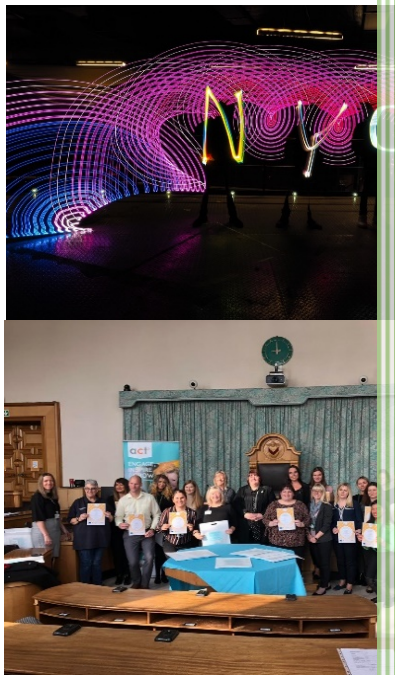


# People & Business Change

## End of Year Review 2020/21



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

**Specific topic area Cabinet Member Leads:**

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






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

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

**Head of Service – Rhys Cornwall**

## Introduction

This is the People and Business Change update on the progress being made against the objectives, actions, performance and risk for the period 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021. Service plans have been designed to support the delivery of the [Council's Corporate Plan 2017-22](#) and the [Council's Strategic Recovery Aims](#) in response to the Covid-19 crisis. As one of the 44 public bodies, Newport Council must consider the Well-being of Future Generations Act in the delivery of its plans and the sustainable development principle of meeting our duty under the Act.

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

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

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

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

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

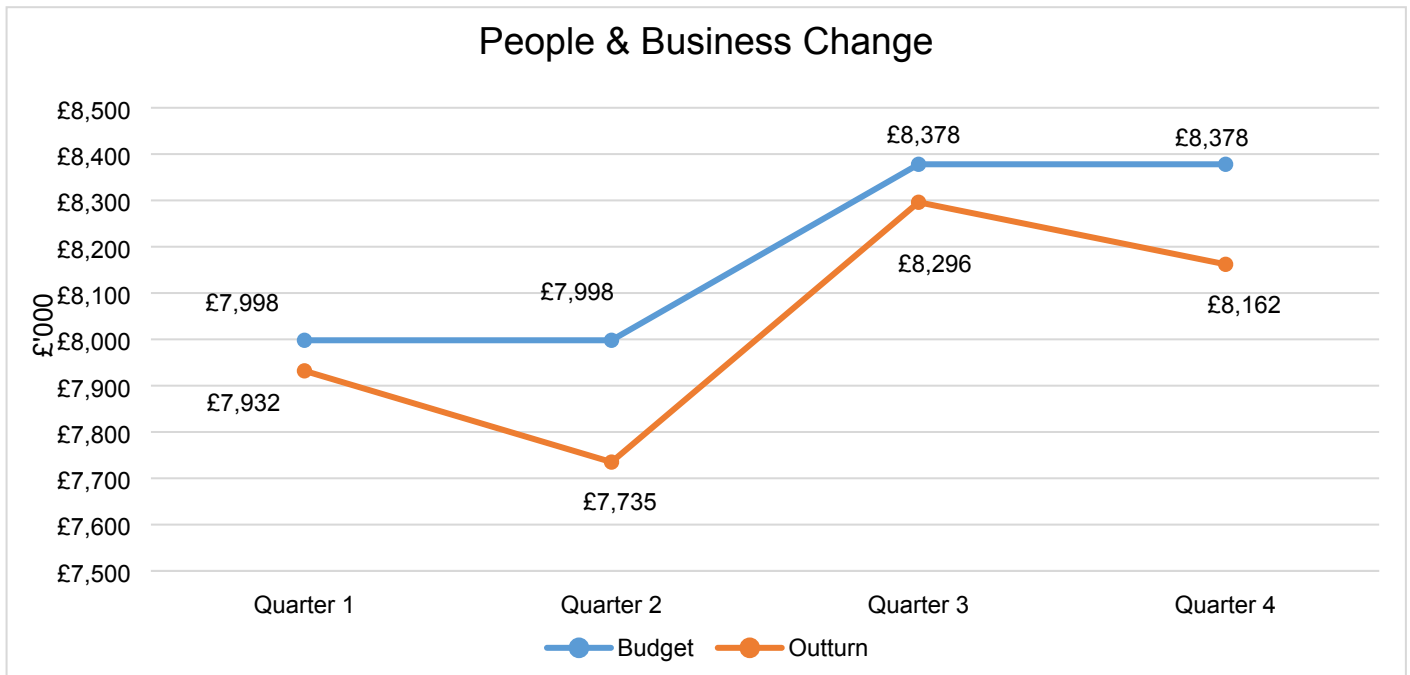
**Objective 2** – Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.

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

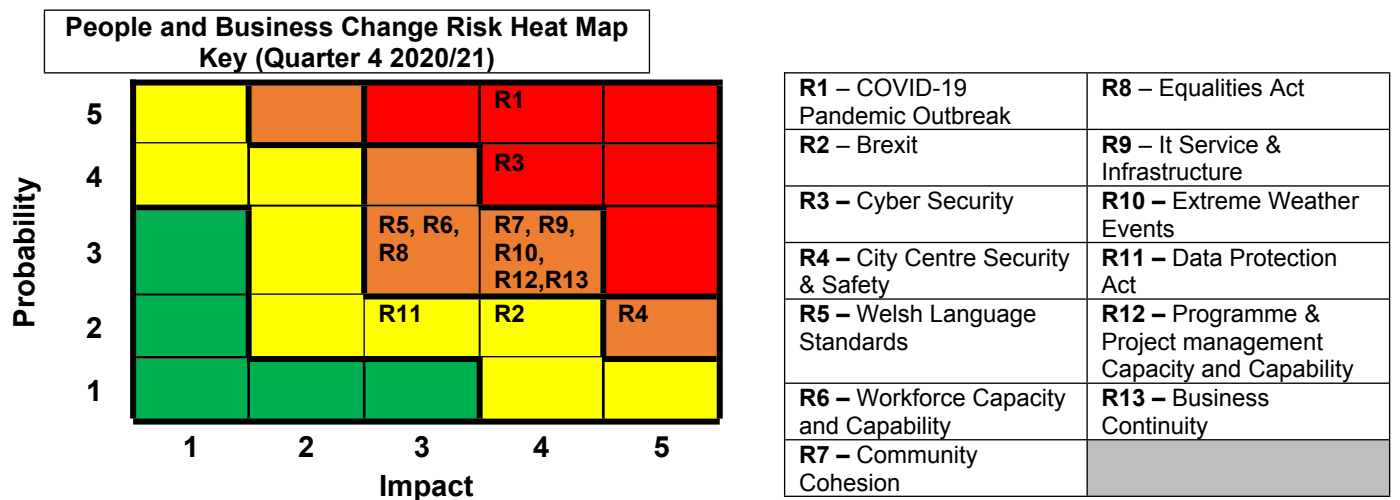
**Objective 4** – Support the Public Services Board (PSB) and its partners to deliver the Well-being Plan 2018-23 and beyond.

