

People & Business Change Services

Mid Year Review 21/22



Leader and Cabinet Member – Councillor Jane Mudd
Deputy Leader and Cabinet Member for City Services – Councillor Roger Jeavons
Cabinet Member for Sustainable Development - Councillor Jason Hughes
Cabinet Member for Community and Resources – Councillor David Mayer
Director / Head of Service – Rhys Cornwall

Introduction

This is the People & Business Change Services update on the progress being made against the objectives, actions, performance and risk for the period 1st April 2020 to 30th September 2021. Service plans have been designed to support the delivery of the [Council's Corporate Plan 2017-22](#). 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.

The People & Business Change Services service plan focuses on the delivery of the following Wellbeing Objective(s) in the Corporate Plan:

- **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 2021/22 Service Plan has six 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**
- Objective 6 - Embed proactive communication planning and delivery within all areas of the council.**

Cabinet Member(s) / Head of Service Executive Summary

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 continued to impact on the delivery of services and performance during the first part of 2021/22. Despite these challenges significant support work has also continued.

Throughout the first half of this performance year, the Council's Civil Contingencies team has been supporting the Council and Partners in its response to the Pandemic as well as other incidents throughout the City. Despite the easing of restrictions, the Council and this service area has operated in line with the Welsh Government guidance of working from home. The Digital Services Team and Newport Intelligence Hub (NIH) have continued to support services in developing new ways of working using technology, IT support, data matching and intelligence led work. The Health and Safety team have made critical contribution for front line services, schools and remote workforce throughout the pandemic and the last six months ensuring DSE compliance, risk assessments and toolkits to enable staff and those using our services to operate in a Covid secure way as best as possible.

The Council is moving towards a 'New Normal' as we return back to business as usual and it is important that the Council retains the benefits achieved by working flexibly contributing towards reducing the Council's carbon footprint but also ensuring that staff, Members and the public have the flexibility to conduct their work at Council and/or public sector sites. Over the remainder of this year and into the next Corporate Plan, the service will be progressing its work to modernise its buildings, working practices and policies to meet these requirements.

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 monitoring to support this, and this is increasingly important as the new way of working develops. The Information Governance Team 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. Civil Contingencies are also working with services to improve business continuity planning with the development of business impact analyses, alongside training and support for 'Gold'.

The service has been supporting the Chief Executive in progressing the restructure of the Council's service areas which has seen the appointment of new Directors. The next phase of this work will be supporting the development of the new Directorates, service areas and teams over the second half of the year. The service's teams will be collaborating together to develop the governance structure that will support the new Directorates as well as develop the next Corporate Plan and Transformation Programme.

The service's continuous support to the One Newport Partnership has seen the development of the third annual report on the delivery of the Newport Wellbeing Plan. The service has also been contributing and building new links in the development of the Gwent Public Services Board (PSB) and the Wellbeing Assessment that will set out the priorities of the Gwent PSB and Newport from 2023. The Council's Policy team has also been developing the Local Area Energy Plan with partners and has been contributing towards the development of the Council's Climate Change Strategy that will be going out for consultation before being adopted by the Council to deliver its commitment to becoming net zero carbon neutral by 2030.

The service has also been supporting the Council and partners through their community cohesion work including the Home Office resettlement programme where Newport welcomed its first Afghan family. The service has also continued its support and delivery of ASB work across the communities as well as engaging with the City's EU/EAA communities helping with Settled Status claims and accessing key public services.

The service has also been continuing to improve the corporate governance, performance and risk management of the Council. The Policy team has been supporting the Council to implement the requirements of the new Local Government and Elections Act which will see new arrangements in governance and performance reporting from

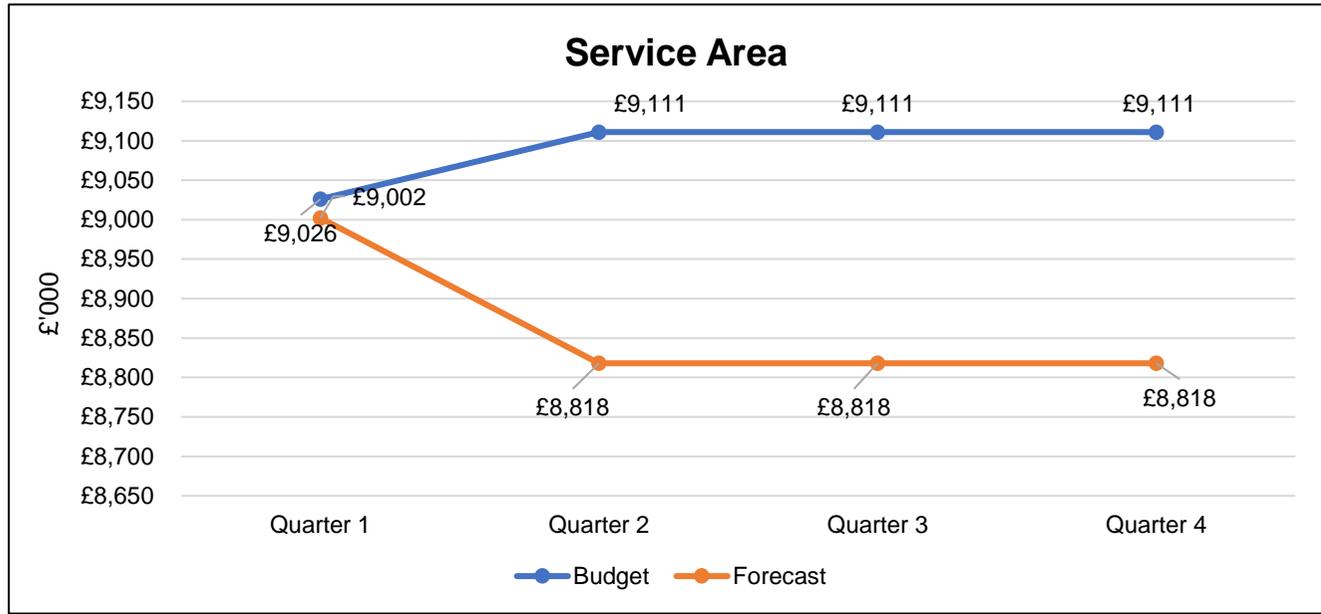
April 2022. The Policy team has also delivered other key reports on its performance and progress in its statutory duties such as the NCC Annual Wellbeing Report, Strategic Equalities and Welsh Annual Report.

