

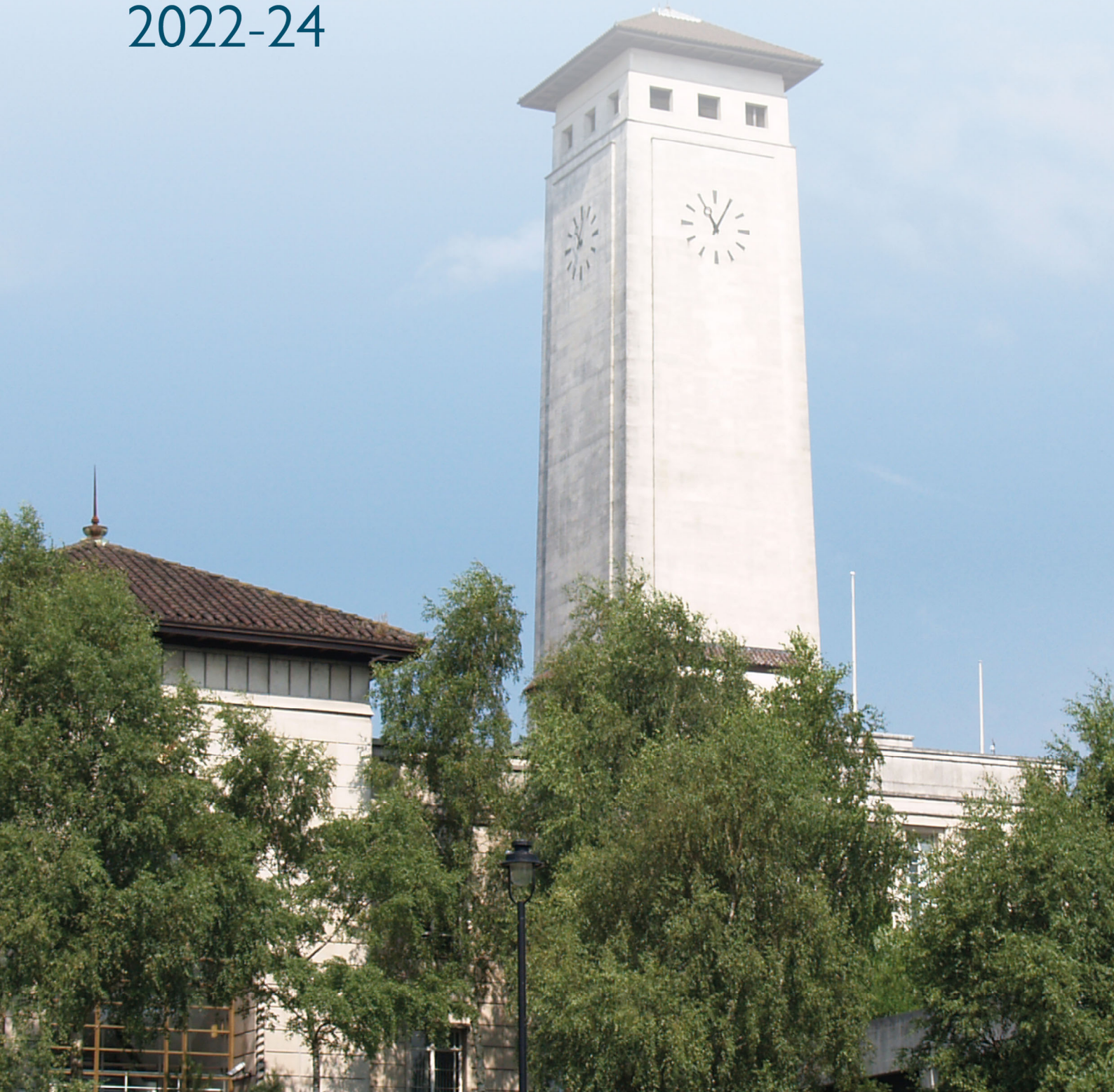


**NEWPORT**  
CITY COUNCIL  
CYNGOR DINAS  
**CASNEWYDD**

# MID-YEAR REVIEW

PEOPLE POLICY & TRANSFORMATION

2022-24



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## Strategic Leads

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

# Introduction

Newport City Council's Corporate Plan 2022-27 has four Well-being Objectives to support its mission to deliver an Ambitious, Fairer and 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, strategic priorities, and deliver continuous improvement each service area has developed their service plan. This report provides the Mid-Year progress against the People, Policy & Transformation Service Plan 2022-24 (23/24).

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, Assets, Communications and the Transformation & Intelligence team.

PPT's 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 is now faced with 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.

## Service Area 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.



# 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.

The service leads on corporate and service planning including all risk and performance management and a range of statutory reports have been completed as part of this work, alongside regular Cabinet and Committee reports. This year to date, we have produced and reported on annual reports for: the Corporate Plan, Strategic Equalities, Welsh Language, Complaints Comments and Compliments, Digital Strategy, and Information Risk. The next development will be the new People Plan in Q3 and the Strategic Asset Management Plan in Q4.

The Digital and Intelligence services have continued to support the development of new ways of working through new technologies and IT support, data matching and intelligence. This year this includes an evidence-led approach to transformational change. In the next quarter the new website will be published, and we will also be working with our partners the SRS on regional collaborations.

We work closely with partners in the SRS to support the use of digital technology across all services, and the provision of robust infrastructure. Progress within this partnership has also been reported to Scrutiny in the last quarter.

The policy and partnership team works with partners and communities across Newport and this is reflected also in our engagement work, including Newport Youth Council and engagement on various aspects of service provision. The team are also working closely with Gwent public sector partners to commence delivery of the regional wellbeing plan including proposals for a Marmot region. In the coming year we also need to develop the Strategic Equalities Plan for 2024-2028. Strategic communications continue to evolve with increased use of social media and delivery of the website development project.