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

**2020/21 Budget and Outturn**



**Service Risks as at 31<sup>st</sup> March 2021**



Corporate / Service Risk	Risk Score Quarter 1	Risk Score Quarter 2	Risk Score Quarter 3	Risk Score Quarter 4	Target Risk Score
<b>Corporate Risk</b> – COVID-19 Pandemic Outbreak	25	25	25	20	6
<b>Corporate Risk</b> - Brexit	12	16	12	8	10
<b>Corporate Risk</b> – Cyber Security	16	16	16	16	10
<b>Corporate Risk</b> – City Centre Security & Safety	10	10	10	10	8
<b>Service Risk</b> – Welsh Language Standards	12	12	12	9	6
<b>Service Risk</b> – Workforce Capacity & Capability	9	12	12	9	8
<b>Service Risk</b> – Community Cohesion	12	12	16	12	4
<b>Service Risk</b> – Equalities Act	12	12	6	9	6

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

### **Executive Summary from the Head of Service**

Unprecedented is a word too often used but I cannot think of a better one to describe the year that we have recently left behind. Covid 19 is a, hopefully, once in a lifetime event that has had a double impact on the Local Authority: both from the virus itself and the required organisational response to the virus.

Newport has seen many adverse effects of Covid 19. Our communities have been some of the worse hit in the UK and we are yet to see the full economic impact on our businesses. However, the response here has been extraordinary. The support our communities provided each other, particularly to the most vulnerable, was exceptional. The same can be said about the approach of partner organisations: from the emergency response arrangements within our Local Resilience Forum structures to in-community, on the ground activity with voluntary and community organisations.

Our staff have been exemplary. I have never been more proud to be a Local Government employee. This applies to all staff across the organisation, whether they are delivering front line services or are in other roles. However, I am so proud of every member of staff within my service area, People and Business Change. From the Document Services Team who have operated critical functions from the Civic Centre every day during the pandemic, to the Civil Contingencies Team who have been right at the forefront of dealing with the emergency response to Covid, to the Newport Intelligence Hub Team who were so instrumental in ensuring that Welsh Government's Shielding plan was implemented, to Digital who, along with our partners in SRS, made sure we could function as a remote organisation, to HR and Payroll for making sure we were still able to pay staff, to Business Improvement who have undertaken critical work in homelessness and Contact Tracing. I'd also like to give a special mention to the staff from People and Business Change who were seconded to either Social Care or Contact Tracing to support these vital services.

Part way through the year Strategic Communications and Marketing transferred in to the Service Area. They have been part of every step of the process during Covid and their inputs and outputs have ensured that the people of Newport had clear information in the right way at the right time. I am really pleased that they are now an embedded part of my Service Area.

Whilst there have been significant negative impacts as a result of Covid 19, it has shown us that we can operate in a different way that is kinder to the environment, reduces the negative impact on air quality and supports individuals work-life balance. We are progressing these opportunities through the New Normal project.

Despite the impacts of Covid 19 we have achieved a strong performance against Service Plan Objectives during 20/21. We have been able to progress more rapidly in the use of data and technology as these have been critical to the organisation and wider partnerships response to Covid 19. Work has been slowed in relation to some aspects of communications, transformation, human resources, civil contingencies and community cohesion as either resource has been diverted to deal with the pandemic or Covid restrictions have made it more difficult to implement change.

As a result we have a small number of 'red' performance measures. Three of these are the delivery of staff training. Our ability to do this has been impacted upon by the pandemic. The fourth is a performance measure

we hold on behalf of the whole organisation and this is in relation to subject access requests. Collation of individual data as part of these requests has been impacted by restrictions put in place to mitigate the risk of transmission. The number of sick days taken by staff has performed well and we have seen an increase in the numbers of social media followers.

2021/22 will be about recovery and completion of the delivery of the Corporate Plan commitments. We will embed Strategic Communications within the service area and we will push forward with a new transformation programme that will ensure we are an organisation that most appropriately meets the needs of the people of Newport.

## **Glossary**

### **Actions (Red / Amber / Green)**

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

**Service Plan Update (31<sup>st</sup> March 2021)**

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

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
1	Development and delivery of the innovation programme which will align and underpin the delivery of the Corporate Plan and support the Council's Strategic Recovery Aims. Ensuring that the innovation programme affects cultural change and supports the principles of the Wellbeing of Future Generations Act.	Enable the Council's service areas to successfully deliver the Corporate Plan, Strategic Recovery Aims and other strategic activity.  Will ensure improvements and changes consider the principles in the Well-being of Future Generations Act.	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	40%	40%	Work is progressing to complete an innovation programme-in future to be called the Transformation programme.
2	Development and implementation of a comprehensive communications consultation strategy for the Council's innovation programme.	Internal and external stakeholders are involved and collaborate with each other to deliver the Corporate Plan.	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	50%	50%	Once the Transformation Programme is agreed the communication plan can be written and agreed.
3	Management of the Strategic planning framework	The Council has integrated planning	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	40%	C	At the end of last year performance and risk strategies were developed and finalised

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	including the service and improvement planning cycles.	framework that is aligned with workforce planning, finance planning, Performance and risk. The Planning process enables the Council to deliver against the Corporate Plan objectives and innovation programme. Requirements are understood by managers.						and these are now being implemented.  Performance reporting this year has been impacted by the pandemic, Q2 reporting was completed through Scrutiny Committee, and this report is part of the end of year reporting. Strategic Recovery Aims were also developed to address the impact of COVID with monthly reports on progress to Cabinet.  Risk reporting has continued to develop through Audit Committee and Cabinet.
4	Management of effective IT services following transition to Shared Resource Service (SRS) by establishing strong retained client-side management arrangements, processes and procedures.	The council relies heavily on technology and managing work effectively in conjunction with the SRS. The client side function is key to maximising the effectiveness and efficiency of service delivery as well as providing	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	50%	C	Given the impact of the Coronavirus pandemic, the IT service provided by the Shared Resource Service (SRS) has facilitated effective service delivery despite the vast majority of staff working from home. The Digital team continues to work in partnership with the SRS to improve performance and effective IT service delivery by its contribution to various SRS Boards, Delivery Group and the Digital City Board.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
		strategic and tactical direction.						
5	Supporting and developing the organisation to have a digitally empowered workforce by maximising the opportunities to digitise and streamline processes including the development of the digital infrastructure for the City.	We will provide the necessary support from Digital Services, Intelligence Hub, and Business Improvement Team to identify potential opportunities to invest in new technology to deliver services and enable long term efficiency savings. This will also enable the Council future proof its infrastructure and services for its service users.	<b>Strategic Recovery Aim 3</b>	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	<b>85%</b>	<b>C</b>	The council's effective operation during the Coronavirus pandemic, with the vast majority of staff working from home, demonstrates the key role technology plays in service delivery. This is enabled by a number of technologies including the use of laptops, unified communications, remote access solutions, improved HR system capabilities and an Electronic Document Management System (EDMS). The planned data centre migration and proactive move of IT systems to the cloud will assist further. A review of the council's existing Digital Strategy has commenced that will identify future key priorities as a result of internal and external stakeholder engagement.
6	Embed the use of data and intelligence to inform service delivery and development of businesses cases that support the Corporate Plan and the Strategic Recovery Aims.	Support service areas to use evidence based information / data that will support service area delivery, business cases and strategic decisions.	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	<b>47%</b>	<b>65%</b>	Extensive data and analytic work undertaken in support of the Wales national shielded patients programme in response to the COVID Pandemic. This included work with NHS Wales and National data partner and subsequent dissemination and dis-aggregation to Welsh local authorities and development of a solution with 8 major national supermarkets for priority shopping slots and the



Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
								<p>Wales national food parcel scheme. Significant work undertaken for the council in relation to HR COVID staff data reporting, including staff absence monitoring and analysis of staff location.</p> <p>Re-development of external website now completed and includes a new My Community tab providing useful community based information to Newport residence. New Development and Building Control system data migrated and live on external website. A number of data reporting improvements implemented through dynamic data reporting engine, improving timely access to monthly reports. Dynamic data integration solution now live to support cross system data analysis. Number of data reporting improvements implemented in the performance management system.</p> <p>New transactional HR payroll system functionality used to support rollout of workforce planning data which has been deployed to service managers to support workforce planning requirements. Further enhancements delivered through improved management information</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
								<p>across all HR processes as a consequence of the digital transformation project.</p> <p>Development and use of data visualisation platforms have been utilised to support decision making, specifically in areas such as critical COVID reporting, PSB Safer Newport and work in relation to anti-social behaviour, fly tipping, asylum seeker property provisioning.</p>
7	Support service areas to develop robust, evidence based business cases and successfully deliver projects.	<p>Service areas are able to develop robust and evidence based business cases that enable effective decision making and support the delivery of the Council's Corporate Plan.</p> <p>The Business Improvement Team provide expert support and guidance that will enable service areas to successfully deliver their</p>	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	40%	50%	Work continues to embed the use of Management Information as part of the formation of the Transformation programme (Innovation programme).

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
		programmes and projects.						
8	Using and Securing Data in line with the Digital Strategy by ensuring effective use of data and information governance processes.	We will ensure that the ICT infrastructure is secure and ensure there are robust business continuity measures and that data is managed safely in accordance with the Data Protection Act.	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	50%	C	Public Services Network (PSN) annual health check took place as scheduled. Vulnerabilities identified to be resolved in preparation for next PSN submission in late January 2021. Solution to protect the organisation from ransomware procured with implementation planned for early in Q3. Information security training has re-commenced using Microsoft Teams. Continue to provide guidance and advice to schools with planned training to be re-scheduled. Information Governance Group and Data Protection Group meet regularly to manage risks and operational delivery.
9	We will have mechanisms in place to support organisation through external regulatory reviews (Audit Wales, Estyn and CIW) which will ensure reports and management actions are monitored and reported to the appropriate	The organisation is able to use the findings and recommendations from external assurance providers and regulators to improve performance and deliver a successful Corporate Plan.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	50%	C	Monitoring through the Policy and Partnership team with protocols agreed for Scrutiny/ Audit Committee overview and reporting to Cabinet Member. Through this year we have worked closely with Audit Wales on a range of reviews and reports, and learning from the COVID-19 pandemic. Cabinet and senior leadership met with AW and all regulators to develop forward plans.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	decision making level.							
10	Provide advice and guidance to service areas to embed the principles of the Future Generations Wales Act.	The principles of the Well-being Act are embedded into decision making processes that will enable the Council to deliver its objectives.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	30%	C	<p>The last year has seen the consultation on and introduction of the LG Bill/ Act and the enactment of the Socio Economic duty for April 21. Briefing sessions have taken place with senior managers and members. Formal reports to Cabinet have been completed on these changes and other matters including Brexit and Covid.</p> <p>Guidance has now been drafted to support the enactment of the Duty and new report templates developed for decision makers. Changes to Cabinet Member roles have also given formal responsibility for the WFG Act and socio economic duty and regular briefings have taken place. FEIA template also updated.</p> <p>Report writers and projects have been supported through the year on policy matters including changes to partnerships and working within the WFG Act. Progress on the Act within NCC and the Future Generation's Commissioner report were also reported to Cabinet. The next</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
								steps will be the eight areas of focus which were outlined in the report. These are: Leadership and Change; Land Use, Planning and Place-making; Transport; Housing; Decarbonisation and Climate Change; Skills for the Future; Adverse Childhood Experiences and Health & Wellness System.
11	Delivery of the Council's Corporate Annual Plan 2019/20 that will self-reflect on the Council's performance to date in delivering its Wellbeing objectives and Corporate Themes.	The Council will produce its Annual Report in accordance with the Wellbeing of Future Generations Act and Local Government Measure 2009. The Annual Report will enable stakeholders to review the Council's progress towards delivering the Corporate Plan and its Wellbeing Objectives. The Annual Report is available in Welsh and English.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> October 2020	90%	C	Corporate Plan progress reported annually to Cabinet and continues to deliver through service plans and performance monitoring.  <a href="#">Annual report published</a> in line with the statutory deadlines, reviewed by Scrutiny and formally reported to Cabinet.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
12	Development of a new Digital Strategy that supports the future direction of IT services and infrastructure of the Council.	Newport City Council delivers the next iteration of its Digital Strategy setting out its long term goals of its IT services and infrastructure to enable the Council to achieve its objectives modernising its services.	<b>Strategic Recovery Aim 1</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	25%	30%	The efforts to maintain effective service delivery during the Coronavirus pandemic meant that this work has not been progressed as expected. However, the pandemic has accelerated planned improvements including the roll out of Microsoft Teams that has become a key enabler for the organisation in home working along with improvements to remote access solution. Work has started on the redevelopment of the Digital Strategy to be completed during 21/22.
13	Delivery of improved IT infrastructure for schools with Education and Shared Resource Service (SRS) in line with Welsh Government "EdTech" funding.	Improving the IT infrastructure in schools will enable schools to meet the Welsh Government's Education Digital Standards and enhance the learning experience for teachers and pupils in Newport schools.	<b>Strategic Recovery Aim 1</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	50%	C	Excellent progress has been made with the infrastructure for schools facilitated by Welsh Government "EdTech" funding. This includes the migration of planned schools to the EDU network managed by the Shared Resource Service in conjunction with Education and Digital Services. Further improvements also be made in 21/22.
14	Driving cultural change through new people management approaches that will support the	The Council becomes an employer of choice by having modern practices when managing	<b>Strategic Recovery Aim 3</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	20%	50%	The Wellness at Work approach is now complete and ready for consultation with CMT and trade union representatives. This will be the first major policy change that drives cultural change through