The HR team have been continuing the development of the HR Manager Self-service system and processes which are supporting the Council's new ways of working. We recognise that there are improvements still needed to support managers to improve their recording and holding of regular check ins with staff. This is an area that is being regularly reported to the Council's Corporate Management Team, Heads of Service and Managers with actions to improve the guidance and support provided. The HR team have also been working closely with the Equalities team and Cabinet to improve the representation of Black and Minority Ethnic groups as well as other protected characteristic groups working across the Council. This work has led to the development of Inclusive Leadership training to staff with specific anti-racism training being incorporated with further actions being delivered over the next six months.

Strategic Communications has continued to lead on messaging and information sharing for the public so that they are well informed with regard to the Pandemic, as well as a number of high profile campaigns that support Council activity. Our Business Improvement Service is supporting a range of projects across the Council, as well as the on-going development of the new transformation Programme, Corporate Plan and subsequent governance arrangements.

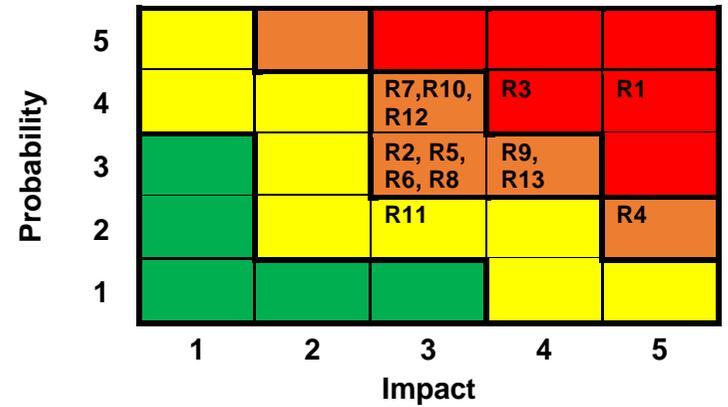
The next six months and especially, the winter period will continue to be a challenge for the service area and our staff. But as this service area has already proven, the staff will continue to support and deliver the priorities that are set out in this plan and continue to support and improve the delivery of its services.

People & Business Change – Mid Year Forecast Vs 2021/22 Budget



This provides an overview of the People & Business Change forecasted position to the end of quarter 2 (April to September 2021).

Service Area Risks at 30th September 2021



R1 – COVID-19 Pandemic Outbreak (Corporate Risk)	R8 – Equalities Act
R2 – Brexit (Corporate Risk)	R9 – IT Service & Infrastructure
R3 – Cyber Security (Corporate Risk)	R10 – Extreme Weather Events
R4 – City Centre Security & Safety (Corporate Risk)	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	

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)

Programmes and Projects

This provides an update on the delivery of key programmes and projects that contribute towards the delivery of the Corporate Plan 2017-22. This covers the progress of delivery from 1st April to 30th September 2021.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	% of Project Completed	Commentary
Newport Intelligence Hub	Development of a Newport Intelligence Hub is one of the Council's key commitments (Modernised Council) that enables the Council to make evidence based decision making and supports its drive for open access data to all.	Quarter 4 2021/22	75%	Outline business cases to progress the transfer of the remaining identified in-scope service area specialist data and systems development resources underway to ensure successful delivery of the Corporate Plan 2017-22 Commitment 16.
New Normal Project	Building on the lessons learned from the Covid-19 crisis undertake further work to enable the workforce to able to work more flexibly from Council offices, home and other locations securely and safely. Collaborating with Newport Norse, Facilities and Health & Safety to ensure Council offices meet the necessary WG and Covid secure requirements.	Quarter 4 2021/22	70%	The plans are continuing to progress through the democratic process, with a series of recommendations in relation to the operating model and usage of the Civic Centre. Project manager allocated to the project.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	% of Project Completed	Commentary
	Collaborating with SRS to ensure officers and Members are able to work remotely using digital solutions and appropriate equipment. Developing HR policies and procedures that will support the wellbeing and development of the organisation's staff.			
Local Area Energy Plan	The Local Area Energy Plan for Newport will provide a roadmap on how the City will decarbonise its energy systems in line with the Government's commitment for the UK to be carbon neutral by 2050. Working with the Carbon Reduction Team and technical consultants appointed by Welsh Government.	Quarter 4 2021/22	25%	This development is supported by one year pilot funding from Wales Government to develop a Local Area Energy Plan for the City. Wales Government have appointed technical consultants and have worked with NCC leads to deliver stakeholder engagement. Grant claims are submitted for the first two quarters and the project is on track for a Plan by the end of 21/22.
Review and redesign of the corporate website	To develop a more user friendly website with improved navigation, accessibility and responsive design for effective use on all devices.	Quarter 4 2022/23	20%	Report due to go to CMT to establish priority status and allocation of appropriate resources to progress this project.
Local Land Charge Migration to Land Registry	As part of the HM Land Registry transfer of Local Land Charges Registers to Councils to provide a more dynamic and interactive customer service, expediting and improving the process for land searches in relation to household purchases and making the LLC system fit for purpose in a digital era. Working with HMLR consultants and across all council with a range of stakeholders this will be a significant delivery programme of work.	Quarter 4 2022/23	3%	Project manager allocated, working with partners to ensure effective delivery of the project aims migration to Land Registry. The project will continue in to 2022-23

