

# People & Business Change

## End of year Review 21/22



**Leader and Cabinet Member for Economic Growth & Strategic Investment – Councillor Jane Mudd**

**Cabinet Member for Organisational Transformation – Councillor Dimitri Batrouni**

**Cabinet Member for Climate Change and Bio-diversity – Yvonne Forsey**

**Cabinet Member for Infrastructure and Assets – Councillor Laura Lacey**






**Cabinet Member for Community Well-Being – Councillor Deb Harvey**

**Director- Rhys Cornwall**

**Head of Service- Tracy McKim**

# Introduction

This is the **People & Business Change** update on the progress being made against the objectives, actions, performance and risk for the period 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022. Service plans have been designed to support the delivery of the [Council's Corporate Plan 2017-22](#). As one of the 44 public bodies, Newport Council must consider the Well-being of Future Generations Act in the delivery of its plans and the sustainable development principle of meeting our duty under the Act.

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

The Local Government and Elections (Wales) Act 2021 requires Newport Council to Self-Assess:

- The effectiveness of its functions.
- Consider if it is using its resources, economically, efficiently and effectively.
- Whether the governance arrangements are effective for securing these areas.

This report will be used to support the Council's Self-Assessment and will be integrated into the Council's Annual Well-being / Corporate Self-Assessment Report published in 2022. Any recommendations raised by the Council's Scrutiny Committee(s) and service area will be considered as part of the Council's assessment.

## People & Business Change Service Plan 21/22

The People & Business Change service plan focuses on the delivery of the following Wellbeing Objective(s) in the Corporate Plan 2017-22:

- **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 Covid-19 has presented including loss of employment, impact on business and on the progress, achievement and wellbeing of both mainstream and vulnerable learners.
- **Strategic Recovery Aim 3-** Promote and protect the health and wellbeing of people, safeguarding our most vulnerable and building strong, resilient communities.
- **Strategic Recovery Aim 4-** Provide people with the resources and support that they need to move out of the crisis, considering in particular the impact that Covid-19 has had on our minority and marginalised communities.

The 2021/22 Service Plan has 6 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 Service Board (PSB) and its partners to deliver the Well-being Plan 2018-2023 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 community relations.
- **Objective 6-** Embed proactive communication planning and delivery within all areas of the council.

## NCC Restructure

From 2022/23 Newport City Council has implemented a new structure that will support the Council's new Corporate Plan 2022-27 and deliver the manifesto aims of the Council's Cabinet. The People and Business Change service area has become Policy, People and Transformation. The table below provides an overview of the teams and functions that will be moving to and from the service area:

<b>Service Area Team / Function</b>	<b>Moving To / From</b>
Civil Contingencies	Moving to City Services
Community Cohesion and VPRS team	Moving to Communities and Housing
Corporate Assets	Moving from Regeneration, Investment and Housing
Customer Complaints	Moving from City Services

## **Cabinet Member(s) / Head of Service Executive Summary**

The service continues to play an essential role in enabling the Council to meet its corporate objectives and supporting all service areas in delivering key outcomes for the people and businesses of Newport. The COVID pandemic has continued to impact on services and performance during 2021/22 however significant support work has also continued as outlined in this update.

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. We have provided the essential Civil Contingencies support from the start of the crisis and continuing, and our work with partners has also been more important than ever. The Digital and NIH services have supported the development of new ways of working through technology and IT support, data matching and intelligence work. The Health and Safety team have made a critical contribution to keeping front line services, schools, and our remote workforce operational throughout the pandemic through the use of risk assessments, toolkits, DSE compliance and professional advice on guidance on keeping our workforce safe.

The equalities and cohesion teams work with minority and marginalised communities in Newport and this is reflected also in our engagement work, particularly the success of the participatory budgeting programme. In this period we have continued to support Newport Youth Council and engagement on various aspects of service provision. We will need to ensure we maintain the momentum in our strategic equalities and welsh language work in the coming year, and are implementing a new structure to support the implementation of the relevant strategies.

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

The service area leads on the development of the performance and risk framework, supported by the Mi Hub system and this continues to develop as can be seen in the mid-year reports. The service also supports the One Newport partnership with new links to the developing Gwent Public Services Board (PSB). This year to date we have developed the third annual report for the Newport Wellbeing Plan, alongside other important reports such as the NCC Annual Report, Strategic Equalities and Welsh Language Annual Reports. We are also developing the Local Area Energy Plan for Newport as part of a Wales Government pilot and have coordinate the development of the Council's Climate Change Plan with consultation on this about to commence.

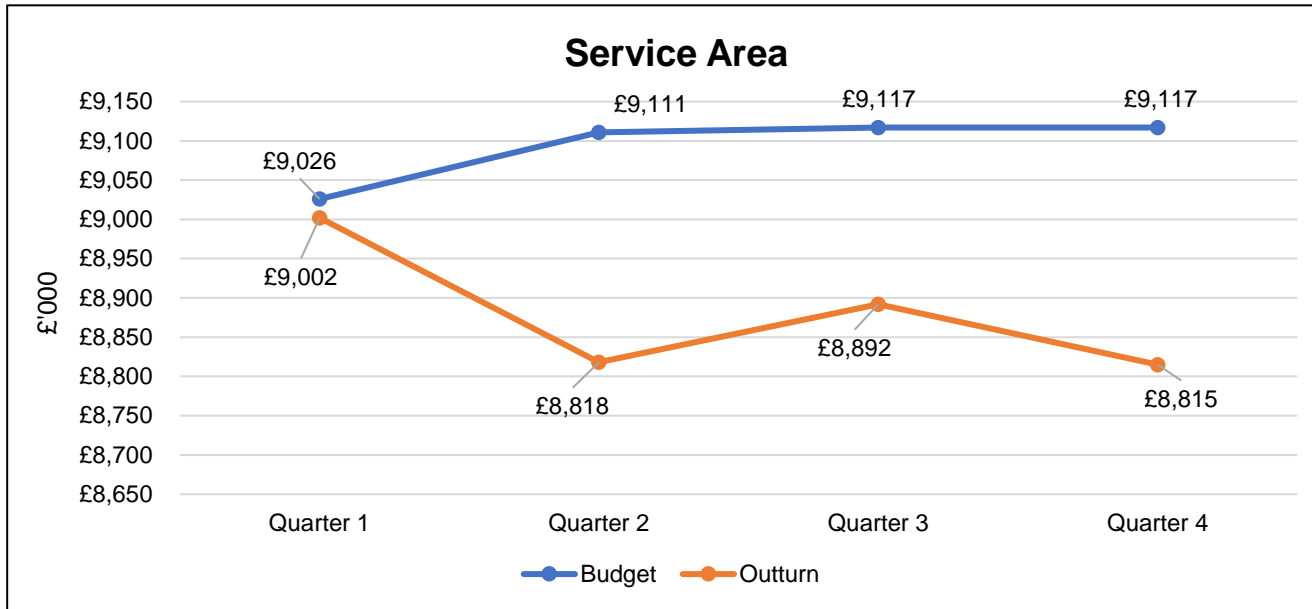
Supporting communities following Brexit has been a key activity, working with the WLGA including services to communities to support community cohesion, alongside the grant funded vulnerable people resettlement scheme. Much of this work is in partnership with Monmouthshire County Council.

The management and development of effective IT services through our partnership with the Shared Resource Service (SRS) remains a priority, with improvements to client-side arrangements and monitoring to support this, and this is increasingly important as the new way of working develops. The digital team also leads on information management as outlined in the Annual Information Risk Report. Document Services has continued to attend the Civic Centre to ensure the continuation of printing, mail and scanning. Civil Contingencies are also working with services to improve business continuity planning with the development of business impact analyses, alongside training and support for 'Gold'

Strategic communications continue to evolve with the residents newsletter and Caru Casnewydd work; and a website development project starting towards the end of the year. The team also provides support to the Chief Executive and Directors, and to the Leader of the Council working with colleagues across the senior leadership teams.