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	Council's new ways of working.	the workforce, setting a new expectation that what matters is 'people, not process.' This will enable a more mature, empowering culture to develop and will support the Council's new ways of working approach following the Covid 19 pandemic.						being a mature organisation, with dispute resolution to follow in the second half of the year.
15	Develop and support a new way of working following the Covid 19 pandemic.	Enable the workforce to able to work more flexibly from Council offices, home and other locations securely and safely.  To ensure Council offices meet the necessary WG and Covid secure requirements.  Will ensure officers and Members are able	<b>Strategic Recovery Aim 3</b>	1 <sup>st</sup> July 2020	31 <sup>st</sup> December 2020	<b>70%</b>	<b>C</b>	Technological solutions in place to date include CRM, WCCIS, HR and Payroll and email in the cloud. Mobility solution is currently being reviewed. Work being scoped around telephony. New Normal report presented to Scrutiny and Cabinet in quarter 1 2021/22, any HR process updates, communications Strategy.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
		to work remotely using digital solutions and appropriate equipment.						
16	To develop appropriate strategies and plans to support effective marketing and destination management.	Development and implementation of Corporate Marketing and Communications Strategy and Destination Management Plan.	<b>Not Applicable</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	<b>50%</b>	<b>75%</b>	<p>A new strategy and supporting policies was presented to CMT in Feb 2020. Implementation was delayed due to Covid 19. However, throughout the pandemic, the communications and marketing team continued to support all service areas to develop and implement key communication priorities.</p> <p>The plans and strategies have been revisited with the Leader of the Council as portfolio holder and are being refreshed to represent the changes to the organisation, service priorities and lessons learnt during the pandemic. Delivery of this action will continue and is reflected in the 2021/22 service plan appropriately.</p>



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

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
1	Develop and communicate an integrated planning, performance and risk framework that will support the delivery of the Corporate Plan, Strategic Recovery Plan and future planning requirements.	The Council is able to align its Well-being Objectives, Strategic Recovery Aims to Corporate Commitments, Service Plans and key programme / project work. The planning, performance and risk management processes enable all levels of the organisation to make informed, and timely decisions.	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> December 2020	85%	C	Integrated framework developed and implemented this year. MI Hub performance management system developed to support this work. Corporate Management Team also review performance as required.  Work to strengthen risk management and align to Cabinet Member portfolios is ongoing.
2	Support the Council in developing robust governance arrangements that monitors the delivery of strategic programmes and projects that aligns with the Council's finance, HR, planning, performance and risk management processes.	There are robust governance arrangements in place that support, monitor and provide assurance over the delivery of the Council's strategic programmes and projects. Governance arrangements are aligned with the Council's Finance, planning, performance and risk processes	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2021	30%	30%	Work on this action aligns with the work on the new Transformation programme (Innovation programme).

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
		that are able to provide effective decision making and provide assurance.						
3	Support the development, monitoring and implementation of the Council's forward plan to ensure the objectives of the organisation are appropriately met and within agreed timescales.	Delivery of organisational critical strategic projects and programmes. Providing support and guidance to project leads across the organisation to enable delivery of projects within service areas.	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2021	50%	50%	Working with colleagues to support the conclusion of the existing plan and Development of the new Corporate Plan 2022-2026.
4	Play an integral role in the change management process to ensure change initiatives are sustainable and embedded within the organisation.	Achieved on a project level using effective Project Close Down reports, Lessons Learned reports and operational hand over.	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2021	20%	C	Complete
5.0	Ensure that the organisation is meeting its requirements under the Civil Contingencies Act through delivery of the Civil Contingencies work programme.	Delivery of Civil Contingencies work programme for 20/21. Organisation is supported in all aspects of civil contingencies and business continuity planning. Effective partnership working in place.	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2021	60%	66%	Civil Contingencies work this year to date has been focused almost entirely on the COVID pandemic emergency response, regional work and support for GOLD. This has meant that other work on the programme is deferred.  Work on a number of emergency plans has continued including sign off of the flood plan, and business continuity work

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
								with impact assessments progressing in all service areas.  The Council will ensure that it continues to deliver its statutory duties under the Civil Contingencies Act, including the provision of robust response and command structures and partnership working with key organisations.
5.1	Ensure the organisation develops and maintains business continuity arrangements at corporate and service area levels, encompassing all critical services.	Robust business continuity arrangements in place at corporate and service area level.  Business continuity arrangements updated for all critical services.	Not Applicable	3 <sup>rd</sup> July 2019	31 <sup>st</sup> March 2021	59%	80%	Although the programmed Corporate Business Continuity work was suspended on the onset of the COVID19 Pandemic, using updated Business Impact Analysis templates, each Service Areas assessed the potential impacts of the pandemic to their key business delivery to assist the Council's preparations and response to the pandemic. In Q3 work recommenced on the programmed BCM work with a further review of the Business Impact Analysis template and these being issued to all Services Areas for completion. Although the onset of the second wave of the pandemic further impacted the BCM work, work has continued on analysing the Business Impact Analysis returns with an anticipated completion of Q1 2021/22. The completion of this work will inform the next stage of the BCM process in developing service area/function plans.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
5.2	Plan and implement Gold duty officer refresher training to ensure understanding of their roles and responsibilities.	Gold duty officers effective in their role in an emergency. Gold officers understanding their roles and responsibilities ,  Effective management and communications in the event of incidents.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	50%	50%	Due to the ongoing requirements of the Council's response to the COVID19 pandemic, which continues to focus the work the Civil Contingencies Team and Gold Officers, this work has been further delayed. It is recognised that the ongoing training of Gold Officers is a significant aspect of the Council's resilience to respond to incidents.  However, as part of the Council's response to the COVID19 pandemic, Gold Officers are having experience of attending and participating in regular internal Gold Meetings, with selected Gold Officers also participating in external Strategic and Recovery Coordination Groups meetings.  This will continue to be reviewed dependent on the longevity of the response and recovery from COVID-19 and availability of Gold Officers.
6	Explore opportunities to develop Open Data platform to facilitate proactive publication of data under Freedom of Information	Proactive publication of data for improved availability, public good and to reduce Freedom Of Information requests	Not applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	50%	C	The council continues to publish open data on its web site at <a href="http://www.newport.gov.uk/transparency">www.newport.gov.uk/transparency</a> and considers opportunities to add to this with appropriate data sets in conjunction with services.
7	To deliver training and development of Council service	Officers across the service areas improve their understanding of	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	20%	50%	This action will be carried forward into 2021/22 due to the impacts of Covid-19 on the team's prioritisation and workload in

