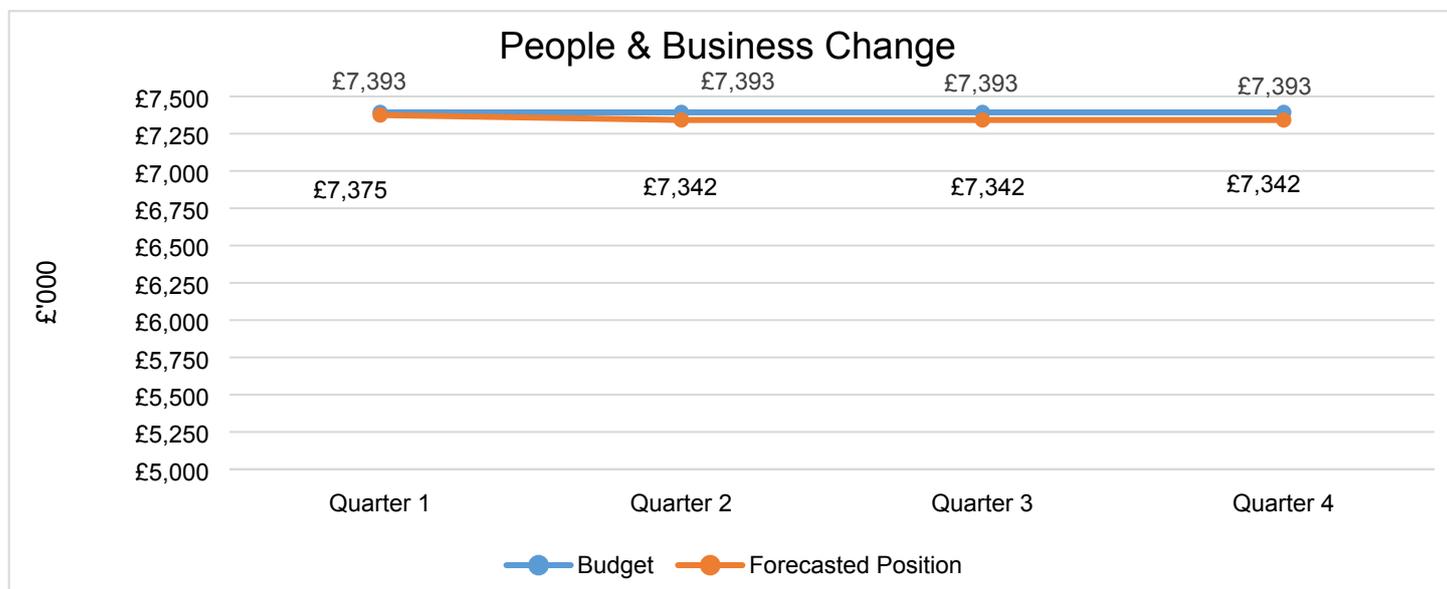
**Head of Service – Rhys Cornwall / Tracy McKim**

## Introduction

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 (HR); Newport Intelligence Hub; Digital Services; Business Improvement Team; and Policy, Partnership & Involvement.

## 2019/20 Budget



To support the delivery of the Council's Corporate Plan 2017-22, the People and Business Change Service Plan 2018-22 focuses on the delivery of:

- **Well-being Objective 4** – To build cohesive and sustainable communities.
- **Corporate Theme** - Modernised Council

The 2019/20 Service Plan has identified 5 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.**

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.

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

The outcome(s) of this objective will ensure the organisation has an integrated and consistent approach towards its planning, performance and risk management (including Business Continuity and emergency planning). This will enable the Council to effectively support, monitor and improve performance.

### **Objective 3 - Support the organisation to develop its people to deliver the Corporate Plan and beyond.**

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.

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

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.

#### **Objective 5 - To support and enable all Council activities and decision making to comply with the requirements of the Welsh Language Standards and the public sector equality duties.**

The outcome(s) of this objective will ensure that all Council activities and decision making adheres to the requirements set out in the Welsh Language Standards and the Equalities Act 2010 and the Public Sector Equality Duty in Wales.

### **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. As outlined in the report for 2019/20 the service area continues to perform well across a range of activities against our strategic objectives.