As part of the restructure the People and Business Change Service will develop to be People, Policy and Transformation. This includes the management of the Council's assets and relationship with Norse, and the addition of customer complaints. Community cohesion and migration work will move to Housing and Communities once a new Head of Service is in post, and the Civil Contingencies function will move to Infrastructure. The coming year will continue to be challenging as we recover from the pandemic and other global issues; both within the service, supporting staff across the Council in their work, and working with partners to support communities in Newport. We are starting to develop the new Corporate Plan supported by People and Culture strategy, Digital Strategy and Transformation Plan and look forward to working with colleagues and members to deliver and develop the new ways of working that will form the 'New Normal'.

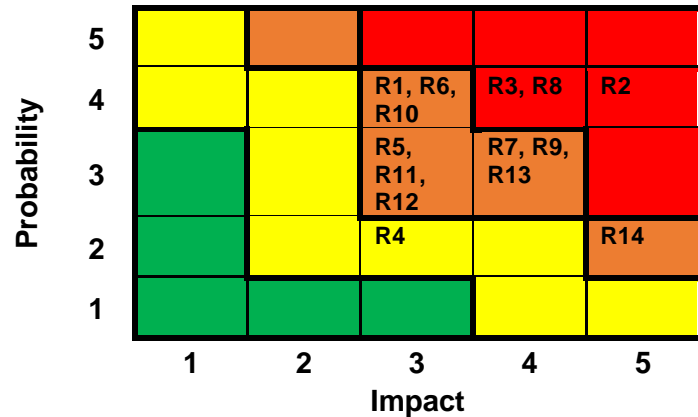
# People & Business Change Revenue Outturn 2021/22



This provides an overview of the service area outturn revenue position at the end of the financial year.

Revenue and Capital Finance reporting can also be found in Cabinet reports for 2021/22 using the link [here](#).

## Service Risks at 31<sup>st</sup> March 2022



Service Area Risk Heat Map Key (Quarter 4 2021/22)	
<b>R1-</b> Community Cohesion	<b>R8-</b> Newport Council's Property Estate (Corporate Risk)
<b>R2-</b> Covid-19 Pandemic Outbreak (Corporate Risk)	<b>P9-</b> Post EU Transition (Corporate Risk)
<b>R3-</b> Cyber Security (Corporate Risk)	<b>R10-</b> Programme and Project Management Capacity and Capability
<b>R4-</b> Data Protection Act 2018	<b>R11-</b> Welsh Language Standards
<b>R5-</b> Equalities Act	<b>R12-</b> Workforce Capacity and Capability
<b>R6-</b> Extreme Weather Events	<b>R13-</b> Business Continuity
<b>R7-</b> IT Service and Infrastructure	<b>R14-</b> City Centre Security and Safety (Corporate Risk)

Corporate and Service Risks are reported to the Council's [Governance and Audit Committee](#) and [Cabinet](#) every quarter.

## Glossary

### Actions (Red / Amber / Green)

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

## Programmes and Projects

This provides an update on the delivery of key programmes and projects that contribute towards the delivery of the Corporate Plan 2017-22. This covers the progress of delivery from 1<sup>st</sup> April to 31<sup>st</sup> March 2022.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completion	Q4 % of Project Completed	Commentary
<b>Newport Intelligence Hub</b>	Development of a Newport Intelligence Hub is one of the Council's key commitments (Modernised Council) that enables the Council to make evidence based decision making and supports its drive for open access data to all.	Quarter 4 2021-22	75%	90%	Decision pending on transfer of the remaining identified in-scope service area function which will conclude the successful delivery of the Corporate Plan 2017-22 Commitment 16 in establishing the Newport Intelligence Hub.
<b>New Normal Project</b>	Building on the lessons learned from the Covid-19 crisis undertake further work to enable the workforce to able to work more flexibly from Council offices, home and other locations securely and safely. Collaborating with Newport Norse, Facilities and Health & Safety to ensure Council offices meet the	Quarter 4 2021/22	70%	75%	Cabinet have agreed the approach which was outlined in a report taken in December and a project plan and team are now in place to take the work forward. In Q4 we have been discussing the required changes to HR Policies with recognised unions ahead of any further staff engagement and implementation.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completion	Q4 % of Project Completed	Commentary
	necessary WG and Covid secure requirements. Collaborating with SRS to ensure officers and Members are able to work remotely using digital solutions and appropriate equipment. Developing HR policies and procedures that will support the wellbeing and development of the organisation's staff.				Hybrid meetings are now in place and significant numbers of staff work from home. The next steps are to develop more use of hybrid technology alongside the implementation of HR policies which will be received by Employee Partnership Forum in July.
<b>Local Area Energy Plan</b>	The Local Area Energy Plan for Newport will provide a roadmap on how the City will decarbonise its energy systems in line with the Government's commitment for the UK to be carbon neutral by 2050. Working with the Carbon Reduction Team and technical consultants appointed by Welsh Government.	Quarter 4 2021/22	25%	50%	This development has been supported in 21/22 by one year pilot funding from Wales Government to develop a Local Area Energy Plan for the City. Wales Government appointed technical consultants and have worked with NCC leads to deliver stakeholder engagement. Grant claims are submitted for the year and the project is slightly behind schedule at end of year with a Plan almost complete for Cabinet sign off early in the new administration.  The consultation draft was received at the end of Q3 and feedback provided to WG on changes required ahead of sign off, the final version has now been agreed by Cabinet.
<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.	Quarter 4 2022/23	20%	80%	Progress made regarding the development of a new corporate web site - formal project status has been confirmed and resources allocated. Project initiation document and recruitment process underway. The scale of this project



Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completion	Q4 % of Project Completed	Commentary
					will see it continue into the new financial year.
<b>Local Land Charge Migration to Land Registry</b>	As part of the HM Land Registry transfer of Local Land Charges Registers to Councils to provide a more dynamic and interactive customer service, expediting and improving the process for land searches in relation to household purchases and making the LLC system fit for purpose in a digital era. Working with HMLR consultants and across all council with a range of stakeholders this will be a significant delivery programme of work.	Quarter 4 2022/23	3%	15%	Review of Planning Application and Enforcement data progressing for migration of Newport City Council to Land Registry.  Proposal being put forward to house Constraints in Spatial Data Warehouse to facilitate the sharing and integration of local authority maintained Land Search data with Land Registry. Project ongoing.

## Workforce Planning

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

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary
Undertake analysis of future demands post Covid	Restructure in relevant areas to meet ongoing demands.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	80%	Review on hold pending implementation of the new structure.
Working in partnership with HR&OD Business Partner review succession planning in PBC.	Improve the resilience of PBC teams, provide career pathways and improve the retention of staff.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	75%	Work has been on hold pending implementation of new structure and new HOS in position, now that this is place a restructure review will commence in 22/23.

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary
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> April 2021	31 <sup>st</sup> March 2023	70%	Significant progress through workforce planning arrangements this year, and senior staff restructure, work will continue in 22/23 with a new HoS owner.

## Objectives and Action Update (31<sup>st</sup> March 2022)

This is an update on the progress against service objectives and actions to the end of quarter 4 (31<sup>st</sup> March 2022). The tables below also include the RAG status and % completion reported at the Mid-Year Review point. A link to the report can be found [here](#).