Workforce Planning

To support the delivery of the Service Plan and Corporate Plan objectives, service areas in collaboration with the Council's Human Resources team have identified three key actions to improve the capacity and capability of its workforce in 2021/22

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary
Undertake analysis of future demands post covid.	Restructure in relevant areas to meet ongoing demands.	1 st April 2021	31 st March 2022	15%	Review on hold pending structural changes.
Working in partnership with HR&OD Business Partner review succession planning in PBC.	Improve the resilience of PBC teams, provide career pathways and improve the retention of staff.	1 st April 2021	31 st March 2022	30%	Workforce planning analysis undertaken but implementation of recommendations on hold pending decision on structural change (Council July 21).
Undertake an analysis of current skills, particularly in business critical areas.	Improve the capacity and capability of teams and develop technology / digital solutions.	1 st April 2021	31 st March 2022	50%	Work is on-going in this area. Priority has been supporting critical functions across the organisation.

Objectives and Action Update (30th September 2021)

This is an update on the progress against service objectives and actions to the end of quarter 2 (30th September 2021).

Objective 1 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act						
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	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.	1 st April 2019	31 st March 2022	50%	Work continues to develop an effective transformation 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.	1 st April 2019	31 st March 2022	50%	This work will commence in the next quarter
3	Management of the Strategic planning framework including the service and improvement planning cycles.	The Council has an integrated planning framework 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. Governance of performance management.	1 st April 2021	31 st March 2022	25%	Risk reporting continues to develop through Audit Committee and Cabinet. Currently reviewing the Council's risk strategy and risk appetite to ensure that the policy framework is up to date. In Q2 end of year reporting for performance and risk has been completed and preparation for the Annual Report which has been reviewed by Scrutiny and is being reported to Cabinet ahead of publication.
4	Management of effective IT services following transition to	The council relies heavily on technology and managing work	1 st April 2021	31 st March 2022	C	Annual Digital Report produced for review by Cabinet Member and Scrutiny

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Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
	Shared Resource Service (SRS) by establishing strong retained client-side management arrangements, processes and procedures.	effectively in conjunction with the SRS. The client side function is key to maximising the effectiveness and efficiency of service delivery as well as providing strategic and tactical direction.				Management Committee includes the delivery of IT services in partnership with the Shared Resource Services (SRS). It recognises the importance of technology to support the organisation during the Coronavirus pandemic and a number of key projects. The Digital team continues to work in partnership with the SRS to improve performance and effective IT service delivery by its contribution to various SRS Boards, Delivery Group and the Digital City Board.
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.	1 st April 2021	31 st March 2022	90%	Continued roll out of O365 and exploration of RPA to support activities and streamline service responses, with pilots underway. Digital Skills survey is also being undertaken to inform our workforce planning and Digital Strategy.
6	Embed the use of data and intelligence to inform service delivery and development of businesses cases that support the Corporate Plan, Innovation Programme 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.	1 st April 2019	31 st March 2022	70%	<ul style="list-style-type: none"> Pupil Projections model created for 2022-2026 to support school planning and 21 Century Schools program. A second model has been developed which looks at alternative projected figures, by exploring the impact of parental preference and where schools are often oversubscribed (over Pupil Allocation Number - PAN) Attendance Monitoring dashboard created to support deeper analysis of attendance in Newport schools, including identification of persistent absentees, to support the Education

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Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
						<p>Welfare Service in targeted delivery of services</p> <ul style="list-style-type: none"> • Data analysis carried out of the Schools Managed Move Protocol to support Education in the delivery of a SMT report on its effectiveness • Proof of concept stage for the refresh of the design and navigation of the Performance Management System • Protective Security and Preparedness proof of concept developed to share strategic asset vulnerabilities to enable and inform strategic decision making • School Streets Development analysis completed for City Services to support the identification of potential pilot schools within the defined constraints criteria • Local Development Plan constraints data published externally to support the publication of the prospective candidate sites • Initial geospatial scoping requirements undertaken and defined to support the delivery of the Local Area Well-being Assessments with Policy, Partnership and Involvement
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.	1 st April 2019	31 st March 2022	50%	Work continues to embed the use of business cases as part of the formation of the Transformation programme (Innovation programme).

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		The Business Improvement Team provide expert support and guidance that will enable service areas to successfully deliver their programmes and projects.				
8	Using and Securing Data in line with the Digital Strategy by ensuring effective use of data and information governance processes.	We will ensure that the ICT infrastructure is secure and ensure there are robust business continuity measures and that data is managed safely in accordance with the Data Protection Act. We will work with NIH to develop a more proactive approach to open data to improve accessibility.	1 st April 2021	31 st March 2022	50%	The Annual Information Risk Report was signed off by the organisation and summarises activity during 20/21 and an action plan for 21/22. PSN compliance was achieved in August 21 for the following year despite some previous challenges with gaining compliance. Good progress made in identifying gaps in formal Payment Card Industry (PCI) compliance with an action plan to follow. Agreement and funding was provided for a Security Operation Centre (SOC) and Security Information and Event Management (SIEM) solution following a tender carried out by the Shared Resource Service (SRS) for partners. This complements a solution previous implemented to protect against ransomware. Both solutions have also been recommended to schools for consideration. Regular meetings take place of the council's Data Protection and Freedom of Information groups.
9	Support the organisation through 2021/22 external regulatory reviews (Audit Wales, Estyn and CIW) which will ensure reports and management actions are monitored and reported to the	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.	1 st April 2021	31 st March 2022	20%	Audit Wales and other reviews are monitored through the Policy and Partnership team with protocols agreed for Scrutiny/ Audit Committee overview and reporting to Cabinet Member. Ongoing work underway to consider the next Audit Wales reviews for the