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	areas on the Council's approach to planning, performance and risk management.	performance management and risk management. This will enable the Council to effectively demonstrate how it is achieving the Council's Wellbeing Objectives and Corporate Plan and managing its risks.						2020/21. In the last quarter good progress has been made in drafting a new online training for staff. The delivery of the new online training programme will support the Council's implementation of the new Local Government and Elections Act. In addition to this additional support is being provided by the Newport Intelligence Hub and new video guides have been developed to support staff with using the Council's performance management system.
8	Support the Council's Brexit Task and Finish Group in making preparations for post European Union arrangements for the Council and Newport.	The Council is able to effectively plan, manage and deliver its service activities and core operations depending upon the outcomes of UK-EU negotiations.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	50%	C	<p>Since Quarter 2 the Council's Brexit Task and Finish Group has convened every month monitoring the position of the Council service areas. Monthly reports summarising Welsh Government and Council updates have been presented at the Council's Cabinet. Since the UK has left the EU, the Group has been monitoring the impact of the new trade arrangements, progress with EU Settled Status scheme and impacts on businesses in Newport.</p> <p>The group will be continuing into 2021/22 as the full impact(s) of Brexit become more known and support introduction of new UK Government financial support schemes in the Levelling Up Fund and Shared Prosperity Fund. The Council will also be receiving additional Welsh Government Funding to support its work with Food Poverty in the City and other activities impacted by Brexit / Covid.</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
9	Develop and digitally enable the workforce to access data, intelligence and management information.	The delivery of this action will improve access to data and enable self-service. It will enable up to date information to make informed decisions and reduce duplication of effort. This work will also increase the awareness of Newport Intelligence Hub across the Council and its partners.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	57%	70%	HR & Payroll System Development and Implementation successfully completed including migration of application to hosted cloud, delivery of absence, integrated check-ins, payroll processing and organisational structure, digital work stream (including interactive chat bot) and recruitment and on-boarding work streams. New online timesheets now live. Newport themed on boarding portal has been designed and implemented and is live. Redesign of Employee and Manager Self-Serve and core system complete and live. Enhanced functionality available to managers and employees including dashboards, organisation charts and integrated online HR forms. Enhanced public protection, environmental health and trading standards system functionality implemented to support COVID reporting and case management. Forward work programme being developed to support digital transformation and use of technology for a more digitally enabled workforce.
10	Explore opportunities to improve application resilience that will enable continuous development and improve efficiency.	The delivery of this action through collaboration with the SRS and partners will improve the integrity of the Council's systems. This work will also improve the security and capacity of the systems to improve its	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	30%	70%	Migration of transactional HR & payroll system and internal and external web-mapping application to cloud hosted platforms successfully completed. Full migration of all secondary and primary schools IT infrastructure to new collaborative network successfully completed. Improved refuse collection information solution implemented with My Council Services solution to improve

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
		functionality and any future system developments.						resilience. Up-skilling and cross system training has now been developed across NIH team to improve resilience in monthly data collection processes and data resolution issues. Data quality assurance processes implemented to facilitate improvement of data quality in Mi Hub; working with service areas to ensure they take responsibility for data and uploads. Extensive work undertaken with Employment Services to up-skill in new HR & Payroll system functionality. Training on spatial data technology and data progressing well across Newport Intelligence Hub with a number of individuals being now cross-skilled across multiple functions and disciplines. Workforce planning development underway to ensure structure continues to meet the needs of the organisation.
11	Manage and deliver the Civil Contingencies response to the COVID-19 pandemic	Effective management and decision making arrangements in place to appropriately respond to the crisis. Work within regional partnerships towards recovery. Service areas supported in decision making and emergency response.	<b>Strategic Recovery Aim 3</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	<b>30%</b>	<b>80%</b>	The Council's response to COVID19 pandemic continues to be the primary focus of the Civil Contingencies Unit work and this continued during the second wave of the pandemic. Work continues on managing the response to the ongoing rates of infections and the recovery from the pandemic. The unit continues to support all aspects of the Council's response both internally via the NCC COVID Gold and Recovery Group; Senior Officer and Leaders Briefings and externally through the Gwent Local Resilience/Gwent Incident Management Team/Public Health

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								Wales and Welsh Government structures. In addition, the Council are the Chairs of the Gwent LRF Recovery Coordination Group and the Civil Contingencies Unit Chairs and administer the Gwent LRF Local Death Management Tactical Sub Group.



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

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
1	We will need to undertake workforce planning to understand what the future skills needs are and demand to deliver our services.	Workforce planning guidance available to managers and is an integral part of service redesign in service areas. Requirements of the post COVID-19 pandemic workforce are understood.	Strategic Recovery Aim 3	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	60%	C	The HR business partners have worked with service areas to establish their workforce plans and identify the areas for targeted intervention in 2021. An organisational summary is available for CMT to consider the wider impact and how their area fits with the overall objectives.
2	Digital Services provide appropriate support and advice at all levels of the organisation.	Digital Services are able to provide support and advice to take advantage of technological developments and to improve efficiency of staff in delivering Council Services.  The team will also provide ongoing training and development of staff in relation to Data Protection, Freedom of Information and other legislative requirements.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	50%	C	Digital Services continues to provide guidance to staff on effective and secure use of technology including working with a network of Digital Champions. Data protection training now being delivered using Microsoft Teams including new training for primary schools.
3	Policy, Partnership and Involvement team	Managers and officers understand their role and	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	40%	C	The last year has seen the consultation on and introduction of the LG Bill/ Act and the enactment of the Socio Economic duty for

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	provide advice, guidance and training to the organisation.	contribution towards the delivery of the Wellbeing Plan, Corporate Plan.  This action also supports the Council in meeting its legislative requirements under the Wellbeing of Future Generations Act, Welsh Language Standards, and Equalities legislation (including the socio economic duty now deferred to March 2021).						April 21. Briefing sessions have taken place with senior managers and members. Formal reports to Cabinet have been completed on these changes and other matters including Brexit and Covid.  Guidance has now been drafted to support the enactment of the Duty and new report templates developed for decision makers. Changes to Cabinet Member roles have also given formal responsibility for the WFG Act and socio economic duty and regular briefings have taken place. FEIA template also updated.  Report writers and projects have been supported through the year on policy matters including changes to partnerships and working within the WFG Act.
4	Provide appropriate support and advice at all levels of the organisation in the approval, development and implementation of portfolio's programmes and projects.	Using effective governance arrangements and project documentation to assist the decision making process.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	60%	60%	Provide expertise in the area of project management and support the organisation through training and development of skills
5	Implement a strategic and whole	Career pathways are in place to enable the workforce to	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	60%	60%	Following the rollout of workforce planning in January 2021, succession planning

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	organisational approach to talent management with pathways to develop and support succession planning.	understand the possible options for career development						guidance is being prepared for service managers to implement later in 2021.
6	Delivery of the Human Resources (HR) and Payroll system (iTrent) project across the Council.	As part of the Council's Modernised Council commitment, the improvements to the iTrent system will enable managers and officers to be more self-sufficient with their flexi-time, leave, sickness and individual performance management.  This work will also rationalise existing legacy systems and improve the workflow between service areas and HR.	Strategic Recovery Aim 3	1 <sup>st</sup> April 2020	31 <sup>st</sup> December 2020	60%	C	This action has been completed to expected timescale. Since the commencement of the project there have been several new functionality modules implemented which have led to the removal of paper based systems and increased user engagement with iTrent. E.g. electronic timesheets are now used by individual officers and paper claim forms are no longer submitted. A period of embedding the new functionality will need to take place and whilst all of the new features have been built and are ready to use, there are a small number left to roll out on the basis that Covid has delayed the planned implementation. The project close down has occurred and we will consider what next phases of further digitalisation may be available to us in 2022 and beyond.
7	To support a healthy workforce, enabling those with long term health conditions	To review the way wellbeing at work is promoted and managed, bringing practices in line with 2020 aspiration	Strategic Recovery Aim 3	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	60%	C	The new Wellness at Work approach is ready to implement, demonstrating a commitment to supporting those with long term health conditions to remain in work.