Objective 1- Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Development and delivery of the innovation programme which align and underpin the delivery of the Corporate Plan and support the Council's Strategic Recovery Aims. Ensuring that the innovation programme affects cultural change and supports the principles of the Wellbeing of Future Generations Act.	Enable the Council's service areas to successfully deliver the Corporate Plan, Strategic Recovery Aims and other strategic activity.  Will ensure improvements and changes consider the principles in the Well-being of Future Generations Act.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2023	50%	50%	Work will continue into 2023.  The work on the new corporate plan will mesh the transformation programme into the corporate plan as part of the vehicle for delivery
2	Development and implementation of a comprehensive communications consultation strategy for the Council's innovation programme.	Internal and external stakeholders are involved and collaborate with each other to deliver the Corporate Plan.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2023	50%	50%	Work continues.in line with the new corporate plan
3	Management of the Strategic planning framework including the service and improvement planning cycles.	The Council has an integrated planning framework aligned with workforce planning, finance planning, performance and risk. The Planning process enables the Council to	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	25%	75%	Risk reporting continues to develop through Governance and Audit Committee, and Cabinet. The next step is to review the Council's risk strategy and appetite to ensure that the policy framework is up to date. This will also need revising in the light of the LG and

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		deliver against the Corporate Plan objectives and innovation programme. Requirements are understood by managers. Governance of performance management.					Elections Act with requirements for self-assessment.  Development continues 22/23.
4	Supporting and developing the organisation to have a digitally empowered workforce by maximising the opportunities to digitise and streamline processes including the development of the digital infrastructure for the City.	We will provide the necessary support from Digital Services, Intelligence Hub, and Business Improvement Team to identify potential opportunities to invest in new technology to deliver services and enable long term efficiency savings. This will also enable the Council future proof its infrastructure and services for its service users.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	90%	90%	Staff digital skills survey completed this year and digital strategy being developed alongside the new Corporate Plan  Work continues into 2023.
5	Embed the use of data and intelligence to inform service delivery and development of businesses cases that support the Corporate Plan, Innovation Programme and the Strategic Recovery Aims.	Support service areas to use evidence based information / data that will support service area delivery, business cases and strategic decisions.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2027	70%	95%	<ul style="list-style-type: none"> <li>• Significant re-work undertaken in support of the draft local area well-being assessments following Leader review and feedback of draft Local Area Profile boundaries.</li> <li>• Number of additional operational dashboards under development in MIHub to support service area reporting.</li> <li>• Significant work undertaken in MIHub to develop Ukraine Sponsors and Applicants Portal to support refugee resettlement.</li> </ul>

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							<ul style="list-style-type: none"> <li>• Research task for the Leader in connection with community wealth building; aimed at establishing how Newport City Council salaries contribute to Newport economy with subsequent analysis undertaken by geographic Ward boundary.</li> <li>• Food Standards Agency food hygiene ratings developed and published on 'My Community' pages on external web mapping site.</li> <li>• Initial scoping and development work undertaken to publish geographic location of defibrillators on external web mapping site.</li> <li>• Community Evaluation and Monitoring Programme (CEMP) system updated to automate and schedule email monthly performance monitoring reports for major Community Hub projects.</li> <li>• Education data compiled to support Electoral Roll registration of 14-17 year olds.</li> <li>• Education admissions review reporting dashboard developed to replace existing spreadsheets highlighting students on roll, awaiting start and vacancies within schools to support the in-year schools admissions process.</li> </ul> <p>Embedding the use of data to inform service delivery will continue.</p>

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
6	Support service areas to develop robust, evidence based business cases and successfully deliver projects.	Service areas are able to develop robust and evidence based business cases that enable effective decision making and support the delivery of the Council's Corporate Plan.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2023	50%	50%	Governance arrangements for projects reviewed and work on this will continue into 22/23.
7	Using and Securing Data in line with the Digital Strategy by ensuring effective use of data and information governance processes.	We will ensure that the ICT infrastructure is secure and ensure there are robust business continuity measures, and that data is managed safely in accordance with the Data Protection Act. We will work with NIH to develop a more proactive approach to open data to improve accessibility.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	65%	C	PSN compliance in place until August 22. New annual IT health check being scheduled. Gap analysis completed for formal Payment Card Industry (PCI) compliance with nearly all actions now completed. Formal accreditation aimed to be completed early in 22/23 financial year. Implementation of the Security Operation Centre (SOC) and Security Information and Event Management (SIEM) is progressing led by the Shared Resource Service (SRS) for partners. This complements a solution previous implemented to protect against ransomware. Both solutions have been agreed to be implemented for schools under the SRS schools service. Regular meetings take place of the council's Data Protection and Freedom of Information groups. Regular guidance provided to the organisation including processes around Ukraine refugee placements.
8	Management of effective IT services following transition to Shared Resource Service (SRS) by	The organisation is able to use the findings and recommendations from external assurance providers and regulators to	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	C	C	Continued partnership working with the IT Service provided by the Shared Resource Service (SRS) and led by the council's Digital team. The council has been part of the SRS partnership for 5

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	establishing strong retained client-side management arrangements, processes and procedures.	improve performance and deliver a successful Corporate Plan.					years on 1/4/22. The council has moved its Virtual Private Network (VPN) remote access solution with the SRS. The data centre migration for SRS partners designed to improve resilience has commenced with good progress with initial partners and Newport City Council later. The latest equipment for the capital refresh programme has been ordered but delivery is delayed due to global supply chain issues.
9	Provide advice and guidance to service areas to embed the principles of the Future Generations Wales (WFG) Act.	The principles of the Well-being Act are embedded into decision making processes that will enable the Council to deliver its objectives.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	20%	C	Report writers and projects continue to be supported on policy matters including changes to partnerships and working within the WFG Act. New report templates now in use ensuring the requirements and the Socio Economic Duty are fully considered when decisions are made. Work continues to develop as business as usual.
10	Delivery of the Council's Corporate Annual Plan 2020/21 that will self-reflect on the Council's performance to date in delivering its Wellbeing objectives and Corporate Themes.	The Council will produce its Annual Report in accordance with the Wellbeing of Future Generations Act and Local Government Measure 2009. The Annual Report will enable stakeholders to review the Council's progress towards delivering the Corporate Plan and its Wellbeing Objectives.	1 <sup>st</sup> April 2021	31 <sup>st</sup> October 2021	20%	C	Corporate Plan progress is reported annually to Cabinet and continues to deliver through service plans and performance monitoring. Service plan Q3 updates are being compiled currently, the Q2 updates also formed a report to Cabinet in December as a mid-year review. The 20/21 annual report is complete, reported to Cabinet and <a href="#">published</a> .

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		The Annual Report is available in Welsh and English.					Planning is underway for the Corporate Plan 2022- and changes to performance management will also be required for next year in the light of the Local Government Act which requires more self-reflection and alignment of a range of reports.
11	Development of a new Digital Strategy that supports the future direction of IT services and infrastructure of the Council.	Infrastructure to enable the Council to achieve its objectives modernising its services.	1 <sup>st</sup> April 2020	31 <sup>st</sup> December 2022	60%	85%	Draft themes revised. Further internal feedback provided as part of Newport Managers Network. Outcomes and action plans being developed prior to writing draft strategy for further feedback alongside the development of the Corporate Plan.
12	Delivery of improved IT infrastructure for schools with Education and Shared Resource Service (SRS) in line with Welsh Government "EdTech" funding.	Improving the IT infrastructure in schools will enable schools to meet the Welsh Government's Education Digital Standards and enhance the learning experience for teachers and pupils in Newport schools.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	60%	C	The EdTech funding has enabled all schools in Newport City Council to have their IT infrastructure upgraded to meet Welsh Government standards. Work continues to procure/install Audio Visual kit in schools and to migrate school users off @newport.gov.uk emails to Hwb.
13	Driving cultural change through new people management approaches that will support the Council's new ways of working.	The Council becomes an employer of choice by having modern practices when managing the workforce, setting a new expectation that what matters is 'people, not process.' This will enable a more mature, empowering culture to develop and will	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	76%	C	The Wellness at Work approach has been adopted by CMT and Employee Partnership Forum (EPF) and rolled out across the organisation, including schools. Training has been provided to all managers and Head teachers and drop in sessions continue to be held to assist with the new approach.



