



People, Policy & Transformation Service Plan 2022-24

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Introduction

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

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

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

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

People, Policy & Transformation Objectives

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

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

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

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

Transformation Plan / Service Area Projects

To support the successful delivery of the Council's Corporate Plan, NCC will have a Transformation Plan that will deliver the strategic programmes and projects that will contribute towards the delivery of the Corporate Plan. Service areas will also be delivering smaller scale projects that will contribute towards continuous improvement in the delivery of services as well as contributing towards the strategic priorities of the Council's Corporate Plan.

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Supports Council's Transformation Plan	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
New Normal Project	Building on the lessons learned from the pandemic continue work to enable the workforce to able to work more flexibly from Council offices, home and other locations securely and safely. Collaborating with Newport Norse, Facilities and Health & Safety to ensure Council offices meet the necessary requirements. Collaborating with SRS to ensure officers and Members are able to work remotely using digital solutions and equipment. Developing HR practices that support the wellbeing and development of the organisation's staff.	Well-being Objective 4	Yes	Digital Services Manager	Q4 2022/23
Review and redesign of the corporate website	To develop a more user-friendly website with improved navigation, accessibility, and responsive design for effective use on all devices.	Well-being Objective 4	Yes	Strategic Communications Manager	Q1 2023/24
Asset Rationalisation	Reduction in the land and assets owned by the Council, and current and future maintenance and running costs. Increased community asset transfer. More efficient use of the estate.	Well-being Objective 4	Yes	Head of People, Policy and Transformation	Q4 2023/24
Digital Strategy Development and projects to deliver	Digital transformation Digital skills and inclusion Data and collaboration Digital infrastructure and connectivity	Well-being Objective 4	Yes	Digital Services Manager	Q4 2023/24

Workforce Development

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

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

Service Area Objectives and Action Plan 2022-24

Objective 1		Enabling evidence based organisational transformation to improve the delivery and sustainability of service delivery to the communities of Newport.				
Objective Outcome(s)		Enabling the Council to develop, promote and deliver its strategic priorities; enable its staff to deliver its services across Newport, and transform its services to meet the needs of its residents, service users and staff.				
Corporate Strategy and/or Strategic Plan supported (If Applicable)		Corporate Plan 2022-27 Digital Strategy People Plan (to be developed)				
Well-being Objective Supported (If Applicable)		Well-being Objective 2 - A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future. Well-being Objective 4 - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.				
Well-being Strategic Priorities Supported		WBO 2 / Strategic Priority 6 - Collaborate and support investment into a digital infrastructure which will provide equitable access for residents and businesses across Newport. WBO 4 / Strategic Priority 1 - Become an inclusive organisation that represents the citizens of Newport, providing equitable opportunity for people to succeed and places the citizen at the centre of decision making. WBO 4 / Strategic Priority 4 - Provide fair access to the council's in-person and digital services, including digital skills training and support. WBO 4 / Strategic Priority 5 - Promote and improve the way in which residents and businesses can interact with the council's democratic process and decision making.				
Objective Owner(s)		Head of People, Policy and Transformation/ Digital Services Manager				
Communication Support / Promotion (Yes / No)		Yes				
Reference	Action	Action Outcome(s)	Strategic Priority Strategy / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	Development and delivery of the transformation programme which align and underpin the delivery of the Corporate Plan. Ensuring that projects and programmes support cultural change and the principles of the Wellbeing of Future Generations Act.	Enable the Council's service areas to successfully deliver the Corporate Plan, and other strategic activity. Improvements and changes consider the principles in the Well-being of Future Generations Act.	Continuous Improvement	Head of People, Policy and Transformation	1 st October 2022	31 st March 2024
2	Development and implementation of a communications and consultation strategy for the Council's transformation programme.	Internal and external stakeholders are involved and collaborate with each other to deliver the Corporate Plan.	WBO 4 / Strategic Priority 5	Strategic Communications Manager	1 st October 2022	31 st March 2024