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	to contribute to the objectives of the organisation.	To achieve the gold award for corporate health standards.  Employees are supported in the post COVID work.						
8	To attract and recruit new starters from a broad, diverse background that have and are able to develop the right skills, values and attributes in a modern and digital way.	The recruitment and selection process is reviewed and new ways of recruiting are established.  Values based recruitment forms the basis of attraction and recruitment.  Digital recruitment is supported.	Strategic Recovery Aim 3	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	0%	10%	A working group has been established to move this action forward with its progress and identify potential areas to expand the attraction strategy across a range of diverse workforce communities.
9	To support employees with their health and wellbeing in the return to work and adapting to the new ways of working post COVID-19.	Employees and manager's health & wellbeing are supported in the return to work and enabling them to adjust to new ways of working. Implementing policies and guidance to support the process.	Strategic Recovery Aim 3	1 <sup>st</sup> July 2020	31 <sup>st</sup> March 2021	80%	80%	The extended period away from the workplace due to Covid has meant that the deadline for this action is recommended to move to September 2021. Work is ongoing in drafting appropriate options for consideration in a return to workplaces.

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

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
1	Range of engagement activities delivered including facilitation of the Citizens Panel, 50+ Forum and Youth Council. Managers across all services are supported to involve citizens in decision making. Citizen's views are considered in planning and service delivery.	Sustainable and effective participation forums including youth council, 50+ Forum, citizens panel, activities and feedback mechanisms, including bus Wi-Fi and online surveys. Organisational decisions reflect the involvement requirement. Newport Youth Council being involved with Council policy development and support the 'voice' of young people in matters that impact them. Support the Council to understand the impact that Covid 19 pandemic and lockdown has had on communities across Newport.	<b>Strategic Recovery Aim 4</b>	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	<b>40%</b>	<b>90%</b>	<p>A range of engagement activities are supported including the Citizens Panel, Over 50s group and Newport Youth Council. This year a range of activities have been supported to ensure that citizen views are considered in decision making, despite some delays due to COVID</p> <p>Significant work was completed to support budget engagement and Cabinet decision making. In the last quarter the engagement on proposals for changes to the knowledge quarter and leisure facilities in the city centre was undertaken with significant responses.</p> <p>Perception survey completed with Citizens Panel to review the Council's response to the pandemic. Newport Youth Council's social media presence continues to develop. The One Newport partnership has also launched a Participatory Budgeting programme to support communities impacted by COVID, working with partners, the Fairness Commission and a range of community groups to develop community resilience and support specific support programmes.</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
2	Engagement activity is progressed towards involvement and participation in order to deliver Well-being Objective 4, Strategic Recovery Aims and the Corporate Commitment of the 20 things by 2022.	Deliver participatory budgeting and asset based approaches. Successful funding bids to support communities. Work with Fairness Commission to coproduce better engagement and involvement with communities. Support managers in their engagement with citizens.	<b>Strategic Recovery Aim 4</b>	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	40%	C	<p>During 20/21 engagement activity has been focused on the COVID response. As part of the development of the community impact assessment which identifies how Covid19 has affected communities in Newport, with particular focus on protected Equalities groups we have held a series of engagement sessions. These were jointly hosted with Newport Fairness Commission. The sessions covered – Black, Asian and minority ethnic communities, older people and carers, disabled people and carers, children and young people, LGBTQ people, refugees/migrants/asylum seekers, and Welsh speakers.</p> <p>A budget of £100k was secured from ABUHB to run a Participatory Budgeting programme to fund new projects and services which address the impacts on the worst affected groups with an involvement approach. This work will aim to empower communities whilst providing additional funding capacity for service providers, particularly in the voluntary/community sector and grants were issued at the end of the financial year following extensive work with community groups to ensure co-production in decision making. Participation levels have been encouraging with over 80 bids submitted, 400 attending the voting events and consistent stakeholder involvement in the running of the project.</p>

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
3	Work closely with partners to ensure we are delivering better services, based on clear evidence, whilst identifying and responding to policy challenges. Delivery of the Wellbeing Plan through the PSB.	Effective PSB membership and meetings. Coordination of PSB interventions and work streams. PSB involvement in Covid 19 recovery work. Delivering the requirements of the Well-Being of Future Generations Act,	<b>Strategic Recovery Aim 4</b>	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	<b>40%</b>	<b>90%</b>	Public Services Board (PSB) has continued to meet throughout the COVID pandemic to support communities. The <u>Well-Being Plan</u> annual report for 19-20 produced and reported to Scrutiny Committee and the PSB, in line with statutory requirements. The PSB has revised its Well-being Objectives. Well-being Plan intervention groups continue to meet and have been reviewing their Steps and actions for the remainder of the Plan.  Performance updates for the end of year will be reported to the PSB in the next quarter, and will also be used to form the <u>Annual Report for 2020/21</u> .
4	Work of Public Services Board coordinated and facilitated. Coordinate work required to ensure implementation of the requirement of the Well-being of Future Generations Act.	Effective One Newport partnership membership and meetings. Coordination of sub groups delivery of Well-Being Plan activities.	Not Applicable	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	<b>40%</b>	<b>C</b>	PSB (Public Services Board) supported, with summary of business published and communicated through the organisation. Work of the PSB is delivered through the five intervention boards led by PSB members. Well-Being objectives reviewed and reported to the PSB. A review of the effectiveness of the PSB has been completed with development ongoing.  Annual Report for 19/20 published. WB Plan delivery for 20/21 has been impacted by the COVID pandemic but a range of partnership work has continued including Digital Careers week, the development of the Gwent Travel Charter and delivery of

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								<p>Participatory Budgeting to communities impacted by COVID.</p> <p>Proposals for a regional 'Gwent' PSB have commenced which will work alongside the local One Newport partnership.</p>
5	Coordinated and evidence based approach to operational partnership including community safety, environmental and health improvement projects across Newport in line with the Wellbeing Plan.	Effective Newport partnership membership and meetings. Coordination of Safer Newport, sub groups, and related activity. Support Communities with their post Covid 19 Recovery.	<b>Strategic Recovery Aim 4</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	<b>40%</b>	<b>C</b>	<p>Public Services Board (PSB) intervention groups continue to meet, led by PSB members. 19/20 Well-Being Plan annual report published, and despite some delays to current projects good progress was made. Performance is also reported to partnership Scrutiny.</p> <p>The One Newport partnership have worked consistently through the pandemic to support communities and respond to the emerging crisis.</p> <p>The Community Safety Partnership 'Safer Newport' reports to PSB and deals with a range of community safety issues supported by sub groups considering ASB and Serious and Organised Crime and place-based response to persistently impacted areas. The CSP also intersects PSB interventions and work is ongoing to strengthen the linking and coordination of community safety prevention work across these partnerships. The CSP continue to meet via virtual meetings continue to ensure a strong partnership response to community safety issues arising from the impact of COVID. The partnership has applied for additional funding to respond to</p>