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Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
	appropriate decision making level.					organisation, which will include Newport Intelligence Hub and Workforce Planning. A number of national reviews are also underway including equalities impact assessments that NCC will be engaged in.
10	Provide advice and guidance to service areas to embed the principles of the Future Generations Wales (WFG) Act.	The principles of the Well-being Act are embedded into decision making processes that will enable the Council to deliver its objectives.	1 st April 2021	31 st March 2022	20%	Report writers and projects continue to be supported on policy matters including changes to partnerships and working within the WFG Act. New report templates now in use ensuring the requirements and the Socio Economic Duty are fully considered when decisions are made.
11	Delivery of the Council's Corporate Annual Plan 2020/21 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.	1 st April 2021	31 st October 2021	20%	Corporate Plan progress reported annually to Cabinet and continues to deliver through service plans and performance monitoring. Service plan Q2 updates are being compiled and will be reported to Scrutiny in November. Following Scrutiny mid year performance will be reported to Cabinet. The 20/21 annual report is complete and is also being reported to Cabinet ahead of publication. Planning is underway for the Corporate Plan 2022- and changes to performance management will also be required for next year in the light of the Local Government Act which requires more self reflection and alignment of a range of reports.
12	Development of a new Digital Strategy that supports the future direction of IT services	Newport City Council delivers the next iteration of its Digital Strategy setting out its long term goals of its IT services and	1 st April 2020	31 st March 2022	60%	Large amount of internal and external engagement completed. This included engagement with all Service Areas, drop in sessions for staff internally. Externally this

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Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
	and infrastructure of the Council.	infrastructure to enable the Council to achieve its objectives modernising its services.				included public survey, bus Wi-Fi survey, drop in sessions, engagement with the business community and a number of key public sector bodies. Analysis and development of the strategy will take place from October - December 21.
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.	1 st April 2021	31 st March 2022	50%	The EdTech project is now progressing well with its next wave of providing Audio Visual (AV) equipment to schools.
14	Driving cultural change through new people management approaches that will support the Council's new ways of working.	The Council becomes an employer of choice by having modern practices when managing the workforce, setting a new expectation that what matters is 'people, not process.' This will enable a more mature, empowering culture to develop and will support the Council's new ways of working approach following the Covid 19 pandemic.	1 st April 2020	31 st March 2022	75%	Wellness at Work approach has been adopted, and in this quarter, training scoped and procured. Comms being issued prior to 31st October with launch date planned for 1st January 2022.
15	Develop and support a new way of working following the Covid 19 pandemic.	Enable the workforce to able to work more flexibly from Council offices, home and other locations securely and safely. To ensure Council offices meet the necessary WG and Covid secure requirements. Will ensure officers and Members are able to work	1 st April 2021	31 st March 2022	70%	The plans are continuing to progress through the democratic process, with a series of recommendations in relation to the operating model and usage of the Civic Centre.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		remotely using digital solutions and appropriate equipment.				
16	To develop appropriate strategies and plans to support effective communications and marketing.		1 st April 2020	31 st December 2021	60%	Work delayed due to Covid, but key project 'Caru Casnewydd' now underway.
17	To further develop our strategic approach to communications aligned with the corporate priorities.	An agreed strategy with supporting policies and delivery plans approved by CMT and the political leadership, embedded within the service planning of all service areas, and supporting all corporate priorities and wellbeing objectives	1 st April 2021	30 th September 2021	C	Policies and procedures developed with the Leader and in draft form.

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
1	Further 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. Business change programme supports Corporate Plan objectives	1 st April 2021	31 st March 2022	20%	The performance and risk strategies are under review to consider the requirements of the new Local Government Act. Work to date has been focussed on risk strategy and appetite which will be the subject of a formal report to Cabinet this year. Regular performance reporting is underway with mid year reports to Scrutiny being prepared. All plans will need to consider proposed changes to senior roles and responsibilities, which was also agreed Q1.

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
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.	1 st April 2019	31 st March 2022	70%	Governance plan agreed Terms of Reference to be signed off.
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.	1 st April 2019	31 st March 2022	50%	Working with Head of Service to refine the work programme for 2022-2023
4	Play an integral role in the change management process to ensure change initiatives are sustainable and embedded within the organisation.	Achieved on a project level using effective Project Close Down reports, Lessons Learned reports and operational hand over.	1 st April 2021	31 st March 2022	C	Completed
5	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 the year. Organisation is supported in all aspects of civil contingencies and business continuity planning. Effective partnership working in place.	1 st April 2019	31 st March 2022	72%	Civil Contingencies work this year to date has continued to focus on the COVID pandemic emergency response and regional work. Work with regional partners and the new Wales Government unit is also progressing with a focus on community risk and setting priorities and direction for the future. Within NCC work is progressing to develop

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						business continuity with impact assessments progressing in all service areas, a member engagement session is also planned for Q3/4.
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.	3 rd July 2019	31 st December 2021	85%	As previously reported, following the suspension of the programmed Corporate Business Continuity work on the onset of the COVID-19 pandemic, in Q3 2020/21 work recommenced through the issuing of an updated Business Impact Analysis template all Services Areas. Although progress has been impacted by the onset of the second and third waves of the pandemic, work has continued on analysing the Business Impact Analysis returns which is providing a comprehensive picture of the maximum tolerable period of disruption for service area functions, the risks to them being able to continue to deliver an essential minimum service in the immediate and short term and any required additional measure not mitigated by existing contingency measures. An update was provided to CMT in August 2021 and all service area BIA's have now been received. It is now anticipated that this aspect of the work will be completed through Q2/3 2021/22.
5.2	Support Gold duty officers and the Council's emergency planning arrangements to support and effective decision making.	Gold duty officers effective in their role in an emergency. Gold officers understanding their roles and responsibilities ,	1 st April 2020	31 st March 2022	60%	Due to the ongoing requirements of the Council's response to the COVID19 pandemic, which continues to focus the work the Civil Contingencies Team and Gold Officers, this work has been further delayed. It is recognised that the ongoing