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

	<i>(Digital Strategy – Theme Data and Collaboration)</i>	governance, secure systems and processes. Improves system resilience and reliability through partnership with the SRS.	Digital Strategy	Newport Intelligence Hub Manager	1 st November 2022	31 st March 2027
8	Work with partners to develop infrastructure and connectivity in the City. <i>(Digital Strategy – Theme Digital Infrastructure and Connectivity)</i>	Improved digital infrastructure and connectivity for the city and for the council.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	Digital Services Manager	1 st November 2022	31 st March 2027
9	To base future strategic communication planning on a needs/wants-based analysis, reflecting the digital priorities of the Council.	Consultation with residents on communications usage and preferences. Consultation with internal clients and stakeholders on communication needs. Evidenced based development of corporate communication channels, based on needs and reflecting digital priorities.	WBO 4 / Strategic Priority 5	Strategic Communications Manager	1 st October 2022	31 st December 2023

Objective 2	To have an inclusive organisation that supports and encourages its workforce’s development, health and well-being and enables improved services delivered to the citizens of Newport.
Objective Outcome(s)	To enable the Council to become an inclusive organisation that supports and encourages its workforce’s development, health and well-being and enables improved services delivered to the citizens of Newport through our equalities work.
Corporate Strategy and/or Strategic Plan supported (If Applicable)	Corporate Plan 2022-27 Strategic Equalities Plan 2020-24 Welsh Language Strategy 2022-24 People Plan 2023-27
Well-being Objective Supported (If Applicable)	Well-being Objective 1 - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all. Well-being Objective 4 - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.
Well-being Strategic Priorities Supported	WBO 1 / Strategic Priority 7 - Increase the number of Welsh speakers in Newport by improving access to Welsh education, supporting businesses, and promoting the Welsh language. WBO 4 / Strategic Priority 1 - Become an inclusive organisation that represents the citizens of Newport, providing equitable opportunity for people to succeed and places the citizen at the centre of decision making. WBO 4 / Strategic Priority 8 - Become a living wage city helping people out of poverty and provide opportunities to retrain, learn new skills and find long-term work.
Objective Owner(s)	Human Resources & Organisational Development (HR & OD) Manager/ Policy & Partnership Manager

Communication Support / Promotion (Yes / No)		Yes				
Reference	Action	Action Outcome(s)	Strategic Priority Strategy / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	To Develop a People Plan to run alongside and support the Corporate Plan.	The people plan will have key outcomes for delivery over the next few years and develop the workforce requirement in delivering the corporate plan.	WBO 4 / Strategic Priority 1	HR & OD Manager	1 st October 2022	30 th June 2023
2	Review of staff performance management and the use of the check-in and performance review facilities.	The outcomes of this action will ensure the Council's performance management processes meet the needs of the workforce and enable staff to contribute towards improving the delivery of their services and Corporate Plan.	Continuous Improvement	HR & OD Manager	1 st October 2022	31 st December 2023
3	Implement a strategic and whole organisational approach to talent management with pathways to develop and support succession planning.	Career pathways are in place to enable the workforce to understand the possible options for career development.	Continuous Improvement	HR & OD Manager	1 st October 2022	31 st March 2024
4	Increase diversity, offering various opportunities to work for Newport City Council including at an entry point level with schemes for apprenticeships, traineeships, graduates and volunteering.	Develop an entry points framework that supports the aspirations of increasing diversity. Workforce better reflects the make up of the communities we serve.	WBO 4 / Strategic Priority 1	HR & OD Manager	1 st October 2022	31 March 2024
5	An organisation where the health, safety and well-being of our workforce is supported and promoted by all staff across the Council.	Ongoing review and support of compliance in Health and Safety following reviews of service areas specific requirements and obligations. Better understanding by managers of health and safety and well-being obligations.	Continuous Improvement	HR & OD Manager	1 st October 2022	31 st March 2024
6	Ensure key decisions within NCC support the principles of equalities, fairness and Welsh Language.	Delivery of the Strategic Equalities Plan and Welsh Language Strategy aspirations.	WBO 1 / Strategic Priority 7 WBO 4 / Strategic Priority 1	Policy & Partnership Manager	1 st October 2022	31 st March 2024