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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		support the Council's new ways of working approach following the Covid 19 pandemic.					
14	Develop and support a new way of working following the Covid 19 pandemic.	Effectively in conjunction with the SRS. The client side function is key to maximising the effectiveness and efficiency of service delivery as well as providing strategic and tactical direction.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	70%	75%	Cabinet have agreed the approach which was outlined in a report taken in December and a project plan and team are now in place to take the work forward. In Q4 we have been discussing the required changes to HR Policies with recognised unions ahead of any further staff engagement and implementation.
15	To develop appropriate strategies and plans to support effective communications and marketing.	To further develop our strategic approach to communications aligned with the corporate priorities.	1 <sup>st</sup> April 2020	31 <sup>st</sup> September 2021	60%	C	A number of strategic communication plans have been developed to support key projects and priorities during this year including homelessness, Jubilee, Carbon Strategy, Active Travel, Youth Academy, regeneration. Work to continue this as 'business as usual' and in line with the new corporate plan will continue as per objective 2:14
16	To further develop our strategic approach to communications aligned with the corporate priorities.	An agreed strategy with supporting policies and delivery plans approved by CMT and the political leadership, embedded within the service planning of all service areas, and supporting all corporate priorities and wellbeing objectives	1 <sup>st</sup> April 2021	30 <sup>th</sup> September 2021	C	C	Policies and procedures developed. Work will continue in 22/23 to embed communications within the new senior management structure.

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Further develop and communicate an integrated planning, performance and risk framework that will support the delivery of the Corporate Plan, Strategic Recovery Plan and future planning requirements.	The Council is able to align its Well-being Objectives, Strategic Recovery Aims to Corporate Commitments, Service Plans and key programme / project work. The planning, performance and risk management processes enable all levels of the organisation to make informed, and timely decisions. Business change programme supports Corporate Plan objectives	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	20%	C	Regular performance reporting is in place. The structure will need reviewing in 22/23 to meet the requirements of the new Corporate Plan, and the changes in service area responsibilities following the change to head of service structure. The performance management system 'MiHub' has also been updated this year to support performance monitoring.  The performance and risk strategies will continue to develop considering the requirements of the new Local Government Act.
2	Support the Council in developing robust governance arrangements that monitors the delivery of strategic programmes and projects that aligns with the Council's finance, HR, planning, performance and risk management processes.	There are robust governance arrangements in place that support, monitor and provide assurance over the delivery of the Council's strategic programmes and projects. Governance arrangements are aligned with the Council's Finance, planning, performance and risk processes that are able to provide effective decision	1 <sup>st</sup> April 2019	30 <sup>th</sup> September 2022	70%	90%	Work should be completed in.by the end of the second quarter of 2022-23 following a review of governance at the end of 21/22.

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		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.	1 <sup>st</sup> April 2019	30 <sup>th</sup> September 2022	60%	80%	This work is part of the corporate plan work to embed the transformation plan within the corporate plan. Projects will be categorised and contained within the new transformation programme
4	Play an integral role in the change management process to ensure change initiatives are sustainable and embedded within the organisation.	Achieved on a project level using effective Project Close Down reports, Lessons Learned reports and operational hand over.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	C	C	Work Completed.
5	Ensure that the organisation is meeting its requirements under the Civil Contingencies Act through delivery of the Civil Contingencies work programme.	Delivery of Civil Contingencies work programme for the year. Organisation is supported in all aspects of civil contingencies and business continuity planning. Effective partnership working in place.	3 <sup>rd</sup> July 2019	31 <sup>st</sup> March 2022	72%	87%	This work is ongoing, with the Civil Contingencies work programme impacted by the COVID emergency and recovery work.  The service is also subject to restructure and will move to City Services wef 1 Jul 2022 with the ongoing work programme to be monitored in the new service area.

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
5.1	Ensure the organisation develops and maintains business continuity arrangements at corporate and service area levels, encompassing all critical services.	Robust business continuity arrangements in place at corporate and service area level. Business continuity arrangements updated for all critical services.	3 <sup>rd</sup> July 2019	30 <sup>th</sup> September 2022	85%	85%	Although progress has been impacted by the continuation of the pandemic since the commencement of this work, especially the period in Q2 and 3 with the impacts of managing the Omicron Variant, work has continued in analysing the Business Impact Analysis (BIA) returns provided by each service area. As the management of the Omicron variant impacted staff extraction and service delivery, an ad hoc review of service delivery business continuity provision was undertaken to ensure critical services would be maintained. Therefore, meeting continue with service areas to discuss and refine their BIA's to ensure that they remain fit for purpose and reflect any lessons learned. It is now programmed that this review work will be completed early in 22/23.
5.2	Support Gold duty officers and the Council's emergency planning arrangements to support and effective decision making.	Gold duty officers effective in their role in an emergency. Gold officers understanding their roles and responsibilities. Effective management and communications in the event of incidents.	1 <sup>st</sup> April 2020	30 <sup>th</sup> September 2022	60%	90%	Since the last update and as part of the Council's restructure, newly appointed Heads of Service have been provided with the appropriate Gold Officer training. This will continue to ensure that all appointed Heads of Service yet to start with the Council are also provided with the required training. A review of the training package has been undertaken to ensure that learning from the response to the pandemic is included.  It should be recognised that as part of the Council's response to the COVID19 pandemic and significant concurrent incidents, Gold Officers have experienced attending and participating in regular internal Gold and

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							<p>Emergency Response Team Meetings, with an increasing number of Gold Officers participating in external multi agency Strategic Coordination Groups meetings.</p> <p>In addition, since the last update, the accredited Wales Gold Multi Agency Training has resumed, with two of the Council's newly appointed Gold Officers attending the two-day course.</p>
6	Explore opportunities to develop Open Data platform to facilitate proactive publication of data under Freedom of Information	Proactive publication of data for improved availability, public good and to reduce Freedom of Information requests	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	50%	C	Data refreshed and published at <a href="http://www.newport.gov.uk/transparency">www.newport.gov.uk/transparency</a> . Regular meetings of Freedom of Information internal group that considers opportunities for publishing appropriate data sets.
7	To deliver training and development of Council service areas on the Council's approach to planning, performance and risk management.	Officers across the service areas improve their understanding of performance management and risk management. This will enable the Council to effectively demonstrate how it is achieving the Council's Wellbeing Objectives and Corporate Plan and managing its risks.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	50%	C	<p>The team has collaboratively worked with Newport Intelligence Hub on providing training and support to staff on performance and risk management. The ongoing support throughout the year has been contributing towards improving the Council's performance and risk management culture. The feedback received has been positive and constructive to improve existing processes.</p> <p>From 2022/23 the team will be developing support for the new governance, restructure and Corporate Plan.</p>
8	Support the Council's Brexit Task and Finish Group in making	The Council is able to effectively plan, manage and deliver its service	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	50%	C	The internal Brexit Task and Finish Group continued to convene to the end of the financial year. Much of the groups focus in the year has

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	preparations for post European Union arrangements for the Council and Newport.	activities and core operations depending upon the outcomes of UK-EU negotiations.					been on housing, cost of living and community cohesion. Throughout the year Cabinet Reports have been presented providing an overview of the work completed. Towards the end of March, the Council's focus has moved towards supporting the Ukrainian refugee crisis and supporting families to settle into the city. The role of the Brexit Task and Finish Group will need to be considered in 22/23.
9	Develop and digitally enable the workforce by developing innovative system solutions and improved access to data, intelligence and management information.	The delivery of this action will improve access to data and enable self-service. It will enable up to date information to make informed decisions and reduce duplication of effort. This work will also increase the awareness of Newport Intelligence Hub across the Council and its partners.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2027	75%	95%	<p>HR &amp; Payroll system development on-going to support roll-out of the Council's new Wellness at Work Policy</p> <p>HR &amp; Payroll new on boarding functionality still under review for development; HR &amp; Payroll questionnaire developed and deployed for users who require additional mentoring and coaching; HR &amp; Payroll new Welsh Language Framework developed and implemented</p> <p>MIHub service overview redesign for heads of Service completed and rolled-out</p> <p>Housing system development extended to include operational programming of works and operational reporting</p> <p>Housing in Multiple Occupancy system developed to include weekly updates of HMO register and publishing to external website, correspondence automation and extensive additional reports to manage licenses and applications</p>