The asset rationalisation programme, which aims to use our assets more effectively, has commenced with workstreams looking at the use of a range of assets. We act as client to the Council's property services partner, and have also started to review these arrangements in 23/24. The partnership outcomes for last year were also reported to Scrutiny this quarter.

The HR team provides support to managers across the Council on a range of human resources issues, including payroll services, advice and support and employee relations through our Employee Partnership Forum. Working with equalities and climate change teams we also have a range of staff groups, and this year have been redeveloping employee engagement arrangements. In the next quarter we will be launching our employee values following staff engagement as well as finalising the new People Plan. The team also provides employee development, health and safety and wellbeing services supporting compliance with professional advice on keeping our workforce safe. Since last year we have worked closely with managers across all services on the sickness and management check in targets and this year to date, performance has improved. Recruitment and retention remain a risk for many services and we continue to work on approaches to support this.

We held our first virtual staff conference in July, including welcome and optional sessions, and a service awards presentation. Over 600 employees attended the staff conference, which had a significantly more reaching impact than previous staff conferences delivering important strategic message and updating staff on our services. We also launched our engagement to develop employee values which will be launched in Q4.

Finally, the service has a range of internal and external audit reviews completed and ongoing during this period and we report to Governance and Audit Committee on these, alongside the Councils risk management arrangements.

# People, Policy & Transformation 2023/24 Overview

## Service Plan Objectives

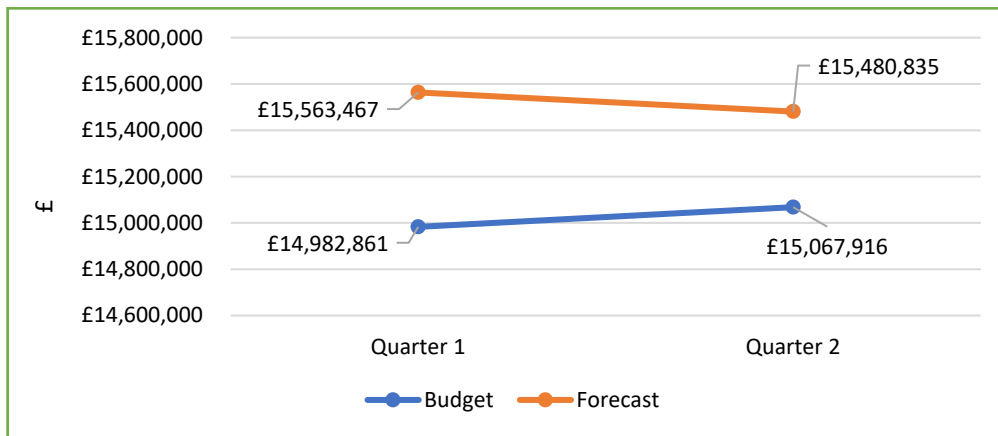
Objective	Mid-Year Status (Red / Amber / Green)
<b>Objective 1</b> - Enabling evidence based organisational transformation to improve the delivery and sustainability of service delivery to the communities of Newport.	
<b>Objective 2</b> - To have an inclusive organisation that supports and encourages its workforce's development, health and well-being and enables improved services delivered to the citizens of Newport.	
<b>Objective 3</b> - 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.	
<b>Objective 4</b> - Effective and sustainable management of assets and properties and support for the Council's goal of becoming a net carbon zero by 2030.	

## Service Area Risks

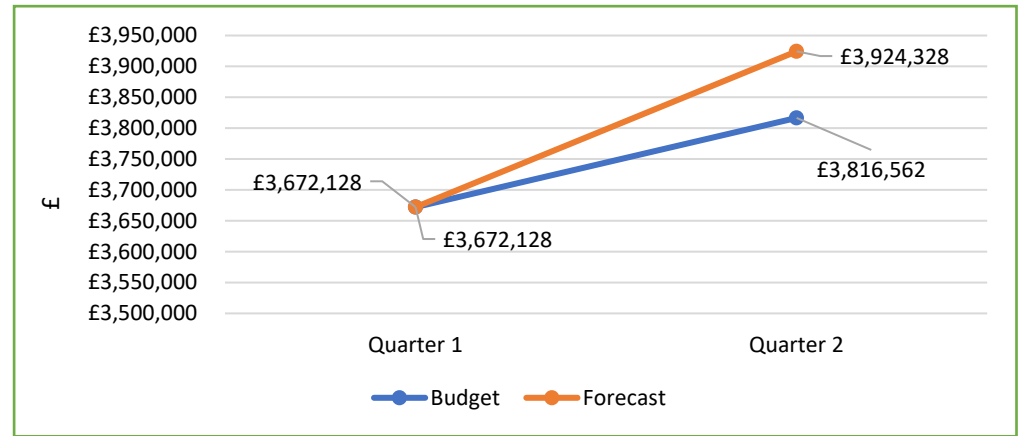
Risk	Corporate / Service Risk	Inherent Risk Score	Target Risk Score	Quarterly Risk Scores (Q3 2022/23 to Q2 23/24)			
				Quarter 3 22/23	Quarter 4 22/23	Quarter 1 23/24	Quarter 2 23/24
Newport Council Property Estate	Corporate	20	9	16	16	16	20
Information and Cyber Security	Corporate	12	8	12	12	12	12
Equalities and Welsh Language Standards	Service	12	4	9	9	9	9
IT Connectivity	Service	9	6	8	8	8	8
Programme and Project Management Capacity and Capability	Service	9	6	9	9	9	9
Recruitment & Retention	Services	12	9	9	9	9	9