		<p>Update the Fairness and Equalities Impact assessment and provide training and support to ensure all relevant officers are clear on their role and key aspects of each including requirements against Welsh Language Standards and Strategy.</p> <p>Support the achievement of the Strategic Objectives contained within the Strategic Equalities Plan.</p> <p>Support collaborative working and develop understanding of fairness with Newport Fairness Commission.</p>				
7	Through our partnership work support the development of a living wage city.	<p>Ensure that our People Plan and wider partnership work programme supports the development of a Living Wage City.</p> <p>Develop an organisational understanding of this and the links to the poverty and skills agenda.</p>	WBO 4 / Strategic Priority 8	Policy & Partnership Manager	1 st October 2022	31 st March 2024

Objective 3	Newport City Council fosters a culture of collaborative working with partners (local and regional) which empowers communities and service users to improve the well-being and long-term sustainability of the city.
Objective Outcome(s)	Partnership working with a range of partners including One Newport and Gwent Public Services Board (PSB) partners across the region through the delivery of the Gwent Well-being Plan. Range of partnership work supported and developed.
Corporate Strategy and/or Strategic Plan supported (If Applicable)	Corporate Plan 2022-27 Gwent Public Services Board Well-being Plan 2023-28
Well-being Objective Supported (If Applicable)	Well-being Objective 3 - Newport is a supportive city where communities and care are at the heart of what we do. Well-being Objective 4 - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.
Well-being Strategic Priorities Supported	WBO 3 / Strategic Priority 7 - Promote positive community inclusion and culture by engaging with key stakeholders and communities to address issues of anti-social behaviour and crime. WBO 4 / Strategic Priority 1 - Become an inclusive organisation that represents the citizens of Newport, providing equitable opportunity for people to succeed and places the citizen at the centre of decision making. WBO 4 / Strategic Priority 7 - Generate opportunities to build wealth across Newport's communities through progressive procurement of goods and services and other initiatives such as participatory budgeting
Objective Owner(s)	Policy & Partnership Manager

Communication Support / Promotion (Yes / No)		Yes				
Reference	Action	Action Outcome(s)	Strategic Priority Strategy / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	Facilitate, coordinate, and contribute to key partnerships that support the delivery and achievement of the Gwent Public Services Board and One Newport Local Delivery Group to improve the health and wellbeing of residents across Newport and wider Gwent.	Coordination of, and contribution to One Newport and associated intervention boards Development of Newport's Local Action Plan Contribution and support to Gwent Public Service Board (PSB) meetings, supporting officer group and regional Wellbeing Plan. Support for related local partnerships.	WBO 4 / Strategic Priority 1 Gwent Well-being Plan 2023-28	Policy & Partnership Manager	1 st October 2022	31 st March 2024
2	Expand and further develop the organisations data and intelligence service delivery model, improving the depth and breadth of the Intelligence Hub's utilisation within the Council's and our partners thinking.	Development of community wellbeing assessments; partnership work informed by intelligence. Transformation, business cases and service delivery informed by intelligence and data. Newport Intelligence Hub offer extended to partners. Grant funding bids across a range of partnerships supported by evidence.	Continuous Improvement.	Newport Intelligence Hub (NIH) Manager	1 st October 2022	31 st March 2024
3	Engage in and contribute to key partnership projects, supporting effective communications.	Representation on key partnership communication working groups (such as Regional PSB, Safer Streets, Pill Masterplan, Purple Flag etc)	WBO 4 / Strategic Priority 1 WBO 4 / Strategic Priority 7 Gwent Well-being Plan 2023-28	Strategic Communications Manager	1 st October 2022	31 st March 2024
4	Support for and coordination of the Safer Newport community safety partnership and related programme of activity.	Delivery of Safer Newport engagement and project work. Coordination of the partnership. Coordination with regional and national partnerships.	WBO 3 / Strategic Priority 7	Policy & Partnership Manager	1 st October 2022	31 st March 2024