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							<p>European Social Fund archive and audit system fully operational to allow migration to a fully digitally enabled platform and remove old paper based records</p> <p>School Admissions review - Corporate Administration team provided access and training to administer part of the admissions appeals process via Capita Education Management System ONE. Review on-hold awaiting assignment of project management resource and conflicting priorities with School Admissions team.</p>

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
10	Ensure the organisation develops and maintains business continuity arrangements at corporate and service area levels, encompassing all critical services.	Robust business continuity arrangements in place at corporate and service area level. Business continuity arrangements updated for all critical services.	3 <sup>rd</sup> July 2019	30 <sup>th</sup> September 2022	85%	85%	Although progress has been impacted by the continuation of the pandemic since the recommencement of this work, especially the period in Q2 and 3 with the impacts of managing the Omicron Variant, work has continued in analysing the Business Impact Analysis (BIA) returns provided by each service area. As the management of the Omicron variant impacted staff extraction and service delivery, an adhoc review of service delivery business continuity provision was undertaken to ensure critical services

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							would be maintained. Therefore, meeting continue with service areas to discuss and refine their BIA's to ensure that they remain fit for purpose and reflect any lessons learned. It is now programmed that this review work will be completed early in 22/23.
11	Explore opportunities to improve application resilience that will enable continuous development and improve efficiency.	The delivery of this action through collaboration with the SRS and partners will improve the integrity of the Council's systems.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	75%	95%	Number of key application systems have been migrated to the cloud to facilitate supplier support and further improve application resilience  Formal mentoring, coaching and buddying system now firmly established as part of business as usual activities.
12	Manage and deliver the Civil Contingencies response to the COVID-19 pandemic	Effective management and decision making arrangements in place to appropriately respond to the crisis. Work within regional partnerships towards recovery. Service areas supported in decision making and emergency response.	1 <sup>st</sup> April 2020	30 <sup>th</sup> September 2022	80%	90%	Since the last update, despite the continued easing and removal of Welsh and UK Government Covid19 restrictions, the unit continues to support all aspects of the Council's response to Covid19 via the NCC COVID Gold and Recovery Group, Senior Officer and Leaders Briefings.  The wider multi agency command structures and working groups, including those chaired by the Civil Contingencies Unit, have now been suspended. However, commitment to and participation in structured debriefs and reviews of the multi-agency



**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							<p>response to Covid19 will be required over the coming months.</p> <p>Continued surveillance of Covid19 continues to ensure that if infection rates increase, plans and procedures are in place to respond where possible.</p>
13	Develop the use of digital technology for delivery of PR and communications and services.	Improve access to information through introduction of new and improved digital communication channels. Enhance customer satisfaction and reputation of the authority through easier access to information.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	60%	C	<p>Work progressing well re new website and project status and resources allocated.</p> <p>Two new resources within team have also now supported additional digital comms offering including animation and video production. Promotion of these services taking place to ensure utilisation in future.</p>
14	Embed communication planning within the service area planning process	Support effective comms planning, identifying opportunities for and risks to the organisation's reputation.	1 <sup>st</sup> April 2021	31 <sup>st</sup> December 2022	30%	80%	<p>Comms firmly represented in the development of the new corporate plan which will support filtering of comms priorities through all objectives and therefore service plans.</p> <p>Consideration of communication requirements will also feature prominently in the new service planning process to prompt HoS/Service managers and inform the communication team.</p>

**Objective 2 - Enable organisational and cultural change across the Council to deliver our Corporate Plan and embed the Well-being of Future Generations (Wales) Act**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
15	Continue to manage and deliver the communication response to the COVID-19 pandemic	Effective communication is key to resident understanding and compliance. Work will continue with partners to support the recovery process.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	25%	C	Communications continues to be embedded in the Gold process and all communications requirements are identified and actioned as part of this structure. This will continue as long as the response and recovery process is required
16	Consider the implications of the Local Government Bill and ensure that the performance requirements are met.	Requirements of LG Bill are understood, and relevant processes are in place to support this regarding performance.	1 <sup>st</sup> April 2021	31 <sup>st</sup> October 2022	60%	75%	Action plan continues to be delivered against, with key decisions now taken into self-assessment process.  Report to Cabinet agreeing the process for the annual report complete. Annual Report will be written in 2022/23.
17	Undertake planning and engagement work for the next Corporate Plan from 2022 key stakeholders and partners.	To support the next iteration of Corporate Plan in 2022, we shall undertake a series of engagement work and planning. Self-reflection on what the Council delivered in Corporate Plan 2017-22 and learning from the Covid crisis to identify Wellbeing objectives and steps to support the objectives.	1 <sup>st</sup> April 2021	31 <sup>st</sup> October 2022	35%	75%	Work on track to meet legislative timetable, workshops completed with senior managers and Director leads early in 22/23

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	We will need to undertake workforce planning to understand what the future skills needs are and demand to deliver our services.	Workforce planning guidance available to managers and is an integral part of service redesign in service areas. Requirements of the post COVID-19 pandemic workforce are understood.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2021	C	C	The workforce plan for 2021/22 was carried out and overall objectives agreed. These will need to form the new 5 year People and Culture strategy aims as we move into a new corporate plan cycle in 2022.
2	Digital Services provide appropriate support and advice at all levels of the organisation.	Digital Services are able to provide support and advice to take advantage of technological developments and to improve efficiency of staff in delivering Council Services. The team will also provide ongoing training and development of staff in relation to Data Protection, Freedom of Information and other legislative requirements.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	60%	C	As detailed separately, the council's Digital Strategy is being drafted. A project on-going to migrate remote access (VPN) solution progressed very well with the vast majority of users migrated and due to be completed in April 2022. Improvements to the Council Chamber audio visual facilities to facilitate "hybrid meetings" were completed ready for use. A project to improve information security across Shared Resource Service (SRS) partners continued and will be completed within a few months. This has now been part funded by Welsh Government cyber security funding. 4 major IT systems migrated to the cloud with 1 to be completed in April 2022 and 3 more committed to in 22/23 financial year. Digital remains an important workstream of the "new normal" project.
3	Policy, Partnership and Involvement team provide advice, guidance and training to the organisation.	Managers and officers understand their role and contribution towards the delivery of the Wellbeing Plan, Corporate Plan.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	20%	C	Report writers and projects continue to be supported on policy matters including working within the WFG Act and related partnership work. New report templates were issued this year