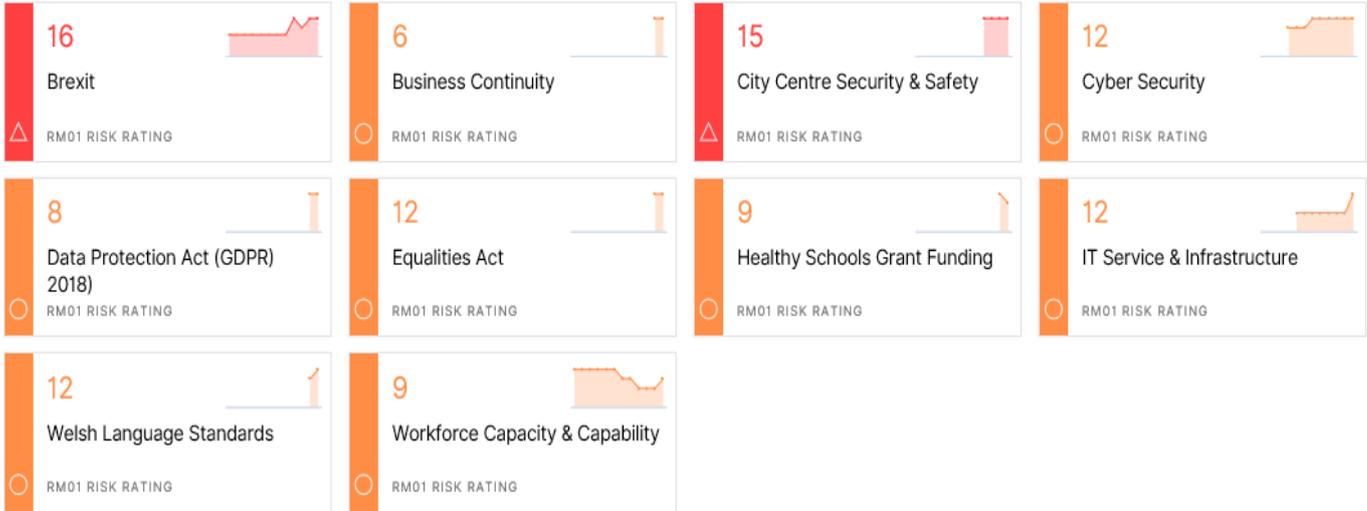
Ensuring the delivery of major strategic projects that impact across the organisation, and the development of HR Manager Self-Serve processes will be key to the modernisation programme, supporting managers across the Council to work in new ways. These developments and the progress of Newport Intelligence Hub in embedding the use of data and intelligence across the Council, support key corporate plan outcomes and the development of evidence based planning and priorities, which will become 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 MiHub system and considerable development has happened in this area, as evidenced in the mid-year performance reports and our risk management reporting. 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. In the first half of the year we have finalised and published the first annual report for the Newport Wellbeing Plan, alongside other important reports such as the NCC Annual Report recently approved by Cabinet, Strategic Equalities and Welsh Language Annual Reports. We are also now planning for the new Strategic Equalities Plan which will be published next year developed and delivered by the Strategic Equalities Group.

Planning for Brexit has been key over the last six months, 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 digital team also leads on information management and has recently published the Annual Information Management Risk Report, and we are now preparing for the Council's PSN compliance renewal.

## Service Area Risks



## Glossary

Note – Actions and performance measures with a green status, commentary is optional.

### Actions (Red / Amber / Green)

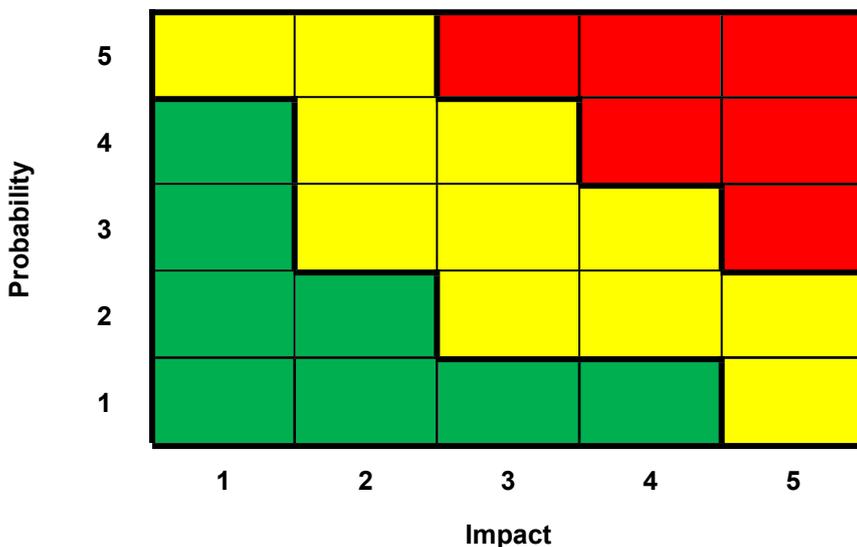
<b>C</b>	Action Complete (Commentary provided is optional)
	Action is on target to complete by agreed timescale (Commentary provided is optional)
	Issues are identified which could impact on the delivery of the action by the agreed timescale
	The action is not going to be able to deliver by agreed timescale and immediate action is required.
<b>?</b>	Update has not been provided for Q2.