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								issues and is also in receipt of funding from the Office of the PCC.
6	Develop the work of Newport Fairness Commission (FC). Work to embed the work of the Fairness Commission in NCC decision making process.	FC engaged in the work of the Council and wider public sector. Support response to the annual budget setting process. Work of FC communicated through media and website. Maintain links with NYC and 50+ forum. Support Covid 19 Recovery work and development of future strategies and planning.	<b>Strategic Recovery Aim 4</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	<b>50%</b>	<b>C</b>	Work of Fairness Commission supported with virtual meetings continuing throughout 20/21. Fairness Commission have been involved in the work to develop the Community Impact Assessment work informing responses to the pandemic. This has included sessions with community representatives to develop a participatory budgeting approach and a response to the Council budget proposals for 21/22.
7	Support the Armed Forces Forum to coordinate and improve services to veterans, serving armed forces and their families	Effective Armed Forces Forum membership and meetings. Regional and local initiatives supported as required. Successful funding bids and partnership work	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	<b>99%</b>	<b>99%</b>	Good progress to support the Armed Forces Forum and finalists for Employer of the Year of the Welsh Veterans Awards. Partnership to support armed forces children in our schools developed into a regional model. Anticipating further legislation to support the armed forces community over the coming year.  Newport also bidding to host the national Armed Forces event in the next few years, <u>recently announced</u> as 2023.

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8	Working collaboratively between NIH, Policy Partnership & Involvement and partners to develop geographic, data analytics to support evidence based decision making for the PSB.	The delivery of this action will enable the PSB to develop Wellbeing profiles for Newport and other geographical / data to enable evidence based decision making. NIH supporting the development of the Community Impact Assessment to understand the impact of Covid 19 across the Council's communities.	<b>Strategic Recovery Aim 4</b>	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	<b>15%</b>	<b>20%</b>	Work ongoing with Policy & Partnership team around development of regional PSB. A number of data reporting and visualisation interactive solutions to support the work of the PSB including anti-social behaviour and fly tipping for the Safer Newport Group. Collaborative engagement for workforce representation, staff well-being and recruitment reviews and schools management structures ongoing.
9	Development and facilitation of partnership working by evolving effective and appropriate means of sharing information.	Evidence based decision making in partnership activity	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	<b>50%</b>	<b>C</b>	Much of the focus of the partnership team is on developing these links, sharing information and supporting partners to work with the Council. Work with regional partners is also ongoing to ensure common priorities are progressed in Gwent, such as the Travel Charter.  The One Newport bulletin which goes to a range of partners has continued through COVID and has been redeveloped into a 'Sway' format.
10	Work with colleagues in the Gwent region on work to support Well-Being of	Opportunities identified for regional work and funding. Delivery of changes to the 19-20 annual	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	<b>50%</b>	<b>C</b>	As part of the 'G10' subgroup GSWAG the partnership team work with partners across the region to develop common priorities such as active travel and fleet review, the Gwent green grid and the

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	Future Generations Act requirements and common themes through Well-Being Plans.	report through regional funding, Support for and benefit from Gwent wide initiatives.						<p>development of opportunities for funding on a regional footprint.</p> <p>In the last two quarters of 20/21 a new grant from Natural Resources Wales was received to develop work to promote the availability of green spaces; the Gwent Travel Charter was launched; and other common work such as future risks progressed. Carbon literacy training was funded by NRW and in Newport approximately 30 staff attended which has helped kick off the climate change work for the council.</p> <p>In the new year partners across Gwent are considering a potential Regional PSB and work has also been completed to support this development.</p>

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

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
1	To develop and deliver the Authority's Strategic Equality Plan ensuring objectives are achieved and to ensure that NCC meets all other duties under the Equality Act.	Council is compliant with duties set out in Equality Act 2010; Equality impact is considered and mitigated against in service design, decision and policy making; Inequalities are reduced for people that share Protected Characteristics; Staff are aware of their responsibilities under the Equality Act 2010 The Socioeconomic Duty is embedded within appropriate council processes.	<b>Strategic Recovery Aim 4</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	C	C	The Strategic Equality Plan 2020-24 has been approved at Council and a full graphics version is in the process of being published to replace the draft currently in place. The SEP, and its strategic objectives have been developed as a result of extensive community engagement and consultation, review of existing data, and analysis of local and national priorities. The Strategic Equalities Group's membership, and wider delivery mechanisms associated with strategic equality work, have been reviewed, and a number of specific delivery groups established in order to progress this work more effectively.
2	To deliver against the Welsh Government's Community Cohesion Plan and conditions set out in funding arrangements for new Community	Community tensions are monitored and mitigated against Communities are resilient to risks including hate crime and radicalisation EU nationals feel supported and welcomed in the city	<b>Strategic Recovery Aim 4</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	80%	C	Cohesion work continues to respond to demand created by COVID-19, but is now re-focussing on core activities, and mitigating the impact of EU exit. Engagement with and support of EU citizens in Newport continues to be a priority, and during this period we have been responding to an increase in these communities needing to access support

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	Cohesion Officers.	The community impact of Brexit is minimised. Impact of COVID on communities is understood and programme effectively responds to community tensions and creates a shared sense of identity across the city.						and advice in relation to housing, benefits and hardship. We have delivered training with key partners to service providers on rights and entitlements post-Brexit, and continue to push out positive messaging around EU communities being welcomed in Newport and Wales. We continue to translate and share key messages in a range of community languages around topics that include health and wellbeing, civic participation, COVID-19 and social opportunities. Fortnightly community tensions meetings continue with colleagues from Gwent Police, allowing for a partnership approach to prevention and mitigation. Our Disability Access Group continues to meet fortnightly and advice on a range of council projects including active travel plans and pedestrianisation of the city centre. Funding for 21/22 has been secured for Community Cohesion officers, and a new Welsh Government work plan for next year is in place.
3	To monitor, review and ensure compliance with the Authority's Welsh language Standards, whilst actively promoting the Welsh language,	The Council are compliant with legislative requirements. Staff are aware of their responsibilities under the Welsh Language Standards.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	70%	C	Welsh language monitoring continues, although COVID-19 has impacted on both the Commissioner's schedule of assurance/investigation response, and the council's ability to provide bilingual services in some instances, for example, during virtual meetings. Work continues to remove these barriers and ensure Welsh is treated no less favourably than English.

