NEWPORT
CITY COUNCIL
CYNGOR DINAS
CASNEWYDD

END OF YEAR REVIEW

PEOPLE POLICY & TRANSFORMATION

2022-24

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Strategic Leads

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

Introduction

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

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

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

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

People, Policy & Transformation Objectives

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

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

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

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

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. Since last year the responsibilities of the service area have changed with the addition of assets and customer complaints which are reported below. Civil contingencies and community cohesion have moved to other service areas. Although the COVID pandemic has had some impact on performance and significantly changed the work of the service in 21/22, 22/23 has been a year of recovery and our new objectives reflect that.

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. The service led on the development of the Corporate Plan 2022-27 and other supporting work such as the Digital Strategy (LINK – *pending translated design copy*) The next development will be the new People Plan.

The Digital and Intelligence services have continued to support the development of new ways of working through new technologies and IT support, data matching and intelligence. As we move into the new year we are working to a new approach to transformational change bringing those teams together to support an evidence led approach.

The management and development of effective IT services through our partnership with the Shared Resource Service (SRS) remains a priority, with client-side arrangements and monitoring to support this. We work closely with partners in the SRS to support the use of digital technology across all services, and the provision robust infrastructure. Our work this year to move our data centre into the cloud as a more resilient, cost effective and sustainable model is a good example of this. In the coming year we will develop our use of hybrid working creating efficiencies with a change to telephony provision, and the web site project will also be a key deliverable with a new launch date in 23/24. The digital team also leads on information management as outlined in the Annual Information Risk Report. Services include statutory responsibilities such as responses to Freedom of Information requests, managing customer complaints and the provision of mail and print services.

The equalities and policy and partnership team works with partners and communities across Newport and this is reflected also in our engagement work, particularly the success of the participatory budgeting programme over the last two years. We continue 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 this will be evident in both annual reports. In the coming year we also need to develop the Strategic Equalities Plan from 2024.

Strategic communications continue to evolve with the resident's newsletter, increased use of social media and ongoing website development project which started last year. This project has been subject to delays through technology, business need and skill changes and has restarted in Q1 23/24.

As part of the move of assets into the service area and development of the transformation programme, we are also developing our asset rationalisation programme to reduce the buildings and land in use by the Council, and use more effectively those that remain. We act as client to the Council's property services partner, and will also being reviewing these arrangements in 23/24.

The HR team provides support to managers across the Council on a range of human resources issues, including payroll services, advice and support and employee relations through our Employee Partnership Forum. Working with equalities and climate change teams we also have a range of staff groups, and for 23/24 are redeveloping employee engagement arrangements. The team also provides employee development, health and safety and wellbeing services supporting compliance with professional advice on keeping our workforce safe. In 23/34 we will be working with managers across all services on the sickness and management check in targets to understand how these can be improved and review policies where appropriate.

The service also supports the One Newport, Safer Newport and Gwent Public Services Board (PSB) partnerships working with partners across the city and region on a range of well-being work. In the last year the first Regional Well-Being Plan was signed off, with a change to monitoring arrangements locally and regionally to support this.

People, Policy & Transformation 2022/23 Overview

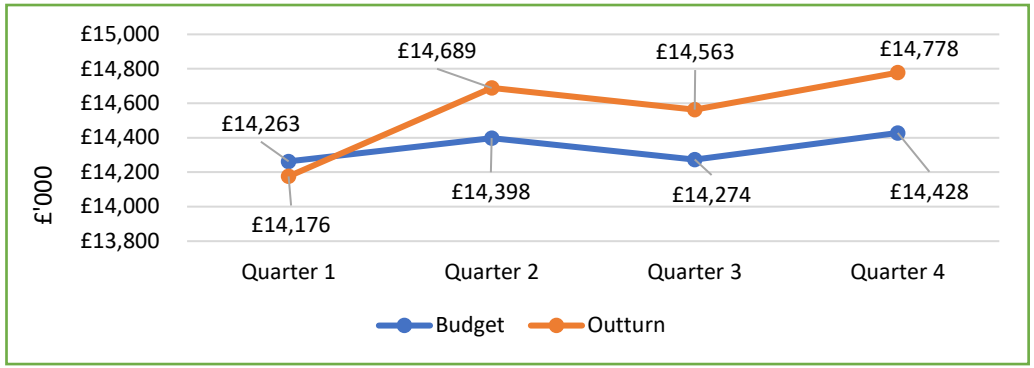
Service Plan Objectives

Objective	End of Year (Red / Amber / Green)
Objective 1 - Enabling evidence based organisational transformation to improve the delivery and sustainability of service delivery to the communities of Newport.	
Objective 2 - To have an inclusive organisation that supports and encourages its workforce's development, health and well-being and enables improved services delivered to the citizens of Newport.	
Objective 3 - Newport City Council fosters a culture of collaborative working with partners (local and regional) which empowers communities and service users to improve the well-being and long-term sustainability of the city.	
Objective 4 - Effective and sustainable management of assets and properties and support for the Council's goal of becoming a net carbon zero by 2030.	