### Performance Measures

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

### Risk Table (5x5)

For example: Probability = 5 / Impact = 4 / Total = 20



**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.**

<b>Action No.</b>	<b>Action Title</b>	<b>Action Description</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Complete</b>	<b>RAG Status</b>	<b>Commentary</b>
1	Communications and Consultation Strategy for the Innovation Programme	Development and implementation of a comprehensive communications consultation strategy for the Council's innovation programme.	01-Apr-19	31-Mar-22	50%		Development of Innovation/ Change programme yet to be determined by SLT. However, effective communications and consultation plans developed on a project level.
2	Deliver workshops / training to promote the Future Generations Wales Act	Deliver workshops / training and support to service areas promoting the principles of the Future Generations Wales Act.	01-Apr-19	31-Mar-20	25%		Annual reports published and Future Generations Commissioner; self-reflection toolkit completed to support organisational understanding. Findings presented to CMT with attendance at relevant senior management teams on request. Supporting information on the Intranet also being reviewed this quarter.
3	Development and delivery of the innovation programme	Development and delivery of the innovation programme which will align and underpin the delivery of the Corporate Plan.  Ensuring that the innovation programme effects cultural change.	01-Apr-19	31-Mar-22	40%		Corporate Plan delivery on track and managed via current governance structure. Development of Innovation/ Change programme yet to be determined by SLT.
4	Development of Integrated HR Manager Self-Serve Processes	Development and implementation of integrated HR manager and employee self-serve led processes.	01-Apr-19	31-Mar-22	30%		Planning for the iTrent project is underway with project commencement Q3 2019/20.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		The Council has an integrated HR system that enables managers and officers to manage routine HR activities such as Leave, sickness, pay, travel and expenses. This improve the efficiency of HR tasks and reduce the administration costs for delivering the service.					
5	Embed the Use of Management Information to Inform the Innovation Programme	Embed use of data and intelligence to inform service delivery and innovation programme. Provide expertise and guidance to the organisation in the application of management information to develop robust business cases and enable effective decision making.	01-Apr-19	31-Mar-20	50%		MTRP proposal/business case development stage is underway. Support and guidance provided to all service areas to complete required templates.
6	Embed use of Data and Intelligence to Inform Service Delivery	Embed use of data and intelligence to inform service delivery and innovation programme. The organisation is able to use business data to inform and enable the organisation to develop robust business cases and enable effective decision making.	01-Apr-19	31-Mar-20	70%		Numerous data and intelligence work undertaken to support delivery of action. This includes confidential and sensitive data and analytics in support of Serious and Organised Crime, Pupil Projections for Future Schools Planning and National Fraud Initiative by way of examples.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
7	Enhance the City's Digital Infrastructure Including LFFN	Enhance the City's digital infrastructure including Local Full Fibre Network roll out as part of Cardiff Capital Region City Deal.	01-Apr-19	31-Mar-20	0%		The project has been delayed due to specific issues with PSBA in Welsh Government and DCMS that awarded the funding. These issues were deemed too high a risk by Cardiff Capital Region City Deal (CCRCD) and partners to continue on the planned model. CCRCD has now reviewed potential sites and will shortly make a revised submission to DCMS with a different delivery model. If successful this will provide more of a rural slant which will be much less beneficial to Newport.
8	Management and development of effective IT services following transition to SRS	Management and development of effective IT services following transition to SRS by establishing strong retained client-side management arrangements, processes and procedures.	01-Sep-19	31-Mar-20	50% (Based upon subtasks below)		Work ongoing, with joint report to Partnerships Scrutiny on SRS developments October 2019.
8.1	SRS Client Management 2018/19 Audit Recommendations	Several recommendations were agreed as a part of the 18/19 Audit. 7 Significant and 6 moderate weaknesses were identified in the audit which need to be addressed.	01-Sep-19	31-Mar-20	50%		Management actions agreed and work in progress to continue to deliver these.
9	Management of the Strategic planning framework.	Management of the Strategic planning framework including the	01-Apr-19	31-Mar-20	50%		Performance and risk strategies under review; significant