## Service Area Finance Forecast (End of Quarter 2)

### Revenue Forecast



### Capital Forecast



# Programmes and Projects

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	Quarter 2 RAG Assessment / % Completion	Commentary
<b>Review and redesign of the corporate website</b>	To develop a more user-friendly website with improved navigation, accessibility, and responsive design for effective use on all devices.	Well-being Objective 4	Quarter 1 2024/25	<b>40%</b>	<p>Excellent progress made with a phase one delivery date of January 2024 on track. Redesign focusing on the main drivers for change:</p> <ul style="list-style-type: none"> <li>• Accessibility</li> <li>• User experience</li> <li>• Mobile responsiveness</li> <li>• Channel shift</li> <li>• Stakeholder requirements</li> <li>• Relevant and current content</li> </ul> <p>Detailed engagement underway with key stakeholders including direct work with service area experts to review structure and content of information held on the website and consultation with and involvement of interested parties – groups such as Newport Youth Council and the IN-NCC network. User experience testing also underway using a bank of volunteer residents.</p>
<b>Asset Rationalisation</b>	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	Quarter 4 2026/27	<b>30%</b>	<p>The Assets Rationalisation Project is now established, with a number of workstreams. The principles of the Strategic Asset Management Plan are also being developed along with supporting governance. A review of the internal assets group and how decisions are made is underway.</p> <p>Data collection and evidence gathering is a core part of the programme and the initial proposals for change are being developed in Q3. The main drivers for this programme are - financial, commitment to climate change, and better planning for and use of our buildings.</p>

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	Quarter 2 RAG Assessment / % Completion	Commentary
<b>Asset Rationalisation</b>	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	Quarter 4 2026/27	<b>30%</b>	The programme is both rationalisation and optimisation as new requirements for assets such as in housing and social care will also need to be considered.
<b>Review of property services</b>	The Council's joint venture with Newport Norse comes to an end December 2025 and work has commenced to review the model and plan for next steps.	Well-being Objective 4	Quarter 3 2025/26	<b>20%</b>	The programme of work to review the property services joint venture has commenced, with external partners supporting. This work will continue until the end of the JV in December 2025. Stakeholder engagement is underway and the range of options for a future model are being developed.
<b>Digital Strategy Projects</b>	The Digital Strategy key themes are: <ul style="list-style-type: none"> <li>• Digital transformation</li> <li>• Digital skills and inclusion</li> <li>• Data and collaboration</li> <li>• Digital infrastructure and connectivity</li> </ul> Projects will be developed to support these themes and actions within them.	Well-being Objective 4	Quarter 4 2023/24	<b>20%</b>	The Digital Board, with revised membership and terms of reference, has oversight of Digital Strategy projects. In the Digital Transformation theme, important highlights are the re-development of the Council's web site, the Council's project to migrate to a cloud-based solution for its financial system, migration of regulatory services' system to cloud-based solution and the Council's data centre migration to Vantage Data Centre. Other work includes the roll out of Microsoft Teams Phone, the testing of a document translation solution and the launch of a "Smart Home" in Newport Market led by Occupational Therapy. In the Digital Skills and Inclusion theme, Adult Community Learning offers various digital courses including "Computers Don't Bite" which is free of charge from September 2023. The development of materials representing Newport's "Digital Offer" has commenced.



Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	Quarter 2 RAG Assessment / % Completion	Commentary
<b>Digital Strategy Projects</b>	<p>The Digital Strategy key themes are:</p> <ul style="list-style-type: none"> <li>• Digital transformation</li> <li>• Digital skills and inclusion</li> <li>• Data and collaboration</li> <li>• Digital infrastructure and connectivity</li> </ul> <p>Projects will be developed to support these themes and actions within them.</p>	<p>Well-being Objective 4</p>	<p>Quarter 4 2023/24</p>	<p>20%</p>	<p>This will include details of digital skills and inclusion activities provided by the Council and partners across the city. All Council libraries provide free public access to internet enabled PCs which are available on a drop in basis or sessions can be booked in advance. The Council provides a free public Wi-Fi service in over 50 public buildings in the city. Free Wi-Fi on Newport buses is provided, funded by the Council and Newport Transport.</p> <p>In the Data and Collaboration theme, Public Services Network (PSN) compliance and Payment Card Industry (PCI) compliance was achieved in the first half of 23/24. SRS completed the implementation of a Security Operations Centre (SOC) and a Security Information and Event Management (SIEM) to provide increased proactive monitoring of logs and other security information.</p> <p>In the Digital Connectivity and Infrastructure theme, the Local Broadband Fund (LBF) project has experienced some delays for in building Wi-Fi infrastructure. Relevant approvals have now been agreed and installation re-scheduled. Further engagement with the supplier of the IT system will re-commence to follow equipment installations. Work to review the infrastructure for the Community Safety Network that supports the council's CCTV service is almost complete with implementation required for Q3 22/23.</p>

# Workforce Development

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

Action	Outcome(s) of Action Delivery	Action Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
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.	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	75%	Significant progress through workforce planning arrangements to date. Following the senior staff restructure and agreement of the new Corporate Plan, work will continue with new senior leads. Discussing requirements with WLGA also. Digital skills also included as a key theme in the Council's Digital Strategy.
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.	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	30%	Reviewing career pathways following changes to structures across the organisation, and changes to the entry points - trainee, apprentice and graduate arrangements. Our aspiring leaders programme is ongoing, developing internal staff, and following a successful proposal to use Shared Prosperity Fund (SPF) to fund apprentices within NCC, in Q3 we are recruiting for up to 20 new apprentice positions.
Undertake an analysis of current skills, particularly in business-critical areas.	Improve the capacity and capability of teams and develop technology / digital solutions.	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	25%	Workforce planning continues to develop, including a session planned with WLGA, Q3. Work continues with new service manager/leads to develop structures that support the work required under our Corporate Plan and capacity or resource issues identified. Digital skills are also included as a key theme in the Council's recently approved Digital Strategy and in Q3 the People Plan draft will be finalised. This will support development of the right behaviours and values for staff. We are also working with senior managers on the skills required for the transformation work we need as Council. Within the PPT service area, we have restructured across all services to make best use of resources.