5	Support, facilitate and coordinate activities and forums to ensure active participation of service users, communities, and citizens in developing and informing key strategic decisions and delivery of services across the city.	Work in partnership with key partners, citizens, and forums to ensure the voices of citizens influence and participate in council decisions Improve the engagement and involvement of Newport's diverse and Welsh Language communities in the delivery of Council's services.	WBO 3 / Strategic Priority 7 WBO 4 / Strategic Priority 1	Policy & Partnership Manager	1 st October 2022	31 st March 2025
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Objective 4		Effective and sustainable management of assets and properties and support for the Council's goal of becoming a net carbon zero by 2030.				
Objective Outcome(s)		Support for the organisation's staff to have the capability and capacity to work more flexibly across Newport. Using our buildings and assets more efficiently contributing towards the carbon reduction and delivery of the Climate Change Plan.				
Corporate Strategy and/or Strategic Plan supported (If Applicable)		Corporate Plan 2022-27 Climate Change Plan 2022-27 Asset Management Strategy				
Well-being Objective Supported (If Applicable)		Well-being Objective 2 - A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future. Well-being Objective 4 - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.				
Well-being Strategic Priorities Supported		WBO 2 / Strategic Priority 1 - Become a net zero carbon council and city through the delivery of the Council's Organisational Climate Change Plan and Local Area Energy Plan. WBO 4 / Strategic Priority 2 - Transform our neighbourhood and community services to enable communities to make best use of land and property through community asset transfer. WBO 4 / Strategic Priority 3 - Deliver our organisational Climate Change Plan to become a net zero organisation by 2030. WBO 4 / Strategic Priority 6 - Rationalise, protect, and enhance our buildings and assets enabling co-productive working environments with our strategic partners, public sector bodies and other organisations.				
Objective Owner(s)		Head of People, Policy and Transformation/ Property Manager				
Communication Support / Promotion (Yes / No)		Yes				
Reference	Action	Action Outcome(s)	Strategic Priority Strategy / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	Following the introduction of our 'New Normal' working policies and new Corporate Plan we will review our	Effective asset management, disposal and asset transfer arrangements. Savings achieved and ongoing	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 2	Property Manager	1 st October 2022	31 st March 2023

	Strategic Asset Management Plan, and Disposal and Asset transfer strategies. This will be supported by an asset rationalisation programme in our Transformation Plan.	spending commitments reduced through asset and land rationalisation programme. Plan implemented.	WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 6			
2	Develop and manage effective contract management arrangements with Newport Norse.	Implement a renewed governance framework and key performance indicators to support effective contract monitoring and improved outcomes from the joint venture partnership.	Continuous Improvement	Property Manager	1 st October 2022	31 st March 2024
3	Adherence to the Corporate Landlord Policy and ensuring that all Premises Managers are accountable and responsible.	Ensuring there is an up to date and comprehensive list of premise managers and that all premise managers have received NCC training. There is also a need to ensure that all service departments and schools adhere to the corporate landlord policy. Any instances of non-adherence are evidenced and reflected upon for future reference and learning.	Continuous Improvement	Property Manager	1 st October 2022	31 st March 2023
4	Establish the Civic Centre investment requirements to provide a suitable office environment for NCCs "new normal".	Programme of works for the Civic Centre to make it a suitable and modern office environment for staff as part of the wider strategic asset programme.	WBO 4 / Strategic Priority 6	Property Manager	1 st October 2022	31 st March 2023
5	People, Policy and Transformation supporting the Council's Climate Change Plan delivering its theme ' <i>Organisational Culture and Leadership</i> '.	Deliver the actions that have been assigned to People, Policy and Transformation that will improve the organisational culture and leadership to reducing the Council's carbon emissions.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 3 Climate Change Plan 22-27	HR& OD Manager	1 st October 2022	31 st March 2024
	People, Policy and Transformation supporting the Council's Climate Change	Deliver the actions that have been assigned to People, Policy and Transformation that	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 2	Property Manager	1 st October 2022	31 st March 2024