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		service and improvement planning cycles.					development of the Inphase (MIHub) system to support this.
10	Mechanisms to support monitoring and reporting of Wales Audit Office / regulatory reviews.	We will have mechanisms in place to support organisation through Wales Audit Office and other regulatory reviews which will ensure reports and management actions are monitored and reported to the appropriate decision making level.	01-Apr-19	31-Mar-20	30%		Monitoring through the Policy and Partnership team with protocols agreed for Scrutiny and overview. Working closely with WAO on a range of reviews and reports, most recently Safeguarding which was reported to Cabinet.
11	Supporting and developing the organisation to have a digitally empowered workforce	We will provide the necessary support from Digital Services 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.	01-Apr-19	31-Mar-22	30%		Work progressed through the Modernised Council Programme Board empowering the workforce to work smarter, enabled by digital technology; Staff feedback survey completed.
12	Using and Securing Data in line with the Digital Strategy	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	01-Apr-19	31-Mar-22	50%		Annual IT Health check undertaken and identified vulnerabilities being addressed ready for PSN submission in October 2019. Cyber Essentials accreditation achieved. Good progress made as part of Data Protection Group and work to

<b>Action No.</b>	<b>Action Title</b>	<b>Action Description</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Complete</b>	<b>RAG Status</b>	<b>Commentary</b>
		infrastructure is secure and ensure there are robust business continuity measures and that data is managed safely in accordance with the Data Protection Act.					address GDPR audit. Primary schools have agreed to take up a new information management SLA that started in September.

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

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Change Management Process	Play an integral role in the change management process to ensure change initiatives are sustainable and embedded within the organisation.	01-Apr-19	31-Mar-20	50%		Formal structure and project documentation is place to assist with the close down and handover arrangements of projects.
2	Develop integrated planning that will support the delivery of the Corporate Plan	Develop and communicate an integrated planning, performance and risk framework that will support the delivery of the Corporate Plan and beyond.	01-Apr-19	31-Mar-20	40%		Engaged with Cabinet and senior leadership team on development of performance and risk strategies which will be formally approved this year. Internal audit also completed of risk. Strategies being drafted, MI Hub performance management system developed and relaunched to support this work.
3.0	Ensure that the organisation is meeting requirements under the Civil Contingencies Act.	Ensure that the organisation is meeting its requirements under the Civil Contingencies Act: Business Continuity Emergency management Risk assessment Training and exercising Collaboration with LRF partners.	01-Jul-19	31-Mar-20	36% (Based upon subtasks below)		A number of plans reviewed through the first half of the year for approval by Cabinet Member.
3.1	Business Continuity Management	Ensure the organisation develops and maintains business continuity arrangements at corporate and service area levels,	03-Jul-19	31-Mar-20	28%		

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		encompassing all critical services.					
3.2	Develop and gain approval for revised BCM Policy and Programme	Develop draft BCM Policy and Programme for SLT approval and subsequent Cabinet Member sign off.	03-Jul-19	31-Oct-19	99%		Plans drafted for review by senior management ahead of Cabinet Member approval.
3.3	Ensure appropriate governance arrangements are in place for the Corporate management of BC	Re-establish the authority's business continuity steering group.	01-Oct-19	31-Mar-20	0%	Q3	To commence in Quarter 3 2019/20, following the Programme approval.
3.4	Service Area Arrangements Review	Service Areas to review and update their business continuity arrangements for all their critical services.	03-Jul-19	31-Mar-20	0%		Pending formal approval of the new council BCM policy and programme
3.5	Plan and Implement Elected Member Training	Plan and implement elected member training to provide them with an understanding of their political roles and responsibilities in incidents.	01-Jul-19	08-Oct-19	100%	<b>C</b>	Member training finalised and delivered.
3.6	Plan and Implement Gold Duty Officer Refresher Training	Plan and implement Gold duty officer refresher training to ensure understanding of their roles and responsibilities in regards to representing the authority and considering political implications during incidents.	01-Oct-19	31-Mar-20	0%	Q3	To commence in Quarter 3 2019/20.
4	Explore opportunities to develop Open Data platform	Explore opportunities to develop Open Data platform to facilitate	01-Apr-19	31-Mar-20	50%		Existing data sets are regularly updated and opportunities for future