# Objectives and Action Plan Update

Objective 1 - Enabling evidence based organisational transformation to improve the delivery and sustainability of service delivery to the communities of Newport.							Objective 1 Mid-Year Assessment
Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
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. Internal and external stakeholders are involved and collaborate with each other to deliver the Corporate Plan.	Continuous Improvement	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2027	30%	Following development and approval of the Corporate Plan we are now developing the projects and programmes that will support transformational change and the challenges we face. A number of these programmes such as asset rationalisation and a review of customer contact have commenced.  The Digital Strategy has also been agreed and published, and the People Plan themes are being developed for the draft plan for Scrutiny in Q3.
2	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	1 <sup>st</sup> October 2022	<del>31<sup>st</sup> December 2023</del> 31 <sup>st</sup> March 2024	80%	Performance & Planning Policy has been approved and now in place. Review of Risk Management Policy progressing.  Risk workshop held with senior leaders will be completed in Quarter 3 and their feedback will be considered as part of the Risk Policy development.  The completion date has been delayed to 31 <sup>st</sup> March 2024 for the policy to be approved through the Democratic process.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
3	<p>Develop evidenced and intelligence-based decision making.</p> <p>Support service areas to develop robust, evidenced business cases and successfully deliver projects.</p>	<p>Evidence based decision making with insight developing into actions.</p> <p>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.</p>	Continuous Improvement	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2027	40%	<p>Significant intelligence pack development undertaken in support of the evidence-base decision-making to support the delivery of Asset Rationalisation. Further scoping and requirements gathering being undertaken for next phases.</p> <p>Development work on-going in terms of the use of the Council's Management Information (MI) Hub system to improve visibility and transparency. This includes further enhancements including the Executive Board strategic service area overviews in support of the Challenge Review process, and development of several interactive data visualisation dashboards to support the decision-making process.</p>
4	<p>Transforming services through innovative use of digital technology.</p> <p><i>(Digital Strategy Theme: Digital Transformation)</i></p>	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.	<p>WBO 2 / Strategic Priority 6</p> <p>WBO 4 / Strategic Priority 4</p> <p>Digital Strategy</p>	1 <sup>st</sup> November 2022	31 <sup>st</sup> March 2027	20%	<p>The Council completed the procurement of a new solution and implementation partner for the council's web site. This will be delivered in a phased approach using the Local Government Drupal solution. As above, migration of the council's data centre complete. This now provides greater resilience and a significant reduction in energy consumption and associated costs in the Civic Centre. This is a major milestone in the development of the Shared Resource Service (SRS) delivery model for partners including Newport.</p> <p>The roll out of Microsoft Teams phone is live within one Service Area, with further roll out planned by Service Area. This provides the ability to make or receive calls on any device where Microsoft Teams is installed. This includes via Bring Your Own Device (BYOD) for secure access to e-mail and Microsoft Teams on personal devices.</p>

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
4	<p>Transforming services through innovative use of digital technology.</p> <p><i>(Digital Strategy Theme: Digital Transformation)</i></p>	<p>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.</p>	<p>WBO 2 / Strategic Priority 6</p> <p>WBO 4 / Strategic Priority 4</p> <p>Digital Strategy</p>	1 <sup>st</sup> November 2022	31 <sup>st</sup> March 2027	20%	<p>The Council's migration to a cloud-based solution for its financial system is due to go live Q3 23/24. The project to migrate IDOX Uniform to the cloud has been delayed due to issues identified in testing and go live is now planned for Q3. The completion of these migrations will mean that nearly all the council's highest priority systems will be in the cloud.</p> <p>A project to test a document translation solution for various languages looks encouraging. Following further testing a proposal will be made for its future use. The Council's Occupational Therapy team launched a new "Smart Home" facility in Newport Market that enables people to understand how technology can help them support more independent living of friends and family members.</p> <p>Opportunities for further use of Robotic Process Automation (RPA) continue to be being investigated with different services.</p>
5	<p>Development of digital skills of citizens, employees and members.</p> <p><i>(Digital Strategy Theme: Digital Skills and Inclusion)</i></p>	<p>Improved digital skills of the workforce, citizens, and members and support for improved access to digital technology.</p> <p>Includes digital skills programme, public Wi-Fi and Workforce Strategy.</p>	<p>WBO 2 / Strategic Priority 6</p> <p>WBO 4 / Strategic Priority 4</p> <p>Digital Strategy</p>	1 <sup>st</sup> November 2022	31 <sup>st</sup> March 2027	15%	<p>Adult Community Learning offers various digital courses including "Computers Don't Bite" which is free of charge from September 2023.</p> <p>The Digital Skills and Inclusion theme was reviewed by the Digital Board and further internal discussions have taken place. The development of materials representing Newport's "Digital Offer" has commenced. This will include details of digital skills and inclusion activities provided by the Council and partners across the city.</p> <p>Smart Home continues to be operated by Social Services in Newport Market demonstrating assistive technologies and their opportunities to support independent living.</p>



Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
5	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	1 <sup>st</sup> November 2022	31 <sup>st</sup> March 2027	15%	All Council libraries provide free public access to internet enabled PCs which are available on a drop in basis or sessions can be booked in advance. The Council provides a free public Wi-Fi service in over 50 public buildings in the city. Free Wi-Fi on Newport buses is provided, funded by the Council and Newport Transport.
6	Improved use of data to inform service delivery and increase collaboration. <i>(Digital Strategy Theme: Data and Collaboration)</i>	Increased collaboration and use of data, building on information sharing protocols and data integration supported by agreed protocols, governance, secure systems and processes.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	1 <sup>st</sup> November 2022	31 <sup>st</sup> March 2027	35%	Work on-going in terms of continually improving user accessibility and improved monitoring and reporting via the Council's Management Information (MI) Hub performance management system. This includes a number of value-added elements encompassing revenue, capital and MTRP, agency and overtime reporting, HR and staffing comprising of workforce overviews and staff attrition rates, check-ins etc.  Cross-service engagement work on-going in terms of asset rationalisation and service provisioning across several areas. This includes work in supporting Social Services in the delivery of the Welsh Government Eliminate Profit agenda for Childrens Services. Scoping underway in defining supportive intelligence requirements to support the evidence-based decision requirements.  Collaborative discussions continuing with SRS and local authority partners in relation to prospective regional programmes and delivery.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
7	<p>Improve cyber resilience and information security governance, managing risks appropriately with partners and groups.</p> <p><i>(Digital Strategy Theme: Data and Collaboration)</i></p>	<p>Build on and continue to develop cyber resilience and information security governance, secure systems and processes.</p> <p>Work with partners and groups such as Warning, Advice and Reporting Point (WARP) and others. Ensure technical security measures are managed, working with Shared Resource Service (SRS), partners and suppliers. Supported by Annual Information Risk Report, regular staff training and communications.</p>	<p>WBO 2 / Strategic Priority 6</p> <p>WBO 4 / Strategic Priority 4</p> <p>Digital Strategy</p>	1 <sup>st</sup> April 2023	31 <sup>st</sup> March 2027	20%	<p>Public Services Network (PSN) compliance and Payment Card Industry (PCI) compliance was achieved in the first half of 23/24. SRS completed the implementation of a Security Operations Centre (SOC) and a Security Information and Event Management (SIEM) to provide increased proactive monitoring of logs and other security information. Audit Wales provided its report on the Council's Cyber arrangements and the recommendations are being followed up for further improvement.</p>
8	<p>Work with partners to develop infrastructure and connectivity in the City.</p> <p><i>(Digital Strategy Theme: Digital Infrastructure and Connectivity)</i></p>	<p>Improved digital infrastructure and connectivity for the city and for the council.</p>	<p>WBO 2 / Strategic Priority 6</p> <p>WBO 4 / Strategic Priority 4</p> <p>Digital Strategy</p>	1 <sup>st</sup> November 2022	31 <sup>st</sup> March 2027	15%	<p>The Local Broadband Fund (LBF) project has experienced some delays to ensure the necessary approvals for in building Wi-Fi infrastructure. Approval has now been agreed and installation re-scheduled. A wayleave agreement is being finalised for one site for fibre provision. Further engagement with the supplier of the IT system will re-commence to follow equipment installations.</p> <p>Work to review the infrastructure for the Community Safety Network that supports the council's CCTV service is almost complete with implementation planned Q3. Migration of the Council's data centre to Vantage Data Centre is complete, providing greater resilience and reductions in energy consumption and associated costs in the Civic Centre.</p>

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
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	1 <sup>st</sup> October 2022	31 <sup>st</sup> December 2023	80%	<p>Social media profiling report currently in draft. This is also being used to inform a review of social media platforms upon which decisions regarding existing and available platforms will be made.</p> <p>Detailed social media analytics report now being compiled on a regular basis to evidence engagement and reach, and inform social media planning.</p> <p>Detailed analytics reports being compiled for key campaigns, such as community learning, and best practice extracted for future use.</p> <p>Digital options being considered at all times for efficiency, but always taking into consideration target audience. Recent example includes the development of a digital newsletter for carers and community connectors, moving away from traditional print.</p>
10	Innovative development and use of systems and solutions to maximise the benefits of the Council's system assets.	Better use of existing/new systems and solutions to meet and develop user and service needs. Improve system collaboration by expanding cross-system integration and exploiting functionality to its fullest.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	1 <sup>st</sup> November 2022	31 <sup>st</sup> March 2027	30%	<p>On-going development and exploitation of the in-house developed CEMP (Community Evaluation Monitoring Project) system is continuing. Significant progress made in terms of SPF (Shared Prosperity Fund) system to support delivery, monitoring and reporting for Newport, Torfaen and Caerphilly councils. Further work being scoped and planned to provide additional system enhancements to support the Welsh Government Flying Start flexible-funded work programme.</p> <p>Development of CEMP solution to support Housing &amp; Communities in relation to delivery of homelessness and rough sleeper services completed. This has produced a resultant cost efficiency saving for the service.</p>

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
10	Innovative development and use of systems and solutions to maximise the benefits of the Council's system assets.	Better use of existing/new systems and solutions to meet and develop user and service needs. Improve system collaboration by expanding cross-system integration and exploiting functionality to its fullest.	WBO 2 / Strategic Priority 6  WBO 4 / Strategic Priority 4  Digital Strategy	1st November 2022	31st March 2027	30%	MI Hub developed case management system, to support Home Office deployment scheme. Further development work completed to facilitate improvements in monitoring and reporting through interactive performance dashboards. dashboards.  Migration of IDOX Uniform system to cloud progressing. Delay has impacted on migration of Land Charge LLC service to His Majesty's Land Registry (HMLR).  Further work being scoped to develop approach to the implementation and use of Robotic Process Automation (RPA) with collaborative licence facilitated by SRS. Work underway to develop partnership approach and knowledge sharing to support efficiency savings.
11	Development of Complaints service to gain further insight from customer compliments, comments and complaints.	Service delivery is improved as a result of feedback from customers and appropriate actions taken by services.	Continuous Improvement	1st April 2023	31st March 2027	30%	Three specific complaints training sessions were undertaken for key services. Annual Compliments, Comments and Complaints report produced and presented to Governance and Audit Committee September 23. Initial engagement with residential services to review documentation and processes for complaints. Initial discussions on review of Unacceptable Actions by Customers Policy.