Service Area Risks

Risk	Corporate / Service Risk	Inherent Risk Score	Target Risk Score	Quarter 1 Risk Score	Quarter 2 Risk Score	Quarter 3 Risk Score	Quarter 4 Risk Score
Newport Council Property Estate	Corporate Risk	**20**	**12**	**16**	**16**	**16**	**16**
Information and Cyber Security	Corporate Risk	**12**	**8**	**16**	**12**	**12**	**12**
Equalities and Welsh Language Standards	Service Risk	**16**	**9**	**9**	**9**	**9**	**9**
Project Management Capacity, Capability and governance to deliver the Transformation Programme	Service Risk	**9**	**6**	**9**	**9**	**9**	**9**
Recruitment & Retention.	Service Risk	**12**	**9**	**9**	**9**	**9**	**9**
IT Connectivity	Service Risk	**9**	**6**	**12**	**8**	**8**	**8**

Service Area Revenue Outturn



Programmes and Projects

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	Quarter 4 RAG Assessment / % Completion	Commentary
New Normal Project	Building on the lessons learned from the pandemic continue work to enable the workforce to be able to work more flexibly from Council offices, home and other locations securely and safely. Collaborating with Newport Norse, Facilities and Health & Safety to ensure Council offices meet the necessary requirements. Collaborating with Shared Resource Service (SRS) to ensure officers and Members are able to work remotely using digital solutions and equipment. Developing Human Resources (HR) practices that support the wellbeing and development of the organisation's staff.	Well-being Objective 4	Quarter 4 2022/23	**C**	The project has now closed and any ongoing work is part of business as usual. Changes to buildings will continue through the asset rationalisation programme. Through the year, work has continued to enable the workforce to be able to work more flexibly from Council offices, home and other locations. This has been completed working with Newport Norse, facilities and HR to ensure Council offices meet the necessary requirements, and collaborating with SRS to ensure officers and members are able to work remotely using digital solutions and appropriate equipment. From a Civic Centre perspective more work is needed to ensure the facilities and arrangements are suitable for new normal working arrangements, and this will continue through business as usual. During the year we launched our new flexible working HR policies and procedures, following consultation with our Trade Unions, and Employee Partnership Forum. Work has continued to test staff wellbeing at work and continues as business as usual. Digital infrastructure to enable hybrid working is in place and staff are supported to work from various locations.

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	Quarter 4 RAG Assessment / % Completion	Commentary
New Normal Project	Building on the lessons learned from the pandemic continue work to enable the workforce to be able to work more flexibly from Council offices, home and other locations securely and safely. Collaborating with Newport Norse, Facilities and Health & Safety to ensure Council offices meet the necessary requirements. Collaborating with Shared Resource Service (SRS) to ensure officers and Members are able to work remotely using digital solutions and equipment. Developing Human Resources (HR) practices that support the wellbeing and development of the organisation's staff.	Well-being Objective 4	Quarter 4 2022/23	**C**	Our Digital Strategy and People Plan will continue to support these new normal activities. New Normal progress was reported to Cabinet Member in Q4 2022/23 and the report can be found here.
Review and redesign of the corporate website	To develop a more user-friendly website with improved navigation, accessibility, and responsive design for effective use on all devices.	Well-being Objective 4	Quarter 1 2024/25	**12%**	The project is reporting as behind target - red as it did not meet the initial timelines set in the 22/23 service plan. This was due to a range of issues with technology, skills and both internal and external resources. With our partners SRS we have commissioned a piece of work to consider best options for a website solution including content management. That review has been completed and SRS and NCC are now redeveloping options which will reflect both technical delivery, and how that will be supported by systems and process within NCC. The revised approach will be agreed Q1 23/24 and a new project plan to ensure that the website redesign and launch can be achieved in 23/24.