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		proactive publication of data under Freedom of Information					data sets are discussed at the quarterly FOI group.
5	Redevelopment of the Management Information Hub	Redevelopment of the Management Information Hub to support the organisation to monitor and report the delivery of the Corporate Plan, performance, risk and programmes and projects.	01-Apr-19	31-Mar-20	95%		PMO (Programme and Project Management Office) Dashboards - complete PMO training and formal roll-out of programme and project management reporting platform Finance Dashboard - complete configuration of Finance test data. Finalise re-design and additional measures to work at activity code level Audit Dashboards - progress and finalise development with Internal Audit
6	Review Performance & Governance Arrangements	Review performance & governance arrangements in relation to the Corporate Plan Portfolio Boards and NCCs Innovation Programme	01-Apr-19	31-Mar-20	50%		Contributed to SLT discussions regarding future governance arrangements i.e. highlighted strengths and limitations of current corporate plan governance arrangements. Change programme yet to be determined by SLT.
7	Support the Development of Council's Forward Plan	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.	01-Apr-19	31-Mar-20	50%		Forward plan yet to be developed/ agreed by SLT. Programme managers monitor delivery of Corporate Plan objectives/projects via current corporate plan governance structure.

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

<b>Action No.</b>	<b>Action Title</b>	<b>Action Description</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Complete</b>	<b>RAG Status</b>	<b>Commentary</b>
1	Develop effective succession planning practices	Develop effective succession planning practices	01-Apr-19	31-Mar-20	10%		Succession planning framework has not yet been completed. Work has recently started and career pathways framework is almost complete (as at 1st October). Once published, the next phase will be to move onto succession planning as part of our overall objectives towards Workforce Planning.
2	Implement a strategic and whole organisational approach to talent management	Implement a strategic and whole organisational approach to talent management with pathways to develop	01-Apr-19	not set	60%		
3	Introduce a graduate programme	Introduce a graduate programme	01-Jun-19	07-Oct-19	100%	<b>C</b>	This action is achieved with the introduction of the first graduate trainee cohort in September 2019. Two graduates were recruited through the National Graduate Development Programme via the LGA and have commenced the first of three placements over a two year period.
4	Introduce behavioural framework to enable the existing and future workforce	Introduce behavioural framework to enable the existing and future workforce to support the Council's values.	01-Sep-19	31-Mar-20	60%		
5	Support organisational development by providing advice, guidance, mentoring and coaching.	To support organisational development by providing advice, guidance, mentoring and coaching on	01-Apr-19	31-Mar-20	54% (Based upon subtasks below)		

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		areas of expertise through formal and informal training sessions, whilst reviewing our own ability to provide high quality support and adapting where required					
5.1	Digital Services to Support the Organisation	Digital Services to provide support, training, advice and guidance to the organisation.	01-Apr-19	31-Mar-20	50%		Regular data protection training courses taking place with increased attendance recently. E-learning amend to reflect GDPR for new starter process. New SLA with primary schools will include future training provision.
5.2	HR & Resources to Support the organisation	Human Resources and organisational Development to provide support, training, advice and guidance to the organisation.	01-Apr-19	31-Mar-20	60%		
5.3	Policy, Partnership & Involvement to Support the organisation	Policy, Partnership and Involvement to provide support, training advice and guidance to the organisation	01-Apr-19	31-Mar-20	50%		Wellbeing of Future Generations Self Reflection tool has been completed and reported to CMT for organisational learning. Work with service managers to develop their understanding of the Act continues. Other work includes support for Welsh Language and Equalities, FEIAs, engagement and understanding the requirements emerging from the Brexit agenda.
5.4	Newport Intelligence Hub to Support the organisation	Newport Intelligence Hub to provide support, training,	01-Apr-19	31-Mar-20	60%		Development and delivery of online tutorial videos to support continuous take up and use of Corporate GIS.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		advice and guidance to the organisation.					
5.5	Provide Appropriate Support Advice at all Levels of the Organisation	Provide appropriate support advice at all levels of the organisation in the approval, development and implementation of portfolio's programmes and projects	01-Apr-19	31-Mar-20	50%		
6	Undertake workforce planning	We will need to undertake workforce planning to understand what the future skills needs are and demand to deliver our services.	01-Apr-19	31-Mar-20	20%		Workforce Planning group established to move forwards with objectives in this area. Template to be revised with 2019 data and framework to be put together on the Council approach to workforce planning.