**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 2 Mid-Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
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	1 <sup>st</sup> October 2022	31 <sup>st</sup> December 2023	35%	Plan to be agreed in December 23. This will also be reported to Scrutiny as a draft. Currently continuing engagement.
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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	75%	Significant effort and time investment has been put into reviewing and supporting a shift in this area. Outcomes now suggest a positive shift in staff engaging in the process since last year and a review of the processes that support this will continue.
3	Implement a strategic and whole organisational approach to talent management by identifying career 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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	75%	Drafts now being reviewed internally with a view to an overarching guidance support document being available organisationally within the timeframe.
4	Promote diversity and inclusion, offering various opportunities to work for Newport City Council	Recruitment events are supported across the city at a number of diverse events.  Staff networks are held regularly to promote inclusion. Workforce better reflects the make-up of our communities.	WBO 4 / Strategic Priority 1	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	50%	In the first half of the year, we have agreed an SPF bid to support our entry points offer on a temporary basis which will support our aspirations in this area. We will support with approximately 20 adverts for apprentices this quarter and recruitment is now underway.



Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
5	An organisation where the health, safety and well-being requirements of our workforce are supported and are promoted by all staff across the Council.	Ongoing review and support of statutory compliance and best practice recommendations within the Health and Safety department in line with identified service area requirements and obligations. Ensuring that managers are upskilled and are educated on all aspects of the health, safety and well-being requirements that are placed upon them to ensure that the Council discharges its health and safety duties.	Continuous Improvement	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	75%	The Health and Safety team are continuing to support organisational need in a proactive manner. Inevitably the more audit work being undertaken is resulting in more identified areas of further support. The structure of H&S and Wellbeing support team is a continual process evolving to organisational need and pressures. The team supports with proactive service area plans on a risk-based approach alongside key strategic priorities.
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.  Ongoing review and support of statutory compliance and best practice in line with identified service area requirements and obligations.	WBO 1 / Strategic Priority 7  WBO 4 / Strategic Priority 1	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	75%	The Fairness and Equality Impact Assessment form has been amended and added to the budget consultation document to support decisions makers in considering the principles of equalities, fairness, and Welsh language from initial planning and throughout the process. Training has continued throughout the period on equality and diversity and Welsh language. Service area specific and open workshops focused on FEIAs and the links with protected characteristics, Welsh language, social economic duty and the Wellbeing of Future Generations (Wales) Act have been scheduled throughout Q3.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
6	Ensure key decisions within NCC support the principles of equalities, fairness, and Welsh Language.	<p>Ensuring that managers are upskilled and are versed with all aspects of equalities, fairness and Welsh language requirements to ensure that the council remains compliant.</p> <p>Support collaborative working and develop understanding of fairness in partnership with Newport Fairness Commission.</p>	<p>WBO 1 / Strategic Priority 7</p> <p>WBO 4 / Strategic Priority 1</p>	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	75%	Work continues with the Fairness Commission throughout the year. The FC are refining their approach to assessing fairness in the context of budget setting this year and are planning to provide a supportive role with key service and demographic areas during Q3.
7	Through our partnership work support the development of a living wage city.	<p>Ensure that our People Plan and wider partnership work programme, including the local action plan under the Gwent Well-being plan, 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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	20%	During this quarter we have worked with partners and officers across the council to discuss options in relation to research, engagement, and implementation of living wage cities, to understand how this ambition can be best approached and achieved within Newport alongside other local employers and stakeholders.

**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 3 Mid-Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
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. Lead the NCC work as part of the Gwent Marmot region work including supporting the development of organisational understanding of health inequality and links to corporate and service plans.	WBO 4 / Strategic Priority 1  Gwent Well-being Plan 2023-28	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	80%	The draft strategic needs assessment was shared with Safer Newport partnership members during the period alongside early indications of the results of the community survey. In order to align with home office requirements under the Serious Violence Duty the strategic needs assessment and serious violence strategy will be refined over the next quarter in order to be published in April 2024.  Safer Newport subgroups continue to discuss multi-agency approaches to addressing and challenging emerging community safety issues. During this quarter, the use of a contextual safeguarding approach to location and young people based issues has been utilised and has full engagement from Safer Newport and wider partners.
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.	Continuous Improvement	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2027	70%	On-going engagement with Housing & Communities in supporting review of existing system and processes, addressing long-term service needs. Several in-house developed solutions have now been implemented to support services in relation to rough sleepers and the Home Office deployment scheme.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
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.	Intelligence Hub offer extended to partners. Grant funding bids across a range of partnerships supported by evidence.	Continuous Improvement	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2027	70%	Work is continuing with social services to improve system integration. This also includes data and analytics to support the Eliminate Profit from Childrens Services and development of young people service overview. Regional discussions on-going regarding the development of data and analytical capabilities and potentially extending current services across other partners.
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)  Develop a closer alignment between partnership, internal and external NCC communication messages.	WBO 4 / Strategic Priority 1  WBO 4 / Strategic Priority 7  Gwent Well-being Plan 2023-28	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	85%	Links strengthened with Western Gateway and Key Cities communication groups. Regular attendance at WLGA Wales-wide comms group to share updates, priorities and best practice. Supporting development of the Royal Foundation coalition to tackle homelessness. Restructure of comms and policy/partnership into one team is also supporting more joined up working.  Comms reps embedded within partnership forums including Gwent Warning and Informing Forum (W&I), regional fostering, Gwent comms forum, Wales W&I, Pill Masterplan group, Safer Streets group etc. Regional PSB rota support and duties agreed across all LAs.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
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. Development of strategic needs assessment, and associated strategies to inform a delivery and action plan.	WBO 3 / Strategic Priority 7	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	60%	<p>The draft strategic needs assessment was shared with Safer Newport members during the period alongside early indications of the results of the community survey. In order to align with home office requirements under the Serious Violence Duty the strategic needs assessment and serious violence strategy will be refined over the next quarter in order to be published in April 2024.</p> <p>Safer Newport subgroups continue to discuss multi-agency approaches to addressing and challenging emerging community safety issues. During this quarter, the use of a contextual safeguarding approach to location and young people-based issues has been utilised and has full engagement from Safer Newport and wider partners.</p>
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.	<p>Work in partnership with key partners, citizens, and forums to ensure the voices of citizens influence and participate in council decisions.</p> <p>Improve the engagement and involvement of Newport's diverse and Welsh Language communities in the delivery of Council's services.</p>	<p>WBO 3 / Strategic Priority 7</p> <p>WBO 4 / Strategic Priority 1</p>	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2025	80%	<p>During this quarter, a range of engagement work on behalf of service areas has been supported. This included engaging with Involve Newport Citizens Panel, with surveys produced and circulated at the end of April and July on Dementia; Online Safety in Digital Plan for Schools; Adult Learning (Coleg Gwent); Access to Community Food Services; Age Friendly Communities; Perception of Newport; Community Safety Perception; NCC Website; Transporter Bridge; and Independent Custody Visitors. Results from these surveys were analysed and made available to council colleagues and partners who requested content to be included. The Team also facilitated the inclusion of surveys on Bus Wi-Fi giving more residents the opportunity to participate, with content set up on City Centre Safety, and Community Safety Perception.</p>



Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
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.	<p>Work in partnership with key partners, citizens, and forums to ensure the voices of citizens influence and participate in council decisions.</p> <p>Improve the engagement and involvement of Newport's diverse and Welsh Language communities in the delivery of Council's services.</p>	<p>WBO 3 / Strategic Priority 7</p> <p>WBO 4 / Strategic Priority 1</p>	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2025	80%	In addition, Newport Fairness Commission are being supported to develop new forms of engagement in budget setting and service development, a new participatory budgeting programme is being devised using SPF funding, the budget communications and engagement group is being supported by the team to coordinate budget activity across the Council and Newport Youth Council and 50+ Forum are being supported to create opportunities for citizen voice and participation.

**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 4 Mid-Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
1	Following the introduction of our 'New Normal' working policies and new Corporate Plan we will review our Strategic Asset Management Plan, and Disposal and Asset transfer strategies. This will be supported by an asset rationalisation programme in our Transformation Plan.	Effective asset management, disposal and asset transfer arrangements. Savings achieved and ongoing spending commitments reduced through asset and land rationalisation programme. Plan implemented.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 2 WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 6	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	50%	Significant progress to assess assets across all services and develop proposals for change. Community Asset Transfer and Acquisitions policy have been drafted and circulated for comment. Further work needed on SAMP and Disposals policy. A date for scrutiny for review of the new policy is agreed for Q4.
2	Develop and manage effective contract management arrangements with Newport Norse.	Effective contract monitoring and improved outcomes from the joint venture partnership. Review of Joint Venture arrangements.	Continuous Improvement	1 <sup>st</sup> October 2022	31 <sup>st</sup> December 2025	75%	Contract management remains at the same strategic level as in previous quarters with governance arrangements in place and report to Scrutiny this quarter. More in depth work is being completed, with external support to prepare NCC for the end of the joint venture.
3	Adherence to the Corporate Landlord Policy and ensuring that all Premises Managers are accountable and responsible.	Up to date and comprehensive list of premise managers. 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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	75%	Positive feedback from Norse with regards to the number of requests coming from premises managers across the estate. As it stands there have been no reported instances of premises managers not complying with this process.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
4	Review the building requirements for staff accommodation as part of the work programme.	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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	75%	Next phase of work has started at the Civic Centre with additional surveys required on the to ensure we are working with CADW. External works have begun on the pyramid roofs due to risk of failure causing significant water ingress. Each piece of work creates a better idea of the scale and investment needed to create suitable office environment and use of the building.
5	People, Policy and Transformation supporting the Council's Climate Change Plan delivering its Strategic Themes	Enabling and support the delivery of the Council's Climate Change Plan across its strategic themes including: Wider Role; Transport and Partnerships.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 3 Climate Change Plan 22-27	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	60%	Work within the asset rationalisation programme and across all buildings continues with the Climate Change Team to support the Council's climate change plan and strategic support to achieve the objectives is continuing.
6	People, Policy and Transformation supporting the Council's Climate Change Plan delivering its theme 'Organisational Culture and Leadership'.	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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	50%	The leadership development is underway and continuing, this includes work to develop training for staff, and developing a staff network.

# Performance Measures

Annual performance measures are not included in the Mid-Year review and will be reported as part of 23/24 End of Year Review.