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		This action also supports the Council in meeting its legislative requirements under the Wellbeing of Future Generations Act, Welsh Language Standards, Equalities legislation including the socio economic duty.					to ensure that the requirements of the WFG Act and the new requirements of the Socio Economic Duty are fully considered when decisions are made. Briefing sessions have also taken place with senior managers and members with a focus on the new Duty. FEIA template also updated.  Advice and support on engagement and participation, equalities matters, legislative changes and policy development continue to be provided. We have also taken on responsibility for the Leaders Office, and manage the Chief Execs office and provide relevant policy advice as required.
4	Provide appropriate support and advice at all levels of the organisation in the approval, development and implementation of portfolio's programmes and projects.	Using effective governance arrangements and project documentation to assist the decision making process.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	21%	50%	The team provide advice to the organisation with regard to project work and the structure therein. It is a continuous piece of work
5	Implement a strategic and whole organisational approach to talent management with pathways to develop and support succession planning.	Career pathways are in place to enable the workforce to understand the possible options for career development.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2023	60%	60%	No change since Q3 when an initial review had been completed as part of workforce planning - this objective will feature as a key theme in the next People and Culture Strategy and will be an area of focus for 2022/23 service planning.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
6	To support a healthy workforce, enabling those with long term health conditions to contribute to the objectives of the organisation.	To review the way wellbeing at work is promoted and managed, bringing practices in line with 2020 aspiration To achieve the gold award for corporate health standards.  Employees are supported in the post COVID work.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	76%	C	This action is now complete as the Wellness at Work approach has now been rolled out to support employees with a long term health condition. A new Occupational Health (OH) referral process is in place and triaging in the H&S team is taking place.
7	To attract and recruit new starters from a broad, diverse background that have and are able to develop the right skills, values and attributes in a modern and digital way.	The recruitment and selection process is reviewed, and new ways of recruiting are established. Values based recruitment forms the basis of attraction and recruitment. Digital recruitment is supported.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2023	20%	50%	This objective continues to progress with, an increase in applications and shortlisting of candidates from a diverse background evident in the senior leadership recruitment campaign. Our staff networks were also promoted on the recruitment webpage. A workshop took place in the last quarter to identify recruitment priorities going into the new cycle and this topic will feature as a key theme in the next People and Culture Strategy.
8	To support employees with their health and wellbeing in the return to work and adapting to the new ways of working post COVID-19.	Employees and manager's health & wellbeing are supported in the return to work and enabling them to adjust to new ways of working. Implementing policies and guidance to support the process.	1 <sup>st</sup> July 2020	30 <sup>th</sup> September 2021	60%	C	All appropriate support is available to the workforce preparing to return to workplaces - risk assessments are up to date, wellbeing referrals are being acted upon by the H&S team where required and reasonable adjustments are in place where needed. Ongoing support will be needed when wholesale return to Council buildings takes place.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Range of engagement activities delivered including facilitation of the Citizens Panel, 50+ Forum and Youth Council. Managers across all services are supported to involve citizens in decision making. Citizen's views are considered in planning and service delivery. Delivery of the Young Person's Promise.	Sustainable and effective participation forums including youth council, 50+ Forum, citizens panel, activities and feedback mechanisms, including bus Wi-Fi and online surveys. Organisations decisions reflect the involvement requirement. Newport Youth Council being involved with Council policy development and support the 'voice' of young people in matters that impact them. Support the Council to understand the impact that Covid 19 pandemic and lockdown has had on communities across Newport.	1 <sup>st</sup> April 2020	30 <sup>th</sup> March 2023	60%	90%	<p>A range of engagement activities are supported including the Citizens Panel and Newport Youth Council. We are now working with Newport Live as the new provider of NYC following a contract change this year.</p> <p>The second Participatory Budgeting programme aimed at supporting communities impacted by COVID is complete and more than £415k allocated to community groups. All decisions were made by the communities through a steering group facilitated by partners. Further funding has been identified by ABUHB to support the Council's ongoing programme in 22/23.</p> <p>Engagement to support the Gwent well-being assessment has also been completed as we work with partners across the region. The budget consultation to support Cabinet decision making took place in Q4 and was reported as part of the Councils budget setting process.</p>
2	Engagement activity is progressed towards involvement and participation in order to deliver Well-being Objective 4, Strategic Recovery Aims and the Corporate Plan commitments.	Deliver participatory budgeting and asset based approaches. Successful funding bids to support communities. Work with Fairness Commission to coproduce better engagement and	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	70%	C	Over the last year engagement activity has been focused on the COVID response and this including work with a range of communities impacted by the COVID pandemic through the participatory programme. The community led steering group reviewed bids in Q4 and funding has now been issued to successful organisations.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		involvement with communities. Support managers in their engagement with citizens.					This work aims to empower communities whilst providing additional funding capacity for service providers, particularly in the voluntary/community sector. The programme is in its third year of extensive work with community groups to ensure co-production in decision making. Participation levels have been encouraging with consistent stakeholder involvement in the running of the project.
3	Work closely with partners to ensure we are delivering better services, based on clear evidence, whilst identifying and responding to policy challenges. Delivery of the Wellbeing Plan through the PSB. and development of the next Plan 2023 onwards.	Effective PSB membership and meetings. Coordination of PSB interventions and work streams. PSB involvement in Covid 19 recovery work. Delivering the requirements of the Well-Being of Future Generations Act and Well-Being Plan commitments.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2023	70%	80%	The OneNewport partnership continues to deliver the current Well-Being Plan for Newport and a report of this work is published annually, and regular reports to Partnership Scrutiny. The OneNewport summary of business is also shared with Cabinet and all partners. At its last meeting the OneNewport partnership received presentations and facilitated a discussion on Climate Change. In the last year the Gwent regional PSB has been formed. This was established at the end of September 2021 and the OneNewport partnership is now a Local Delivery Group. Significant work is underway to ensure that this change takes place with appropriate governance within NCC and regionally, while ensuring a strong local partnership continues. The Well-Being Assessment for Gwent has been finalised, including Newport area profiles and the next stage of the PSB

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							work will be developing a regional Well-Being Plan.
4	Work of Public Services Board coordinated and facilitated. Coordinate work required to ensure implementation of the requirement of the Well-being of Future Generations Act in 2021/22.	Effective One Newport partnership membership and meetings. Coordination of sub-groups delivery of Well-Being Plan activities. Review of regional partnerships complete.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	75%	C	The OneNewport partnership continues to deliver the current Well-Being Plan for Newport and a report of this work is published annually, and regular reports to Partnership Scrutiny. The OneNewport summary of business is also shared with Cabinet and all partners. At its last meeting the OneNewport partnership received presentations and facilitated a discussion on Climate Change. In the last year the Gwent regional PSB has been formed. This was established at the end of September 2021 and the OneNewport partnership is now a Local Delivery Group. Significant work is underway to ensure that this change takes place with appropriate governance within NCC and regionally, while ensuring a strong local partnership continues. The Well-Being Assessment for Gwent has been finalised, including Newport area profiles and the next stage of the PSB work will be developing a regional Well-Being Plan.
5	Coordinated and evidence based approach to operational partnership including safety, environmental and health improvement projects across	Effective Safer Newport partnership membership and meetings. Coordination of Safer Newport, subgroups, and related activity.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	70%	C	OneNewport intervention groups continue to meet delivering the well-being plan objectives with performance also reported to Partnership Scrutiny in February. The OneNewport partnership also met in March.