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		Effective management and communications in the event of incidents.				<p>training of Gold Officers is a significant aspect of the Council's resilience to respond to incidents.</p> <p>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.</p> <p>In addition Gold Officers have and will continue to attend multi agency strategic training delivered via the established Wales Gold training.</p> <p>As part of the Council restructuring, any new Heads of Service will be provided with the appropriate Gold Officer training. The training and Gold Officer manual has been reviewed to align with this work.</p>
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	1 st April 2021	31 st March 2022	50%	Regular meetings of Freedom of Information internal group that considers opportunities for publishing appropriate data sets. Data updated and published at www.newport.gov.uk/transparency .
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	1 st April 2020	31 st March 2022	50%	<p>Ongoing support has been provided in collaboration with the Newport Intelligence Hub to service areas to provide their quarter 2 and mid year review updates for Scrutiny and Cabinet.</p> <p>Further training and development of the Council's service areas will be ongoing for the remainder of this year to support the development of the Corporate Plan,</p>

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		Objectives and Corporate Plan and managing its risks.				Transformation Programme and new service plans. This will involve workshops across the service areas that will enable them to identify key priorities, opportunities, challenges and risks.
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.	1 st April 2021	31 st March 2022	50%	The Council's Brexit Task and Finish group continues to monitor the ongoing pressures being faced by the Council and communities. Monthly Brexit reports are presented to the Council's Cabinet and the Brexit risk continues to be monitored on the Council's Corporate Risk Register. The external / operational Brexit and Covid risks continue to be monitored and reported through the Council's Civil Contingencies processes; Governance arrangements are in place to escalate any significant areas of concern through the Gwent Local Resilience Forum.
9	Develop and digitally enable the workforce by developing innovative system solutions and improved access to 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.	1 st April 2020	31 st March 2022	75%	Schools provided with toolkit to enable preparatory recording to support statutory submission of the School Workforce Annual Census (SWAC) H&S surveillance monitoring transferred to online iTrent solution, with the introduction of integrated questionnaires and workflow flow prompts to manage the process Scope and initial design of integrated online iTrent forms to support the new Wellness at Work policy
12	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.	1 st April 2020	31 st March 2022	75%	Newport Intelligence Hub restructure implemented, and recruitment substantially completed, including appointments to senior roles.

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		This work will also improve the security and capacity of the systems to improve functionality and any future system developments.				A 'Buddy' support system has been developed to improve and increase application support and capacity across the application systems managed by Newport Intelligence Hub. Each system now has a lead and support officer, with dedicated time allocated to upskill and improve system resilience.
13	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.	1 st April 2020	31 st March 2022	80%	The Council's response to COVID19 pandemic continues to be a significant part the Civil Contingencies Unit work as manage the impacts of the third wave of the pandemic. Work continues on managing the response to the ongoing rates of infections and the recovery from the pandemic in line with the easing of restrictions contained within the Welsh Government Alert Levels. The unit supports 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 continues to Chair the Gwent LRF Recovery Coordination Group and the Civil Contingencies Unit Chairs and administers the Gwent LRF Local Death Management Tactical Sub Group.
14	Develop the use of digital technology for delivery of PR and communications and services.	Improve access to information through introduction of new and improved digital communication channels. Enhance customer satisfaction	1 st April 2021	31 st March 2022	50%	Tools introduced in last quarter continue to be used to develop digital comms. Additional training also planned for team to enhance understanding of accessibility best practice on digital platforms.

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		and reputation of the authority through easier access to information.				
15	Embed communication planning within the service area planning process	Support effective comms planning, identifying opportunities for and risks to the organisations reputation.	1 st April 2021	31 st March 2022	30%	Next engagement step will be at the start of the 2022/23 service planning process
16	Continue to manage and deliver the communication response to the COVID-19 pandemic	Effective communication is key to resident understanding and compliance. Work will continue with partners to support the recovery process.	1 st April 2021	31 st March 2022	25%	Proceeding in line with Gold and Gwent requirements
17	Consider the implications of the Local Government Bill and ensure that the performance requirements are met.	Requirements of LG Bill are understood and relevant processes are in place to support this regarding performance,	1 st April 2021	31 st March 2022	50%	The action plan for implementation is being progressed and is on track, working closely with leads across the Council.
18	Undertake planning and engagement work for the next Corporate Plan from 2022 key stakeholders and partners.	To support the next iteration of Corporate Plan in 2022, we shall undertake a series of engagement work and planning. Self-reflection on what the Council delivered in Corporate Plan 2017-22 and learning from the Covid crisis to identify Wellbeing objectives and steps to support the objectives.	1 st April 2021	31 st March 2022	35%	Programme of work and legislative requirements agreed by CMT.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	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.	1 st April 2021	31 st March 2022	C	The workforce plan for 2021/22 was carried out and overall objectives agreed. These will need to form the new 5 year People and Culture strategy aims as we move into a new corporate plan cycle in 2022.
2	Digital Services provide appropriate support and advice at all levels of the organisation	Digital Services are able to provide support and advice to take advantage of technological developments and to improve efficiency of staff in delivering Council Services. The team will also provide ongoing training and development of staff in relation to Data Protection, Freedom of Information and other legislative requirements.	1 st April 2021	31 st March 2022	50%	The council's revised Digital Strategy is a key piece of work being developed by the Digital team. Microsoft Office Message Encryption and OneDrive were previously implemented. Council Chamber audio visual facilities to facilitate hybrid meetings to be installed in Q3 of 21/22 with live use to follow. Additional budget has been allocated to specific areas including to support the data centre move, improved information security solutions and migrations of IT systems to cloud. Digital is an important workstream of the new normal which is being developed.
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, Equalities legislation including the socio economic duty.	1 st April 2021	31 st March 2022	20%	Report writers and projects continue to be supported on policy matters including changes to partnerships and working within the WFG Act. New report templates have now been issued to ensure that the requirements of the WFG Act and the new requirements of the Socio Economic Duty are fully considered when decisions are made. Briefing sessions have also taken place with senior managers and members with a focus on the new Duty. FEIA template also updated. Advice and support on engagement and participation, equalities matters, legislative