Performance Measure / Description	End of Year Performance (21/22 to 22/23)			Mid-Year Performance 23/24		Commentary
	Actual 2021/22	Actual 2022/23	Actual Q2 2022/23	Actual Q2 2023/24	Target 2023/24	
NCC Sickness Days Lost	12.35 days	12.35 days	5.44 days	4.75 days	11.35 days (Q2 / mid-year target - 5.68 days)	Work ongoing to manage sickness with managers across all services.
Percentage of managers undertaking regular check-ins	No Data	50.5 days	No Data	66.92%	65%	Performance continues to improve for recorded regular check-ins for employees.
Number of staff undertaken Equality, Diversity, and Inclusion training.	333	339	144	217	200 (Q2 Target - 100)	As part of our commitment to becoming an inclusive organisation, training is key to increasing understanding, respect and creating an inclusive culture. Training was well received and attended thus increasing training numbers during this first half of 2023-34.
(New) % of staff that are able to speak Welsh at least intermediate or above level.	8.9%	8.4%	8.4%	8.7%	7.5%	A number of activities have been undertaken during this quarter to better report upon this measure including staff communication on updating skills in their Employee Self Service iTrent account records. Regular 'talking over lunch' sessions have been held to enable people to practice their Welsh and feel more confident with using Welsh in the workplace. The Cymraeg Gwaith programme is due to start and will be promoted Q3. A dedicated NCC tutor is now in place through Coleg Gwent.
(New) Number of Council staff completing Welsh language training.	No Data	194	111	111	180	Training has been supported with engagement from service leading to exceeding targets at this point of the year. Cymraeg Gwaith programme to start in November 2023 with sessions being offered weekly and on a blended basis to enable greater access by the workforce.

Performance Measure / Description	End of Year Performance (21/22 to 22/23)			Mid-Year Performance 23/24		
	Actual 2021/22	Actual 2022/23	Actual Q2 2022/23	Actual Q2 2023/24	Target 2023/24	Commentary
Percentage Freedom of information Responses completed on time	89.5%	91.03%	93.2%	87.5%	88%	Just under target at Q2 and continues to be monitored.
Percentage of Subject Access Requests responses completed in time	71.1%	70.9%	69.2%	90.9%	75%	Within target at Q2 and significant improvement on last year's performance.
New: Percentage of interventions by Public Services Ombudsman for Wales (PSOW) out of all complaints closed	No Data	16.7%	18.2%	11%	14%	Year to date remains within target at 3 interventions out of 27 complaints to PSOW.
Total number of social media followers	41,700	45,688	42,835	46,948	45,000	



# Case Studies, Key Achievements, Awards

## Staff conference and engagement



Significant support has gone into staff engagement with the senior leads now have a clear timeline to senior leadership staff engagement. This was started with the Councils annual staff conference in July 2023. The conference was held hybrid. It was the first time that our staff conference had been held virtually, using Microsoft Teams. The format of the conference included welcome sessions, optional sessions (from a choice of 15) and a closing/long service awards presentation session. There were a mix of senior leadership sessions and a mix of service area officers supporting the conference.

Over 600 employees attended the staff conference, which had a significantly more reaching impact than previous staff conferences delivering important strategic message and updating staff on our services. The staff conference was also used to launch our staff engagement activity on developing our new employee values and behaviours, significant traction has been made on our new staff values and behaviours and these are due to be signed off in November 23.

## Challenge Reviews

Extensive work undertaken to support the developing challenge review process with Executive Board. This work has included expansion of MI Hub through the creation of strategic dashboard overviews for each service area. This work encompassed strategic overviews of service area performance and risk management, transformation, and finance, including revenue, capital and MTRP savings, and key HR and staffing summaries, including staff sickness, check-ins, staff attrition, agency and overtime spend.

## Partnerships

The One Newport Well-being Plan ran for 5 years until the end of April 2023. Following its end, we were delighted to showcase the range of work that has taken place and to thank the many partners, and individual citizens who worked hard to make our plan a success. These examples reflected our belief that a joined-up public sector working together closely with our citizens, third sector and business community will deliver the best outcomes for our city.





Over the past five years Newport City Council and our partners have been using a form of public engagement known as Participatory Budgeting (PB) to strengthen volunteering and the third sector, whilst involving local people in decision making. Under the project management and direction of the Policy and Partnership Team. In January 2023 we completed our fourth PB programme. The total investment in Newport, is over £¾ million, by far the largest in Wales.

# Glossary

## Service Area Project / Action Assessment

RAG Status	Description
X%	Project / Action is not on track to deliver with major issues preventing the action being completed by the agreed ' <b>Target Date</b> '. Immediate management interventions is required to improve performance and escalation to Directorate Management Team and/or relevant Board.
X%	Project / Action is mainly on track with some minor issues which could prevent the Project / Action being completed by the agreed ' <b>Target Date</b> '. Management intervention(s) required to improve performance and close monitoring by the Head of Service / Service Management Team.
X%	Project / Action is on track to be completed by the Agreed ' <b>Target Date</b> '.
C	Project / Action has been successfully delivered

## Performance Measure Monitoring / Tolerance Assessment

Newport City Council has agreed a 15% tolerance against targets set in service plans.

RAG Status	Description
=>15%	Performance is under achieving against Target or previous year's performance. Immediate management intervention and escalation to Directorate Management Board is required.
<15%	Performance is off target or Previous Year's Performance but within a variance of 15%. Management intervention and close monitoring by the Head of Service / Service Management Team is required.
	Performance is achieving / succeeding against its agreed Target or Previous Year's Performance.

## Risk Assessment Matrix

Probability	5	5 - Moderate	10 - Major	15 - Severe	20 - Severe	25 - Severe
	4	4 - Moderate	8 - Moderate	12 - Major	16 - Severe	20 - Severe
	3	3 - Low	6 - Moderate	9 - Major	12 - Major	15 - Severe
	2	2 - Low	4 - Moderate	6 - Moderate	8 - Moderate	10 - Major
	1	1 - Very Low	2 - Low	3 - Low	4 - Moderate	5 - Moderate
		1	2	3	4	5
		Impact				

## Abbreviations

Abbreviation	Description
FEIA	Fairness and Equality Impact Assessment
PSOW	Public Services Ombudsman for Wales
RPA	Robotic Process Automation
SPF	Shared Prosperity Fund
WLGA	Welsh Local Government Association