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

<b>Action No.</b>	<b>Action Title</b>	<b>Action Description</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Complete</b>	<b>RAG Status</b>	<b>Commentary</b>
1	Coordinated and evidence based approach to operational partnership working.	Coordinated and evidence based approach to operational partnership including community safety, environmental and health improvement projects across Newport in line with the Wellbeing Plan	01-Apr-19	31-Mar-20	50%		PSB intervention groups continue to meet, led by PSB (Public Services Board) members. Community Safety Partnership Safer Newport reports to PSB and deals with all community safety partnerships including sub groups considering ASB and Serious and Organised Crime. Annual report received by Scrutiny, and this feedback will be received at the next PSB meeting.
2	Develop the work of Newport Fairness Commission	Develop the work of Newport Fairness Commission.  Work to embed the work of the Fairness Commission in NCC decision making process	01-Apr-19	31-Mar-20	50%		Work of Fairness Commission supported with new Chair now in place.
3	Development and facilitation of partnership working	Development and facilitation of partnership working by evolving effective and appropriate means of sharing information.	01-Apr-19	31-Mar-20	50%		Much of the focus of the partnership team is on developing these links, sharing information and supporting partners to work with the Council. Reports to CMT on PSB work have been completed, and we are developing links with the Corporate Plan and boards. Work with the region also ongoing to ensure common priorities are progressed.
4	Development of a one-stop shop for spatial and geographic information	Development of a one-stop shop for spatial and geographic information, data	01-Apr-19	31-Mar-20	40%		Initial structure review complete and team progressing on a number of programmes. Phase 2 of the restructure will review arrangements in

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		analytics, infographics and open access data to support the drive for evidence-based working by creation of a Newport Intelligence Hub.					place across the Authority in line with the Corporate Plan commitment.
5.0	Engagement activity is progressed towards involvement and participation	Engagement activity is progressed towards involvement and participation in order to deliver Well-being Objective 4 and number 1 of the 20 things by 2022	01-Apr-19	31-Mar-20	40%		A range of engagement activities developed and supported including Newport Youth Council, and Citizens Panel alongside area based work including participatory budgeting in Ringland and Alway with partners such as Gwent Police.
5.1	Develop and implement performance measures for engagement.	Develop and implement performance measures that will enable the Council to capture and quantify the number and diversity of participants involved in decision making activities.	01-Apr-19	31-Mar-20	10%		Review undertaken of engagement activities linked with FEIA (fairness and equality impact assessment) processes, to ensure that engagement is targeted appropriately. Performance measures to be developed as part of this work.
6	Range of engagement activities with Citizens Panel & Youth Council delivered	Range of engagement activities delivered including facilitation of the Citizens Panel and Youth Council Citizens views are considered in planning activities and service delivery	01-Apr-19	31-Mar-20	50%		Citizens Panel, Youth Council and other engagement groups and activities supported and being developed to support the Councils understanding of citizen views. More use being made of the engagement groups and capabilities available to service managers, and this is reflected

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
							in decision making. Young Persons Promise also developed which will support this work.
7	Support the Armed Forces Forum	Support the Armed Forces Forum to coordinate and improve services to veterans, serving armed forces and their families	01-Apr-19	31-Mar-20	50%		Good progress to support the Armed Forces Forum with achievement of the gold employers' award, which has been supported by policy update. Partnership with Monmouth in place to support armed forces children in our schools, with a further grant bid made for this to continue within the Gwent region.
8	To develop, support and implement commercial opportunities across the Council	To develop, support and implement commercial opportunities across the Council, maximising the use of its assets and expertise to generate significant income streams including options for collaborative working	01-Apr-19	31-Mar-20	20%		Working with Senior Leadership Team and Assets Group to identify opportunities for efficiency and rationalisation which will form part of the business change programme of work. Supported by work to digitally enable staff progressing in the Modernised Council programme
9	Work closely with partners to ensure we are delivering better services	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.	01-Apr-19	31-Mar-20	50%		Wellbeing Plan delivery underway and this is now being reported to senior management, with connections to the relevant NCC corporate board. Annual Report reported to and reviewed by Scrutiny. Common areas within the Gwent region also being progressed with partners on a regional basis.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
10	Work of Public Services Board coordinated and facilitated	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.	01-Apr-19	31-Mar-20	50%		PSB supported by the team and delivering the Wellbeing Plan. Some good practice elements including communications cited in WAO national review of PSBs.