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
						changes and policy development continue to be provided.
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.	1 st April 2021	31 st March 2022	21%	Work continues across the organisation.
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	1 st April 2019	31 st March 2022	60%	Final guidance is anticipated to be available in the final quarter.
6	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.	1 st April 2020	31 st March 2022	75%	The Wellness at Work approach is ready to launch for the agreed date of 1st January 2022 which will aim to better support staff with long term health conditions impacting upon their attendance at work.
7	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.	1 st April 2020	31 st March 2022	20%	Progress is slower than expected in this area and additional actions will be required in the final quarter to improve performance. The continuation of restrictions in the workplace has meant that actions hoped to be achieved have been delayed.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
8	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.	1 st July 2020	31 st March 2022	C	All appropriate support is available to the workforce preparing to return to workplaces - risk assessments are up to date, wellbeing referrals are being acted upon by the Health & Safety team where required and reasonable adjustments are in place where needed. Ongoing support will be needed when wholesale return to Council buildings takes place.

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	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. Delivery of the Young Person's Promise.	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.	1 st April 2019	31 st March 2022	60%	A range of engagement activities are supported including the Citizens Panel and Newport Youth Council. The COVID pandemic has created barriers to engagement and we continue to work with groups on how to progress this year. Work is underway to develop a second Participatory Budgeting programme to support communities impacted by COVID, and community wealth building working. A new approach to engagement had been trialled using WiFi in public buildings to promote online surveys. Some face to face community engagement work has recommenced, however online methods will remain the principles means to ensure the safety of the public and staff.

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
2	Engagement activity is progressed towards involvement and participation in order to deliver Well-being Objective 4, Strategic Recovery Aims and the Corporate Plan commitments.	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.	1 st April 2021	31 st March 2022	70%	<p>Over the last year engagement activity has been focused on the COVID response and this has included work with a range of communities impacted by the COVID pandemic with funds have now been issued to the organisations who were successful in the participatory budgeting programme last year. Work is underway on phase 2 of the programme to develop outcomes and bids for further funding from health and NCC. The steering group has been established and the engagement will start in Q3.</p> <p>This work will aim to empower communities whilst providing additional funding capacity for service providers, particularly in the voluntary/community sector and grants were issued following extensive work with community groups to ensure co-production in decision making. Participation levels have been encouraging with consistent stakeholder involvement in the running of the project.</p>
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. and development of the next Plan 2023 onwards.	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 and Well-Being Plan commitments.	1 st April 2019	31 st March 2022	70%	<p>Public Services Board (PSB) is responsible for the delivery of the current Well-Being Plan and performance is reported quarterly. Q2 performance updates will be reported to Partnership Scrutiny in Feb 2022. The PSB has also revised its Well-being Objectives and updated actions for the remainder of the Plan.</p> <p>Performance updates will also be used to form the Annual Report for 2020/21 and this is being reported to Scrutiny in October</p>

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
						2021. In September the Gwent PSB was established and is planning the next iteration of the Well-Being Plan for the region.
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 in 2021/22.	Effective One Newport partnership membership and meetings. Coordination of sub groups delivery of Well-Being Plan activities. Review of regional partnerships complete.	1 st April 2021	31 st March 2022	75%	PSB (Public Services Board) supported, with summary of business published. Work of the PSB is delivered through the five intervention boards led by PSB members. 20/21 annual report prepared and being received at Scrutiny Oct 21 ahead of publication. Following discussions across Gwent last year a regional PSB is now being formed. This was established at the end of September 2021 and the One Newport partnership is now a Local Delivery Group. The One Newport Well-being Plan will continue to be delivered. Significant work is underway to ensure that this change takes place with appropriate governance within NCC and regionally, while ensuring a strong local partnership continues.
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 for 2021/22.	Effective Safer Newport partnership membership and meetings. Coordination of Safer Newport, sub groups, and related activity. Support Communities with their post Covid 19 Recovery.	1 st April 2021	31 st March 2022	70%	Public Services Board (PSB) intervention groups continue to meet delivering the well-being plan objectives with performance also reported to Partnership Scrutiny. Work is also underway to adapt to a new model of regional partnership with a Gwent PSB and local One Newport partnership. The Community Safety Partnership 'Safer Newport' deals with a range of community safety issues supported by sub groups considering ASB and place-based responses to persistently impacted areas.