6	Plan delivering its themes ' <i>Our Buildings</i> ', ' <i>Our Land</i> ' and ' <i>Procurement</i> '	will improve the building efficiency, enhance and protect land, and procurement arrangements reducing the Council's carbon emissions,	WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 6 Climate Change Plan 22-27			
7	People, Policy and Transformation supporting the Council's Climate Change Plan delivering its theme ' <i>Transport and Mobility</i> '.	Deliver the actions that have been assigned to People, Policy and Transformation that will improve the use of transport and reducing the Council's carbon emissions.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 2 WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 6 Climate Change Plan 22-27	HR & OD Manager	1 st October 2022	31 st March 2024
8	People, Policy and Transformation supporting the Council's Climate Change Plan delivering its theme ' <i>Wider Role</i> '.	Deliver the actions that have been assigned to People, Policy and Transformation that will improve the Council's role in reducing the Council's carbon emissions in Newport and wider region.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 2 WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 6 Climate Change Plan 22-27	Policy and Partnership Manager	1 st October 2022	31 st March 2024

Performance Measures

Performance Measure Title / Description	KPI for Corporate Plan (Yes/No)	Frequency (Quarterly / Half-yearly / Annual)	Performance Measure Owners (Service Manager Name)	Name of Data Provider	Actual 20/21	Actual 21/22	Target 21/22	Target 2022/23
NCC Sickness Days Lost	Yes	Quarterly	HR & OD Manager	Newport Intelligence Hub		10.06 days	9.23 days	10.06 days
Number of Apprentices per 1,000 employees.	No	Annually	HR & OD Manager	Newport Intelligence Hub	29 per 1,000 employees	20 per 1,000 employees	20 per 1,000 employees	20 per 1,000 employees
Percentage of managers undertaking regular check-ins	No	Monthly	HR & OD Manager	Newport Intelligence Hub	No Data	23.9%	80%	80%
Number of staff receiving Equality Training.	No	Quarterly	Policy & Partnership Manager	Newport Intelligence Hub or Senior Equalities Officer	7%	168	200	200
(New) % of staff that are able to speak Welsh at least intermediate of above level.	No	Half Yearly	Policy & Partnership Manager	Newport Intelligence Hub				20%
(New) Number of Council staff completing Welsh language awareness training.	No	Half Yearly	Policy & Partnership Manager	Newport Intelligence Hub				200
Percentage Freedom of information Responses completed on time	No	Quarterly	Digital Services Manager	Information Manager	90.8%	89.51%	88%	88%
Percentage of Subject Access Requests responses completed in time	No	Quarterly	Digital Services Manager	Information Manager	60%	71.1%	75%	75%
New: Percentage of complaints to the PSOW intervention	No	Quarterly	Digital Services Manager	Complaint Resolution Manager	11%	11%	N/A	Less than 14%
Total number of social media followers.	No	Quarterly	Strategic Communications Manager	Strategic Communications Manager	37,223	41,700 Facebook-21,220 Twitter-20,500	34,000	35,000

Service Area Risk Register

Risk Title	Risk Description	Risk Owner	Inherent Risk Score	Target Risk Score	Corporate / Service Risk	Keep or Close
Information and Cyber Security	Management and security of the Council's ICT systems to protect personal and sensitive data from theft and loss whilst also maintaining business continuity and integrity of our systems.	Digital Services Manager	20	10	Corporate Risk	Keep
Equalities Act and Welsh Language Standards	Non-compliance with equality legislation (including socio-economic duty) and welsh language standards.	Policy & Partnership Manager	16	6	Service Risk	
IT Connectivity	The delivery and achievement of the Council's Corporate Plan objectives is reliant on having the necessary connected IT service and infrastructure provision in place.	Digital Services Manager	16	6	Service Risk	Amend
Newport Council Property Estate	NCC has a significant property estate covering over 170 buildings (circa) such as the Civic Centre, Telford Depot, schools etc. The Council has to ensure the estate is maintained to required standards to enable access, safety, security and in the long term sustainable for staff and residents to use.	Property Manager	16	9	Corporate Risk	
Programme and Project Management Capacity and Capability	The Council is unable to effectively deliver strategic programme and projects as there is insufficient capacity and capability to provide project management support	Head of People Policy and Transformation	-	8	Service Risk	Keep in
Recruitment & Retention	The Council cannot deliver the Corporate Plan as it is unable to recruit or retain staff within its workforce	HR & OD Manager	15	8	Corporate Risk	