

People & Business Change

Mid-Year Review 2020/21



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

Specific topic area Cabinet Member Leads:

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

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

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

Head of Service – Rhys Cornwall

Introduction

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

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

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

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

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

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

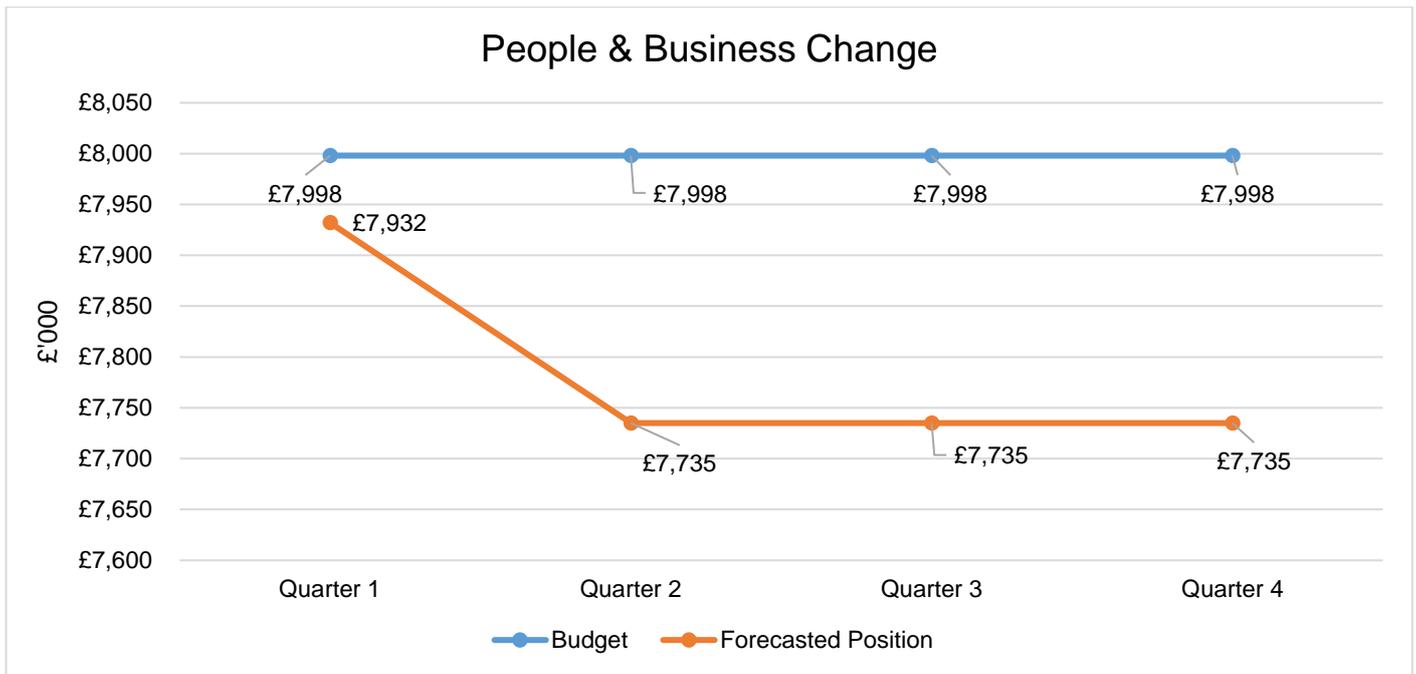
Objective 2 – Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.

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

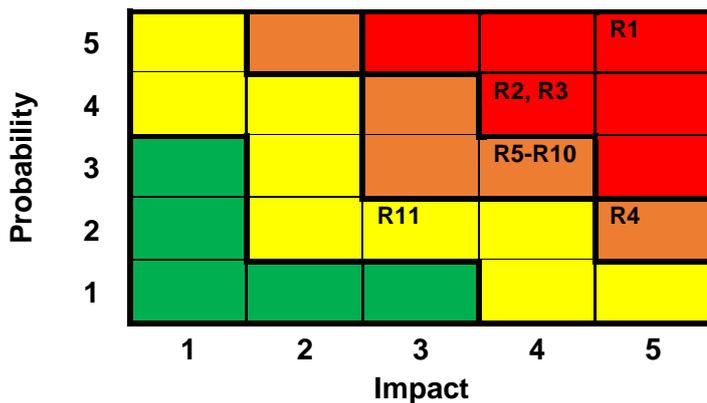
Objective 4 – Support the Public Services Board (PSB) and its partners to deliver the Well-being Plan 2018-23 and beyond.

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

2020/21 Budget and Forecasted Expenditure



Service Risks as at 30th September 2020



People and Business Change Risk Heat Map Key (Quarter 2 2020/21)

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

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

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

Executive Summary from the Head of Service

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

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

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

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

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

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

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

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

Glossary

Actions (Red / Amber / Green)

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

Service Plan Update (30th September 2020)

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

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

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

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

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

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

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

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

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

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	% of Action Completed (Red / Amber / Green)	Action Commentary
							Gold Officers is a significant aspect of the Council's resilience to respond to incidents. However, as part of the Council's response to the COVID19 pandemic, Gold Officers are having experience of attending and participating in regular internal Gold Meetings, with selected Gold Officers also participating in external Strategic and Recovery Coordination Groups meetings. This will continue to be reviewed dependent on the longevity of the response and recovery from COVID-19 and availability of Gold Officers.
6	Explore opportunities to develop Open Data platform to facilitate proactive publication of data under Freedom of Information	Proactive publication of data for improved availability, public good and to reduce Freedom Of Information requests	Not applicable	1 st April 2019	31 st March 2022	50%	Various data sets are proactively published at www.newport.gov.uk/transparency under the open government licence. Potential additional data sets are discussed regularly at Freedom of Information group meetings.
7	To deliver training and development of Council service areas on the Council's approach to planning, performance and risk management.	Officers across the service areas improve their understanding of performance management and risk management. This will enable the Council to effectively demonstrate how it is achieving the Council's Wellbeing Objectives and Corporate Plan and managing its risks.	Not Applicable	1 st April 2020	31 st March 2021	20%	Due to Covid-19, the delivery of performance and risk training has been suspended due to social distancing requirements and focus on supporting front-line services. In quarter 3 we will be making preparations to provide online training to Council staff and aim to have these live in quarter 4.
8	Support the Council's Brexit Task and Finish Group in making preparations for post European Union arrangements for the Council and Newport.	The Council is able to effectively plan, manage and deliver its service activities and core operations depending upon the outcomes of UK-EU negotiations.	Not Applicable	1 st April 2020	31 st March 2021	50%	This financial year the Council's Brexit Task & Finish group have met twice. A Cabinet Report on the Brexit preparations will be presented at Cabinet on the 14th October. In quarter 3, the UK will have further clarification on whether a deal with the EU has been agreed or not. As statutory advice and guidance is shared from UK Government and Welsh Government, the

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Performance Measures

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