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
						The CSP also intersects Well-Being Plan interventions and work is ongoing to strengthen the linking and coordination of community safety prevention work across these partnerships. The partnership has applied for additional funding to respond to issues and in Q1 was successful in a joint 'Safer Streets' bid and at the end of Q2 received Safer Streets 3 funding. Furthermore, the partnership has applied for funding from the Home Office Safety of Women at Night Fund, the outcome will be announced by the close of Q2.
6	Continue 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.	1 st April 2021	31 st March 2022	75%	Work of Fairness Commission supported with virtual meetings continuing. The Commission are involved in the development of the second year of participatory budgeting programmes, have supported public engagement on the Community Impact Assessment and are reviewing their forward work programme for 21/22.
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	1 st April 2020	31 st March 2022	60%	Meetings of the Armed Forces Forum arranged and facilitated. Anticipating further legislation to support the armed forces community over the coming year. NCC achieved runner up status as Employer of the Year at the Welsh Veterans Awards in the last quarter.
8	Working collaboratively between NIH, Policy Partnership & Involvement and	The delivery of this action will enable the Gwent Regional PSB to develop Wellbeing	1 st April 2019	31 st March 2022	35%	Outline plan now developed in conjunction with Policy, Partnership and Involvement in supporting the delivery of the Local Area

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
	partners to develop geographic, data analytics to support evidence based decision making for the Council, local and regional partners.	Profiles and Situation Analysis for Newport and with Gwent Partners utilising 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.				Well-being Assessments based on the agreed five designated community areas for the City. Significant updates completed in relation to population demographics, deprivation, employment, housing, crime and anti-social behaviour.
9	Development and facilitation of partnership working by evolving effective and appropriate means of sharing information.	Evidence based decision making in partnership activity	1 st April 2021	31 st March 2022	75%	<p>Much of the focus of the partnership team is on developing links, sharing information and supporting partners to work with the Council. Work with regional partners is also ongoing to ensure common priorities are progressed in Gwent, such as the Travel Charter.</p> <p>The One Newport bulletin which goes to a range of partners has continued through COVID and has been redeveloped into a Sway format. The partnership and its communication will change with the launch of the Gwent PSB which will also have its own identity and website.</p>  <p>Bwrdd Gwasanaethau Cyhoeddus Gwent Public Services Board</p>

Objective 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)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
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 in 2021/22.	Opportunities identified for regional work and funding. Review of regional partnership arrangements and proposed regional PSB. Support for and benefit from Gwent wide initiatives.	1 st April 2021	31 st March 2022	65%	This year to date there has been a focus on the proposed move to a Gwent PSB with discussions at the One Newport PSB, with Partnership Scrutiny, and with regional and local partners. The Gwent PSB is now established and One Newport will become a local development group and work with local partners and the Regional PSB. There is also considerable work in developing a Gwent Well-Being Assessment and the supporting engagement with communities.
11	Continue to work with the PSB to facilitate coordinated communications	Review and delivery the PSB communication strategy and ensure all key partners are aware of and buy into the process	1 st April 2021	31 st March 2022	25%	Work to support the PSB's communications objectives has continued. With the establishment of the regional PSB and determination of the role of the local delivery models, the Newport communication protocol and strategy will be further revised.

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						
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
1	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 and the new Socio Economic Duty	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;	1 st April 2021	31 st March 2022	50%	The Representative Workforce Delivery Group continues to meet quarterly and has recently reviewed the demographic information collected by the council, aligning with census data and ensuring an inclusive approach to data collection. Data has been produced on ethnicity, disability and gender pay gaps, and a sub group established to better understand this data.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		Staff are aware of their responsibilities under the Equality Act 2010 The Socioeconomic Duty is embedded within appropriate council processes.				The recent senior leader recruitment web campaign featured improved EDI content which will be mainstreamed into general recruitment pages shortly. The Belonging in the Workplace is complete, and findings shared with staff networks before discussion with CMT. Inclusive Leadership training continues and staff have also been offered specific anti-racism training.
2	To deliver against the Welsh Government's Community Cohesion Plan in 2021/22 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.	1 st April 2021	31 st March 2022	60%	The council continues to deliver Welsh Government's community cohesion programme across Newport and Monmouthshire. Cohesion priorities are reflected in the focus of the new Participatory Budgeting Programme which will offer grassroots groups the opportunity to bid for funding. Work continues to support our EU communities post-EUSS deadline, and regular meetings with Gwent Police ensure that emerging tensions are identified and mitigated. Plans are in place to mark Hate Crime Awareness Week and Black History Month next period.
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 in 2021/22.	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.	1 st April 2021	31 st March 2022	60%	No new complaints have been received this period. A Welsh language community consultation is now live, and will inform the development of a new Welsh Language 5 year strategy. A community grants programme has also been launched, funded by the Welsh language reserve, focused on supporting community-based organisations to better promote and encourage the use of Welsh language across Newport.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		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.				
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 which retains and develops employees from diverse backgrounds, including Welsh speakers.	Staff from underrepresented groups feel valued and listened to. Positive action is used effectively to address areas of under representation at all levels. Improved demographic monitoring results in better workforce planning. Visible representation results in improved trust and confidence from communities.	1 st April 2020	31 st March 2022	60%	The Representative Workforce Delivery Group continues to meet quarterly and has recently reviewed the demographic information collected by the council, aligning with census data and ensuring an inclusive approach to data collection. Data has been produced on ethnicity, disability and gender pay gaps, and a sub group established to better understand this data. The recent senior leader recruitment web campaign featured improved EDI content which will be mainstreamed into general recruitment pages shortly. The Belonging in the Workplace is complete, and findings shared with staff networks before discussion with CMT. Inclusive Leadership training continues and staff have also been offered specific anti-racism training.
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.	1 st April 2020	31 st March 2022	60%	This period the council has supported the establishment of a City of Sanctuary steering group, led by a third sector refugee support agency, and engaging key stakeholders across the city. An action plan is currently under development, with areas of focus including education, access to public services and health. The council continues to support the Home Office Resettlement Programmes and has

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		Families continue to be resettled under the UK Resettlement Scheme integrated with other services.				welcomed our first Afghan family. A Migration Case Officer has been recruited to support the resolution of complex cases, particularly those which are NRPF. The council's EU citizens, Refugee Practitioner, Hong Kong and Hardship Groups continue to meet to ensure a consistent and joined up approach to migration across the city.
6	Develop a follow up to the community impact assessment to understand the impact that Covid 19 pandemic and further lockdown restrictions has had on Newport's Communities	To understand what impact lockdown measures had on communities and in particular the vulnerable and marginalised. To inform and recommend to the Council areas of development and actions to improve the recovery of communities impacted the most by Covid 19. To inform future strategic and operational planning and assessment of recovery in Newport.	1 st April 2021	30 th September 2022	90%	A refreshed COVID-19 Community Impact Assessment is in its final stages of development. The recovery fund Participatory Budgeting programme has commenced, and a steering group is in place.