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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	Newport in line with the Wellbeing Plan for 2021/22.	Support Communities with their post Covid 19 Recovery.					The Community Safety Partnership 'Safer Newport' deals with a range of community safety issues supported by subgroups considering ASB and place-based responses to persistently impacted areas. The CSP also intersects Well-Being Plan interventions and work is ongoing to strengthen the linking and coordination of community safety prevention work across these partnerships. In this financial year, the partnership was successful in 'Safer Streets' bids for both work in Pill and also the city centre and its surrounding areas. Work to implement this work continues.
6	Continue the work of Newport Fairness Commission (FC). Work to embed the work of the Fairness Commission in NCC decision making process.	FC engaged in the work of the Council and wider public sector. Support response to the annual budget setting process. Work of FC communicated through media and website. Maintain links with NYC and 50+ forum. Support Covid 19 Recovery work and development of future strategies and planning.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	76%	C	Work of Fairness Commission supported with virtual meetings has continued throughout the year. The Commission were involved in the development of the second year of participatory budgeting programmes, and also supported the budget engagement process in Q4.
7	Support the Armed Forces Forum to coordinate and improve	Effective Armed Forces Forum membership and meetings.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2023	60%	90%	Meetings of the Armed Forces Forum arranged and facilitated to build links between the city's Armed Forces

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	services to veterans, serving armed forces and their families	Regional and local initiatives supported as required. Successful funding bids and partnership work					Community and partners in pursuance of the Armed Forces Covenant.. Anticipating further legislation to support the armed forces community over the coming year.
8	Working collaboratively between NIH, Policy Partnership & Involvement and partners to develop geographic, data analysis to support evidence based decision making for the Council, local and regional partners.	The delivery of this action will enable the Gwent Regional PSB to develop Wellbeing Profiles and Situation Analysis for Newport and with Gwent Partners utilising geographical data to enable evidence based decision making. NIH supporting the development of the Community Impact Assessment to understand the impact of Covid 19 across the Council's communities.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2027	36%	95%	<ul style="list-style-type: none"> <li>• Draft local area well-being assessment re-work completed in collaboration with Policy, Partnership and Involvement and published on the Regional PSB website following Leader feedback.</li> <li>• Significant work undertaken in MIHub to develop Ukraine Sponsors and Applicants Portal to support refugee resettlement and Newport City Council Ukraine Operational Group.</li> <li>• Confirmation of the Digital Service's successful bid to the Government Local Broadband Fund.</li> <li>• Formal arrangements now confirmed with Monmouthshire County Council to continue with established collaborative arrangements. Development of a short, medium and long-term roadmap to improve use and accessibility to data in underpinning the evidence based decision making process underway.</li> </ul>
9	Development and facilitation of partnership working by evolving effective and appropriate means of sharing information.	Evidence based decision making in partnership activity	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2023	75%	75%	Much of the focus of the partnership team is on developing links, sharing information and supporting partners to work with the Council. Work with regional partners is also ongoing to ensure common priorities are

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							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. The partnership and its communication will change as the work of the Gwent PSB develops.
10	Work with colleagues in the Gwent region on work to support Well-Being of Future Generations Act requirements and common themes through Well-Being Plans in 2021/22.	Opportunities identified for regional work and funding. Review of regional partnership arrangements and proposed regional PSB. Support for and benefit from Gwent wide initiatives.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	65%	C	This year to date there has been a focus on the move to a Gwent PSB with discussions at the OneNewport, with Partnership Scrutiny, and with regional and local partners. The Gwent PSB is now established and OneNewport acts as a local development group and works with both local partners and the Regional PSB. Considerable work has been completed to develop the Gwent Well-Being Assessment including supporting engagement with communities. The statutory Assessment was subject to consultation and is now complete. The final document which will include engagement outcomes now moves to the 'Response Analysis' phase before a Gwent wide Well-Being Plan is drafted to meet statutory requirements and deadlines.
11	Continue to work with the PSB to facilitate coordinated communications	Review and delivery the PSB communication strategy and ensure all key partners are aware of and buy into the process	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	25%	80%	The OneNewport partnership continues to deliver the current Well-Being Plan for Newport and a report of this work is published annually, and regular reports to Partnership Scrutiny. The OneNewport summary of business is

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							<p>also shared with Cabinet and all partners. At its last meeting in 21/22 the OneNewport partnership received presentations and facilitated a discussion on Climate Change.</p> <p>In the last year the Gwent regional PSB has been formed. This was established at the end of September 2021 and the OneNewport partnership is now a Local Delivery Group. Significant work is underway to ensure that this change takes place with appropriate governance within NCC and regionally, while ensuring a strong local partnership continues. The Well-Being Assessment for Gwent has been finalised, including Newport area profiles and the next stage of the PSB work will be developing a regional Well-Being Plan.</p> <p>The team are represented at regional working groups to support this work.</p>

**Objective 5 – To ensure the Council is compliant with Equality and Welsh Language legislation, and support the organisation in delivering services**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	To deliver the Authority's Strategic Equality Plan ensuring objectives are achieved and to ensure that NCC	Council is compliant with duties set out in Equality Act 2010; Equality impact is considered and mitigated	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	50%	C	Delivery against the Strategic Equality Plan continues to be monitored through the council's Strategic Equalities Group with a number of delivery groups responsible for operational delivery.

**Objective 5 – To ensure the Council is compliant with Equality and Welsh Language legislation, and support the organisation in delivering services**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	meets all other duties under the Equality Act and the new Socio Economic Duty	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.					<p>This year the council has delivered key activities outlined in its plan, including updating staff information categories on iTrent, commencing the collection of demographic information in relation to complaints and marketing key dates in its inclusion calendar. Delivery on inclusive Leadership raining continues, and staff groups also support this work.</p> <p>The Strategic Equalities Annual Report for 20/21 was produced and reported to Scrutiny, Cabinet and Full Council. Planning for the annual report will commence in the new year.</p>
2	To deliver against the Welsh Government's Community Cohesion Plan in 2021/22 and conditions set out in funding arrangements for new Community Cohesion Officers.	Community tensions are monitored and mitigated against Communities are resilient to risks including hate crime and radicalisation EU nationals feel supported and welcomed in the city The community impact of Brexit is minimised. Impact of COVID on communities is understood and programme effectively responds to community tensions and creates a shared sense of identity across the city.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	60%	80%	<p>The council continues to deliver Welsh Government's community cohesion programme across Newport and Monmouthshire. Cohesion priorities are reflected in the focus of the new Participatory Budgeting Programme which offered grassroots groups the opportunity to bid for funding.</p> <p>Work continues to support our EU communities post-EUSS deadline, and regular meetings with Gwent Police ensure that emerging tensions are identified and mitigated. During this year four EU specific projects were funded by cohesion/EUSS monies to further support local delivery of support. Activities were delivered around Black History Month and Hate Crime Awareness Week and a successful St Nicholas event which engaged around 200 EU families. Cohesion Funding has</p>

**Objective 5 – To ensure the Council is compliant with Equality and Welsh Language legislation, and support the organisation in delivering services**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							been confirmed by Welsh Government for 22/23 and we are now recruiting for a new lead for the programme.
3	To monitor, review and ensure compliance with the Authority's Welsh language Standards, whilst actively promoting the Welsh language, internally and across the city in 2021/22.	The Council are compliant with legislative requirements. Staff are aware of their responsibilities under the Welsh Language Standards. Service design, policy and decision making are informed by Welsh language considerations. 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.	1 <sup>st</sup> April 2021	30 <sup>th</sup> June 2022	60%	80%	The new <u>Welsh Language 5 year Strategy</u> for 2022-2027 was drafted and agreed this year. This sets out strategic themes for the next 5 years. The Welsh Language Annual Report was completed for 20/21 and reported, planning for the annual report 21/22 commenced in the new year.  Funding was allocated to a range of community-based projects via the Welsh language community grants scheme, and the Welsh Language Skills Policy is in the process of being embedded across the organisation. Two new complaints have been received via the Welsh Language Commissioner. The council have responded with initial evidence and whilst one complaint with be investigated during 22/23, the Commissioner decided not to investigate the other. Work continues through annual reports into the new service plan, The annual report will be complete by end June 2022.
4	To work towards a workforce that is representative of the community that it serves, embeds equality in its internal	Staff from underrepresented groups feel valued and listened to. Positive action is used effectively to address areas	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2027	60%	65%	The Representative Workforce Delivery Group continues to meet and is planning a campaign to improve disclosure of demographic information by staff. The Belonging in the Workplace survey findings have been