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	internally and across the city.	Service design, policy and decision making are informed by Welsh language considerations. Council services make an active offer of delivery through the medium of Welsh. Communities and partners are positively engaged in the Welsh language agenda. NCC attracts and develops more Welsh speakers.						A new performance framework is in the early stages of implementation which seeks to better monitor compliance at both service area and corporate level. Complaints levels remain low, with the majority resolved locally without progression to the Welsh Language Commissioner. A number of community projects have been delivered this year, including engagement with Welsh medium schools and minority ethnic communities with our Welsh language partners, Dragons Rugby. Next year will see the development of a new 5 Year Welsh Language Strategy, improved links with our work under the Right Skills wellbeing intervention in partnership with other public and third sector stakeholders, and the continuation of our promotion work across diverse communities.
4	To work towards a workforce that is representative of the community that it serves, embeds equality in its internal processes, and creates an inclusive culture which retains and develops employees from	Staff from underrepresented groups feel valued and listened to. Positive action is used effectively to address areas of under representation at all levels. Improved demographic monitoring results in	<b>Strategic Recovery Aim 4</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	<b>50%</b>	<b>50%</b>	Work is ongoing in partnership with Human Resources to improve our approach to addressing workforce representation. The organisation's Black, Asian and Minority Ethnic Staff Support Network continues to meet bi-monthly and an Inclusive Access (disability) and LGBTQ+ Network have also been recently established. As part of our work towards our Strategic Equality Objectives, a Representative Workforce Delivery Group has been formed, which meets quarterly and has a specific delivery plan

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
	diverse backgrounds, including Welsh speakers.	better workforce planning. Visible representation results in improved trust and confidence from communities.						which sets out actions which seek to improve our workforce representation. Key progress so far includes the anonymisation of application forms and a review of our exit interview process which now allows staff to highlight any experiences of workplace discrimination that they have experienced. A focus on this work will continue into next year.
5	To develop an Integration Strategy for Newport, focusing on our approach to asylum seekers, refugees and migrants and contributing to Welsh Government's Nation of Sanctuary Plan.	Positive messages about migration are regularly highlighted. Newcomers to Newport are welcomed, and have access to appropriate services. Services, decision and policy making consider the impact on refugees, asylum seekers and migrants. 7 additional families are resettled under the UK Resettlement Scheme.	<b>Strategic Recovery Aim 4</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021	<b>50%</b>	<b>50%</b>	COVID-19 has impacted on capacity to develop a full integration strategy for Newport during this period, however, positive work has been undertaken in relation to supporting the Welsh Government's vision for Wales to be a nation of Sanctuary. Our work to support resettled refugees has continued, with several of our service users securing voluntary and paid work, enrolling in higher education and vocational training, and establishing their own businesses. We continue to be part of the Inclusive Cities Programme alongside colleagues working in migration across the UK and have developed a range of good practice approaches to supporting migrant communities in Newport. This includes the extension of free school meals to people with no recourse to public funds, the establishment of an NRPF/Destitution response group, and the delivery of a range of engagement and support mechanisms for EU citizens.

Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
								We are currently working with Cardiff University to develop a 'Welcome to Newport' digital platform to support integration across the city, and have recently established a task and finish group to respond to the impacts of the Hong Kong Visa Scheme. Development of formal policies/strategies to support this work will continue to be an action for us during the next period.
6	Develop a community impact assessment (CIA) to understand the impact that Covid 19 pandemic and resultant lockdown has had on Newport's Communities	<p>To deliver a report that examines the impact that the Covid 19 pandemic had on communities across Newport.</p> <p>To understand what impact lockdown measures had on communities and in particular the vulnerable and marginalised.</p> <p>To inform and recommend to the Council areas of development and actions to improve the recovery of communities impacted the most by Covid 19.</p>	<b>Strategic Recovery Aim 4</b>	1 <sup>st</sup> April 2020	31 <sup>st</sup> September 2020	90%	C	<p>A community impact assessment relating to COVID-19 has been completed, assessing the impact that the pandemic has had on our most vulnerable groups, including LGBTQ+, disabled, BAME people, women and faith communities, refugees, asylum seekers and migrants, as well as the socioeconomic impact and effects on community cohesion. This is an extensive piece of work, based on local and national data and research, engagement throughout the pandemic with communities, and a series of focused engagement sessions with those priority groups to sense check findings and explore ways in which community resilience and recovery can be supported.</p> <p>The CIA has informed the development of the Council's strategic recovery aims, and the basis of priorities for a £100k Participatory Budgeting programme which has delivered £103k of funding to 24 community projects across Newport, which are focused on supporting our most</p>







Action No.	Action Description	Action Outcome(s)	Strategic Recovery Aim	Start Date	End Date	Q2 % of Action Completed (Red / Amber / Green)	Q4 % of Action Completed (Red / Amber / Green)	Action Commentary
		To inform future strategic and operational planning and assessment of recovery in Newport.						vulnerable communities to recover from the impact of COVID-19. We have recently reviewed our Fairness and Equality Impact Assessment template and guidance, and this now requires staff to consider the CIA to ensure their decisions are responsive to local needs and disadvantages that have been identified.

## Performance Measures 2020/21

Performance Measure	Actual Figure 2020/21	Target 2020/21	Actual Performance 2019/20	Actual Performance 2018/19	Actual Performance 2017/18	Comments
<b>National</b> - National Sickness Days Lost	<b>7.28 Days</b>	<b>8.8 Days</b>	9.5 Days	10.1 Days	10.1 Days	
<b>National</b> - Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees.	<b>29.36 per 1,000 employees</b>	<b>6 per 1,000 employees</b>	6 per 1,000 employees	Not Applicable	Not Applicable	
<b>Local</b> - Percentage Freedom of Information Responses completed in time	<b>90.8%</b>	<b>88%</b>	91.4%	90.4%	87.4%	
<b>Local</b> - Percentage of Subject Access Requests responses completed in time	<b>60%</b>	<b>75%</b>	71.9%	N/A	N/A	SAR compliance is below target this year due to the Coronavirus pandemic and challenges obtaining/redacting paper records from the Civic Centre with staff working from home especially in one Service Area.
<b>Local</b> - Number of employees accessing Welsh language training.	<b>48</b>	<b>75</b>	38	48	141	COVID-19 has significantly impacted the capacity and capability to deliver Welsh language training to staff. This will be addressed through the rollout of mandated online training during 21/22
<b>Local</b> - Number of Welsh Language complaints received.	<b>0%</b>	<b>40%</b>	1	N/A	N/A	1 Welsh language complaint was received by the council in relation to the Welsh language version of Newport Matters. This was not reported to, or investigated by the Welsh Language Commissioner.
<b>Local</b> - Number of employees trained in Prevent PVE	<b>145</b>	<b>200</b>	81	208	N/A	COVID-19 has significantly impacted the capacity and capability to deliver Prevent training to employees. Awareness raising has continued through informal means and online delivery, and

Performance Measure	Actual Figure 2020/21	Target 2020/21	Actual Performance 2019/20	Actual Performance 2018/19	Actual Performance 2017/18	Comments
						more regular training will resume in 2021/22
<b>Local</b> - Number of young people actively involved in Newport Youth Council work	13	15	25	11	18	NYC have continued to operate throughout the pandemic, although recruitment is more challenging. The optimum number of members is around 15.
<b>Local</b> - Number of staff receiving Equality Training	7	75	N/A	N/A	N/A	COVID-19 has significantly impacted the capacity and capability to deliver Equality training to staff. This is being addressed through the commissioning of externally delivered training to all staff, commencing in the summer of 2021.
<b>Local</b> - Total number of social media followers	37,223	31,500	34,900	28,500	26,933	

### Performance Measures

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