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	Quarter 4 RAG Assessment / % Completion	Commentary
Review and redesign of the corporate website	To develop a more user-friendly website with improved navigation, accessibility, and responsive design for effective use on all devices.	Well-being Objective 4	Quarter 1 2024/25	**12%**	Alongside this we are working with Finance colleagues to deliver a review of customer contact and processes to ensure that this relating element of the website is also reviewed.
Asset Rationalisation	Reduction in the land and assets owned by the Council, and current and future maintenance and running costs. Increased community asset transfer. More efficient use of the estate.	Well-being Objective 4	Quarter 4 2024/25	**25%**	As outlined in the Corporate Plan, the proposal to rationalise assets was also consulted on in the budget Q4 with broadly supportive feedback results. The project board is now established, with a number of workstreams and the terms of reference for the internal officer group which manages strategic assets is under review. Data collection and evidence gathering has also commenced. The main drivers for this programme are - financial, commitment to climate change, and better planning for and use of our buildings.
Digital Strategy Projects	The Digital Strategy is in development with key themes agreed as: • Digital transformation • Digital skills and inclusion • Data and collaboration • Digital infrastructure and connectivity Projects will be developed to support these themes and actions within them.	Well-being Objective 4	Quarter 4 2023/24	**20%**	The Digital Strategy themes were developed in 22/23 with feedback from public consultation and Scrutiny Committee. These themes have now been developed into the Digital Strategy which was approved by Cabinet April 2023. The officer Digital Board has been revised to develop and support delivery of the Digital Strategy action plan and projects. A revised action plan will accompany the new Digital Strategy which is also the subject of Annual Report to Scrutiny and Cabinet Member.

Workforce Development

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

Action	Outcome(s) of Action Delivery	Action Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
Undertake analysis of demands of the service to deliver the new Corporate Plan.	Restructure in relevant areas to meet ongoing demands following the senior management restructure.	1st October 2022	31st March 2024	**25%**	Significant progress through workforce planning arrangements to date. Following the senior management teams restructure and agreement of the new Corporate Plan, work will continue with new service manager/leads to develop structures that support the work required under our Corporate Plan and capacity or resource issues identified. Further discussions are taking place with the Welsh Local Government Association (WLGA) on how they can support workforce planning. Digital skills is also included as a key theme in the Council's recently approved Digital Strategy.
Working in partnership with HR&OD Business Partner review succession planning in service area.	Improve the resilience of service area teams, provide career pathways and improve the retention of staff.	1st October 2022	31st March 2024	**15%**	Reviewing career pathways following changes to structures across the organisation, and changes to the entry point - trainee, apprentice, and graduate arrangements.
Undertake an analysis of current skills, particularly in business-critical areas.	Improve the capacity and capability of teams and develop technology / digital solutions.	1st October 2022	31st March 2023	**25%**	Significant progress through workforce planning arrangements to date. Following the senior staff restructure and agreement of the new Corporate Plan, work will continue with new senior leads. Discussing requirements with WLGA also. Digital skills is also included as a key theme in the Council's Digital Strategy.