**Objective 5 - To support and enable all Council activities and decision making to comply with the requirements of the Welsh Language Standards and the public sector equality duties.**

<b>Action No.</b>	<b>Action Title</b>	<b>Action Description</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Complete</b>	<b>RAG Status</b>	<b>Commentary</b>
1	Develop a workforce that is representative of the community	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	01-Apr-19	31-Mar-20	20%		Campaign to encourage staff to fill in demographic information on ESS is currently being developed in order to establish baseline data. An initial of the BAME network has been facilitated and attendees discussed assisting in developing the representative workforce agenda. A second meeting is scheduled for December to set a formal terms of reference. BAME staff have also volunteered to be part of external communications promoting careers within the Council as part of Black History Month activity.
2	Strategic Equality Plan	To deliver the Authority's Strategic Equality Plan ensuring objectives are achieved and to ensure that NCC meets all other duties under the Equality Act.	01-Apr-19	31-Mar-20	40%		Initial bus Wi-Fi survey has ended with a significant number of responses. Draft objectives and actions have been developed with service area leads and focus groups with people that share protected characteristics will take place during the next quarter.
3	Welsh Government's Community Cohesion Plan	To deliver against the Welsh Government's Community Cohesion Plan and conditions set out in funding arrangements for	01-Apr-19	31-Mar-21	30%		Both Cohesion Officers are now in post. Positive work has been undertaken to engage EU citizens and a range of support services are now in place. NCC is leading on the co-ordination of the EU support forum and a weekly drop in which has been established alongside partners. Schools engagement continues across

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		new Community Cohesion Officers.					both areas and an online platform has been developed for information sharing.
4	Welsh Government's Nation of Sanctuary Plan	To support and contribute to Welsh Government's Nation of Sanctuary Plan, evaluating and improving our work with asylum seekers, refugees and migrants	01-Apr-19	31-Mar-20	20%		NCC has signed up to the Inclusive Cities programme which will build a local task force and action plan based on local need and national best practice. We are also engaging with the Bevan Foundation to produce information on the levels of integration in Newport and meeting with City of Sanctuary next quarter to explore this in Newport. During the next quarter NCC staff are also piloting an IOM training package which aims to equip staff with a better understanding of working with indicators of integration.
5	Welsh Language Standards Implementation	To monitor and ensure compliance with the Authority's Welsh Language Standards working towards becoming a truly bilingual service.	01-Apr-19	31-Mar-20	50%		Gap analysis undertaken on delivery across the organisation which has informed a new corporate Welsh Language Plan and departmental delivery plans. Training reviewed and Member sessions currently being delivered.

**Performance Measures Reported at the end of Quarter 2 (30<sup>th</sup> September 2019)**

<b>Performance Measure</b>	<b>Actual at (Q2 - 2019/20)</b>	<b>Target 2019/20</b> (Target at end of Q2 – if applicable)	<b>Performance status</b>	<b>Actual 2018/19 (at Quarter 2)</b>	<b>Commentary</b>
% FOI Responses in time	90.97% (Indicative Result)	88%		87.6%	
% Managers undertaking regular check ins through Clear Review process	58%	80%		81.8%	Work to be completed to review this drop in check ins.
% of Subject Access Requests responses completed in time	92.3%	75%		N/A	
Number of young people actively engaged in helping the council make decisions	7,002	15,000 (7,500)		8,944	The figure for Qtr.2 was lower than expected due to technical errors occurring for two of the surveys where the results for approximately 2,000 submissions were not recorded (all respondents).
Number of young people actively involved in Newport Youth Council work	17	15		15	
% of challenges to Welsh language provision upheld	0%	40%		50%	
Number of challenges to Welsh language provision	2	3		2	
Number of employees trained in Welsh Awareness	10	50 (25)		87	Welsh language training for staff has been reviewed and updated during this period, and will be

Performance Measure	Actual at (Q2 - 2019/20)	Target 2019/20 (Target at end of Q2 – if applicable)	Performance status	Actual 2018/19 (at Quarter 2)	Commentary
					promoted more actively from September.
Number of staff trained in Prevent PVE	430	250 (125)			