Objective 6 - Embed proactive communication planning and delivery within all areas of the council

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
1	Develop a strategic communications approach and plan for the authority	Strategy approved by CMT and political leadership and embedded in the service planning process.	1 st April 2021	30 th September 2021	C	Complete in current form. Will need to be review at the new financial year and in line with new corporate plan and political manifesto.

Objective 6 - Embed proactive communication planning and delivery within all areas of the council

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
2	Review and update all communication policies	Effective policies will be in place to support and facilitate the communication strategy, reflecting the changes to the authority, media sphere and corporate brand and image.	1 st April 2021	30 th September 2021	C	Policies updated. revisit required at time of election to reflect new administration wishes.
3	Communication delivery plans	Work with heads of service/senior managers to develop communication delivery plans in line with service area plans, supporting forward planning, effective allocation of resources and ensure alignment with corporate priorities.	1 st April 2021	31 st December 2021	75%	Additional communication plans in place for key projects including active travel, carbon reduction, work and skills.
4	Develop communication data and intelligence	A developed analysis and breakdown of information related to audience breakdown and media knowledge will inform more targeted communications.	1 st April 2021	31 st December 2021	40%	Some delay to the continuation of this work due to vacant positions. Work continues but is expected to speed-up following successful recruitment.
5	Develop localised communication techniques	Increased understanding an usage of localised a targeted community communications through current platforms such as Facebook and WhatsApp groups	1 st April 2021	31 st March 2021	10%	Progress delayed due to vacant position and competing priorities such as City of Culture bid.
6	Improve council's online presence	Review and redevelop council website to ensure improved usability, better integration with customer services platforms and in line with the council's digital agenda.	1 st April 2021	31 st March 2021	20%	Report due to go to CMT to establish priority status and allocation of appropriate resources to progress this project.

Performance Measures (30th September 2021)

This is an update on the quarterly and half yearly performance measures for the service area to 30th September 2021. The end of year performance and previous year's Mid-year update is also included for comparative purposes. Annual measures are excluded and will be reported in March 2022. Commentary reported by exception for Amber and Red measures.

Key

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

Mid-Year – Covers the period 1st April to 30th September

End of Year – Covers the period 1st April to 31st March

Performance Measure	Mid-Year 21/22 Actual Performance	Mid-Year Target (Target 21/22)	End of Year 20/21 Actual Performance	Mid-Year 20/21 Actual Performance	Mid-Year 19/20 Actual Performance	Commentary
National - National Sickness Days Lost	4.12 days	4.62 days (9.23 days)	7.27 days	3.27 days	4.01 days	
Local - Percentage Freedom of Information Responses completed in time.	89.2%	88%	90.8%	91.3%	91.31%	
Local - Percentage of Subject Access Requests responses completed in time	69%	75%	60%	63.6%	90.3%	Specific resource issues in a service area have now been addressed, long term sickness absence has affected performance, but the back log of SAR's is being worked on. It is anticipated that when the backlog has been cleared, compliance will improve.

Performance Measure	Mid-Year 21/22 Actual Performance	Mid-Year Target (Target 21/22)	End of Year 20/21 Actual Performance	Mid-Year 20/21 Actual Performance	Mid-Year 19/20 Actual Performance	Commentary
Local - Number of employees completing corporate Welsh Language awareness training.	16	25 (50)	3	0	4	Welsh language training has been reviewed and a series of training videos are in the final stages of development. All staff will be required to view the videos and completion rates will be recorded.
Local – Number of Welsh Language related complaints taken by Newport City Council	0	0	Not Recorded	Not Recorded	Not Recorded	
Local - Number of Welsh Language complaints received via the Welsh Language Commissioner.	0	0	0	Not Recorded	Not Recorded	
Local – Number of Welsh Language complaints upheld by Welsh Language Commissioner	0	0	0	Not Recorded	Not Recorded	
Local - Number of employees trained in Prevent PVE	41	50 (100)	145	5	340	Corporate and schools Prevent training has recommenced following suspension due to Covid-19 measures. All schools have reminded to book their 3 yearly update training and numbers of staff trained should significantly increase during the last half of the year.
Local - Number of young people actively involved in Newport Youth Council work	12	12	11	15	17	
Local - Percentage of managers undertaking regular check ins.	27%	80%	Not Recorded	Not Recorded	59.04	In 2020/21 we did not fully implement the new check in process and therefore did not record performance due to Covid. This is the first year that we are asking all service areas to use the new

Performance Measure	Mid-Year 21/22 Actual Performance	Mid-Year Target (Target 21/22)	End of Year 20/21 Actual Performance	Mid-Year 20/21 Actual Performance	Mid-Year 19/20 Actual Performance	Commentary
						process. However, in some service areas the new process has been difficult to fully adopt due to pressures in the areas and also issues in how staff are recording the completion of the check ins in the system. This has been regularly reported to CMT and service area managers. Action is being taken to improve the guidance and to provide further training and support to managers to improve the performance.
Local - Number of staff receiving Equality Training	32	100 (200)	7	0	Not Recorded	Equality training provision has been reviewed and delivery of externally commissioned training has now commenced. All Managers across the council will have received equality training by the end of March 2022.
Local - Total number of social media followers	39,628 (Facebook – 20,012 / Twitter – 19,616)	34,000	37,223	36,951	31,500	