Objectives and Action Plan Update

Objective 1 - Enabling evidence based organisational transformation to improve the delivery and sustainability of service delivery to the communities of Newport.						**Objective 1 End of Year Assessment**	
Ref	**Action**	**Action Outcome(s)**	**Well-being Objective Supported**	**Start Date**	**Expected Completion Date**	**Q4 RAG Assessment / % Completion**	**Commentary**
1	Development and delivery of the transformation programme which align and underpin the delivery of the Corporate Plan. Ensuring that projects and programmes support cultural change and the principles of the Wellbeing of Future Generations Act.	Enable the Council's service areas to successfully deliver the Corporate Plan, and other strategic activity. Improvements and changes consider the principles in the Well-being of Future Generations Act.	All	1st October 2022	31st March 2024	**25%**	The Corporate Plan has been finalised and signed off. We are now developing the projects and programmes that will support transformational change. The Digital Strategy has also been finalised and agreed, and asset rationalisation programme has commenced. Further programme planning is underway. The Councils People Plan themes are emerging and will be developed throughout 23/24.
2	Development and implementation of a communications and consultation strategy for the Council's transformation programme.	Internal and external stakeholders are involved and collaborate with each other to deliver the Corporate Plan.	WBO 4 / Strategic Priority 5	1st October 2022	31st March 2024	**10%**	Work to embed communications and engagement at all levels of the organisation and decision-making processes is improving early consideration and will ensure communications is a fundamental part of the transformation programme.
3	Review, update and implement the Strategic planning framework including the service and improvement planning cycles.	Updated Planning, Performance and Risk Management Framework including supporting policies. This will support the delivery of the Corporate Plan, and to meet the new Self-Assessment requirements of the Local Government Act. Communication and ongoing training will be provided to service areas.	Continuous Improvement Self-Assessment	1st October 2022	31st March 2023	**60%**	Work ongoing and draft reports shared with Corporate Management Team (CMT) and to scrutiny in Quarter 4. This will be finalised shortly, and the new processes are already in place.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
4	Develop evidenced and intelligence-based decision making. Support service areas to develop robust, evidenced business cases and successfully deliver projects.	Evidence based decision making with insight developing into actions. Intelligence supporting the developing digital plan and transformation programme. Robust and evidence-based business cases that enable effective decision making and support the delivery of the Council's Corporate Plan.	Continuous Improvement	1st October 2022	31st March 2024	**20%**	Work completed to support a range of services in developing proposals for change and bid submissions throughout the year. Work is continuing in relation to analysis and thematic mapping of operational assets in support of the asset rationalisation transformation. Correlations in asset data produced to help identify the complex inter-relationships to help develop full business intelligence understanding. Significant work being undertaken to refresh extensive list of population demographics following full release of Census 2021 outputs. Analysis of catchment data completed for Education planning purposes.
5	Transforming services through innovative use of digital technology. (Digital Strategy – Theme Digital Transformation)	Better use of digital technology that is effective, easy to use and meets user needs in use, such as new solutions for staff, improving self-service improved web site, digital climate change work. Development of innovative systems.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	1st November 2022	1st March 2027	**5%**	A range of other work is ongoing to support all service areas in developing their use of digital technology. Plans being developed for the council website redevelopment. Further work on Robotic Process Automation (RPA) and its use for specific processes. Following successful trails, approval for a project to roll out Microsoft 365 Teams Telephony across the council. This is expected to bring various benefits and support the New Normal. There has been an increase in the number of staff and members using Bring Your Own Device (BYOD) for secure access to e-mail on personal devices.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
5	**Cont…** Transforming services through innovative use of digital technology. (*Digital Strategy – Theme Digital Transformation)*	Better use of digital technology that is effective, easy to use and meets user needs in use, such as new solutions for staff, improving self-service improved web site, digital climate change work. Development of innovative systems.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	1st November 2022	1st March 2027	**5%**	Education One system was migrated to the cloud in March 2023. Work to migrate the Uniform system to the cloud has commenced for delivery in summer 2023. A project to test a document translation solution for different languages commenced. Migration of the council's data centre to Vantage Data Centre is almost complete and this will bring improved resilience and energy savings.
6	Development of digital skills of citizens, employees, and members *(Digital Strategy Theme Digital Skills and Inclusion)*	Improved digital skills of the workforce, citizens, and members and support for improved access to digital technology. Includes digital skills programme, public Wi-Fi and Workforce Strategy.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	1st November 2022	31st March 2027	**5%**	Marketing and sign up of delegates for Get Connected Digital skills course planned to take place in April/May 2023. Smart home pilot in Newport Market being developed by Social Services to demonstrate assistive technologies and their opportunities to support independent living. Participation in digital inclusion discovery project with partners funded by Welsh Local Government Association (WLGA) Digital team. Data protection training content for members has been developed for delivery in 2023/2024.
7	Improved use of data to inform service delivery and increase collaboration. (*Digital Strategy – Theme Data and Collaboration)*	Increased collaboration and use of data and build on information security governance, secure systems and processes. Improves system resilience and reliability through partnership with the SRS.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	1st November 2022	31st March 2027	**25%**	Information security progress is supported by the officer Information Governance Group and fully reported in the Annual Information Risk Report. Range of system developments including: Pupil Level Annual Survey Census (PLASC) completed and analysis data provided to support areas such as School admission appeals.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
7	Improved use of data to inform service delivery and increase collaboration. (*Digital Strategy – Theme Data and Collaboration)*	Increased collaboration and use of data and build on information security governance, secure systems and processes. Improves system resilience and reliability through partnership with the SRS.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	1st November 2022	31st March 2027	**25%**	Implementation of system to support ALN (Additional Learning Needs) Local Provision Development financial monitoring implemented. Work progressing to support City Services in the launch of the UK National Underground Asset Register (NUAR) which will transform the coordination of works between local highway authorities and statutory undertakers. Successful onboarding of Torfaen CBC to CEMP system for their delivery of the Communities for Work Plus (CfW+) programme. Initial scoping commenced with Torfaen CBC for their delivery of the Shared Prosperity Fund (SPF) programme. Go Live with the transfer to MHR Pension Data Service for Local Government pension returns complete. New Gift & Hospitality integrated form and process successfully implemented. New Leaver Feedback process developed and implemented. Centralised process for recording and managing volunteers has been scoped, designed and implemented.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
8	Work with partners to develop infrastructure and connectivity in the City. *(Digital Strategy – Theme Digital Infrastructure and Connectivity)*	Improved digital infrastructure and connectivity for the city and for the council.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	1st November 2022	31st March 2027	**5%**	The Local Broadband Fund (LBF) project continues with Wi-Fi and fibre surveys carried out. Equipment has been ordered and a formal project kick off is scheduled for May 2023. Public Wi-Fi is being reviewed to consolidate infrastructure and make associated savings whilst recognising its importance for digital inclusion. The first sites will migrate to an SRS facilitated solution in April 2023. Work has commenced to review the infrastructure for the Community Safety Network that supports the council's CCTV service. Work to develop the Council's IT infrastructure, including security requirements continues with our partners SRS, Migration of the council's data centre to Vantage Data Centre is almost complete and this will bring improved resilience and energy savings. New network infrastructure for key council buildings including the Civic Centre will be implemented once the Vantage data centre move is complete.
9	To base future strategic communication planning on a needs/wants-based analysis, reflecting the digital priorities of the Council.	Consultation with residents on communications usage and preferences. Consultation with internal clients and stakeholders on communication needs. Evidenced based development of corporate communication channels, based on needs and reflecting digital priorities.	WBO 4 / Strategic Priority 5	1st October 2022	31st December 2023	**20%**	Needs analysis exercise and results review completed. Key outcomes being used to inform priority delivery areas for the team. Off-shoots such as social media platform profiling also being developed.