**Objective 5 – To ensure the Council is compliant with Equality and Welsh Language legislation, and support the organisation in delivering services**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	processes, and creates an inclusive culture which retains and develops employees from diverse backgrounds, including Welsh speakers.	of under representation at all levels. Improved demographic monitoring results in better workforce planning. Visible representation results in improved trust and confidence from communities.					shared with senior management and a 10 point plan developed to address those areas of most concern. Staff Networks continue to be active, contributing to policy review and offering a point of contact for potential new Apprentices during a recent recruitment campaign. Network Chairs/Vice Chairs were also engaged in the recruitment process for new Heads of Service this year.  This work will continue to develop.
5	To develop an Integration Strategy for Newport, focusing on our approach to asylum seekers, refugees and migrants and contributing to Welsh Government's Nation of Sanctuary Plan.	Positive messages about migration are regularly highlighted. Newcomers to Newport are welcomed and have access to appropriate services. Services, decision and policy making consider the impact on refugees, asylum seekers and migrants.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2023	60%	60%	The Council's Hardship Group is now well established and meets on a regular basis to receive referrals for people who are experiencing hardship as a result of their migration status. NCC's EU Citizens Forum continues to and ensure a joined up approach across statutory and third sector agencies to provide support to EU migrants. The council continues to be part of the newly established City of Sanctuary Steering Group and work is being undertaken to establish demand created by no recourse to public funds restrictions. A draft NRPF/Hardship Policy is under development. The council are working with Cardiff University and the National Software Lab to develop the New Start App, providing a welcome to newcomers to the city and ensuring people are accessing appropriate services.

**Objective 5 – To ensure the Council is compliant with Equality and Welsh Language legislation, and support the organisation in delivering services**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							Work will transfer to Housing and Communities in 22/23 and will need to consider the impact of Ukraine issues.
6	Develop a follow up to the community impact assessment to understand the impact that Covid 19 pandemic and further lockdown restrictions has had on Newport's Communities	To understand what impact lockdown measures had on communities and in particular the vulnerable and marginalised. To inform and recommend to the Council areas of development and actions to improve the recovery of communities impacted the most by Covid 19. To inform future strategic and operational planning and assessment of recovery in Newport.	1 <sup>st</sup> April 2021	30 <sup>th</sup> September 2022	90%	90%	The community impact assessment has now informed key themes and groups which are prioritised by the second round of COVID-19 Participatory Budgeting. These now include additional consideration of socio-economic disadvantage and the importance of building capacity across grassroots community networks/groups.  The community steering group agreed awards in Feb 2022 which have now been issued to a range of local organisations to take forward COVID recovery and community projects

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Develop a strategic communications approach and plan for the authority	Strategy approved by CMT and political leadership and embedded in the service planning process.	1 <sup>st</sup> April 2021	30 <sup>th</sup> September 2021	C	C	Complete in current form. Will need to be review at the new financial year and in line with new corporate plan and new administration commitments.



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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
2	Review and update all communication policies	Effective policies will be in place to support and facilitate the communication strategy, reflecting the changes to the authority, media sphere and corporate brand and image.	1 <sup>st</sup> April 2021	30 <sup>th</sup> September 2021	76%	C	Policies updated. revisit required at time of election to reflect new administration priorities.
3	Communication delivery plans.	Work with heads of service/senior managers to develop communication delivery plans in line with service area plans, supporting forward planning, effective allocation of resources and ensure alignment with corporate priorities.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	76%	C	Comms plans developed in previous quarters continue to be delivered as per project requirements. Additional areas of focus/development during quarter 3 and into quarter 4 include Jubilee/20 years and a city, local government elections, social and care work recruitment and Caru Casnewydd campaign.
4	Develop communication data and intelligence	A developed analysis and breakdown of information related to audience breakdown and media knowledge will inform more targeted communications.	1 <sup>st</sup> April 2021	31 <sup>st</sup> December 2021	40%	C	A new appointment within the team has supported increased used of analytic programmes to monitor and inform web and social media usage and improvements.  This data is being used in both campaign planning and to inform the web development project
5	Develop localised communication techniques	Increased understanding an usage of localised a targeted community communications through current platforms such as Facebook and WhatsApp groups	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	10%	C	The advanced use of existing platforms in a more targeted fashion continues as has become embedded in campaign planning - for example, targeting social media by demographics and geography.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
6	Improve council's online presence	Review and redevelop council website to ensure improved usability, better integration with customer services platforms and in line with the council's digital agenda.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	20%	80%	Considerable progress made regarding the development of a new corporate web site - formal project status has been confirmed and resources allocated. Project initiation document and recruitment process underway. The scale of this project will see it continue into the new financial year.

## Performance Measures (31<sup>st</sup> March 2022)

This is an update on the quarterly, half-yearly and annual performance measures for the service area to 31<sup>st</sup> March 2022. The Performance reported in the table below is also compared to the last four years (where data is available). Commentary is provided for all red and amber measures and discretionary for Green measures.

### Key

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

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
<b>National-</b> National Sickness Days Lost	<b>10.06 days</b>	<b>9.23 days</b>	7.3 days	11.5 days	10.1 days	10.1 days	Comparing sickness data through the pandemic is a challenge due to a range of factors. COVID absences will have impacted on this outcome.
<b>National –</b> Number of Apprentices per 1,000 employees.	<b>7 per 1,000 employees</b>	<b>20 per 1,000 employees</b>	29 per 1,000 employees	6 per 1,000 employees	36 per 1,000 employees	No Data	The COVID pandemic resulted in some delays to our apprentice scheme, however additional appointments were made early in 22/23,
<b>Local-</b> Percentage of Freedom of information Responses completed on time	<b>89.51%</b>	<b>88%</b>	90.8%	91.4%	90.38%	87.4%	Within target.
<b>Local-</b> percentage of Subject Access Requests responses completed in time	<b>71.1%</b>	<b>75%</b>	60%	71.9%	Not available	Not available	Performance has been negatively impacted by the COVID pandemic, especially in Quarter 1, with staff in some areas being unable to access paper records. Performance has improved since Q1 and is expected to improve further with access to paper records expected to be less of an issue

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
<b>Local-</b> Number of employees completing corporate Welsh Language awareness training.	87	50	48	38	48	141	Three videos have been developed to raise awareness amongst staff of the Welsh Language. These are Newport focused and cover the history of the Welsh language in Newport, the culture and the legislation. These have been uploaded to the Learning@NHSWales site and staff completion can now be monitored
<b>Local –</b> Number of Welsh Language complaints received via Welsh Language Commissioner	2	0	0	No Data	No Data	No Data	The two welsh language complaints received from WLC have been addressed in our annual welsh language report. One was regarding supplier form which has been addressed the other remains open. We use each as an opportunity to learn and develop services, and a target of 0 will always be a challenge for us.
<b>Local-</b> Number of Welsh Language complaints upheld by Welsh Language Commissioner	0	0	0	Not available	Not available	Not available	
<b>Local-</b> Number of employees trained in Prevent PVE	136	100	145	81	208	Not available	
<b>Local-</b> Number of young people actively involved in Newport Youth Council work	8	12	13	25	11	18	The membership of the Youth Council fluctuates over time, and the COVID pandemic has also had an impact.  The provider contract was reviewed in 21/22 and with our new partners, Newport Live we can build on this membership in 22/23.
<b>Local-</b> Percentage of managers undertaking regular check-ins.	23.9%	80.00%	No Data	53.06%	Not available	Not available	Through the COVID pandemic and working from home the requirement to record monthly check-ins in this way was relaxed. Monthly check-ins have now been reintroduced and the Corporate Management Team (CMT) have received a report on the stats for 21/22 and

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
							agreed actions to improve during the first six months of 22/23.
<b>Local-</b> Number of staff receiving Equality Training.	<b>168</b>	200	7	Not available	Not available	Not available	Training has been affected by a number of issues during this period including vacancies within the team. Recruitment is underway for a Strategic Equalities Officer with a focus on improving knowledge and understanding across NCC
<b>Local-</b> Total number of social media followers.	<b>41,700</b> Facebook- 21,220 Twitter- 20,500	<b>34,000</b>	37,223	33,450	29,668	26,933	