Objective 2 - To have an inclusive organisation that supports and encourages its workforce's development, health and well-being and enables improved services delivered to the citizens of Newport.						**Objective 2 End of Year Assessment**	
Ref	**Action**	**Action Outcome(s)**	**Well-being Objective Supported**	**Start Date**	**Expected Completion Date**	**Q4 RAG Assessment / % Completion**	**Commentary**
1	To Develop a People Plan to run alongside and support the Corporate Plan.	The people plan will have key outcomes for delivery over the next few years and develop the workforce requirement in delivering the corporate plan.	WBO 4 / Strategic Priority 1	1st October 2022	31st June 2023	**15%**	Themes for the plan emerging. Engagement with manager network to capture items for consideration has taken place. Currently mapping with other plans such as corporate plan, Strategic Equality Plan (SEP) and Digital plan etc. Draft of themes currently being reviewed and reflected upon. Consideration will need to be given to the Councils values development at the staff conference in July to be able to take this forward, plan likely towards the end of 23/24.
2	Review of staff performance management and the use of the check-in and performance review facilities.	The outcomes of this action will ensure the Council's performance management processes meet the needs of the workforce and enable staff to contribute towards improving the delivery of their services and Corporate Plan.	Continuous Improvement	1st October 2022	31st December 2023	**50%**	Amendments made to the performance management arrangements in December 22 and training advice and support has been rolled out. A review of the changes for the first quarter, since the changes have been made, shows some significant improvement on the senior teams' engagement in this activity. Continuation of this engagement is required and further ownership within the organisation across all teams.
3	Implement a strategic and whole organisational approach to talent management with pathways to develop and support succession planning.	Career pathways are in place to enable the workforce to understand the possible options for career development.	Continuous Improvement	1st October 2022	31st March 2024	**75%**	Continuation of service area succession planning practices to be supported aligned to People Plan.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
4	Increase diversity, offering various opportunities to work for Newport City Council including at an entry point level with schemes for apprenticeships, traineeships, graduates and volunteering.	Develop an entry points framework that supports the aspirations of increasing diversity. Workforce better reflects the makeup of the communities we serve.	WBO 4 / Strategic Priority 1	1st October 2022	31st March 2024	**50%**	As part of budget savings for 2023/24 the Council removed a portion of budgeted resources that was set aside for the Councils entry point programme. Consideration will need to be given in the Councils new people plan 23/24 on how the Council can best support this important area and what other opportunities exist given investment has reduced.
5	An organisation where the health, safety and well-being of our workforce is supported and promoted by all staff across the Council.	Ongoing review and support of compliance in Health and Safety (H&S) following reviews of service areas specific requirements and obligations. Better understanding by managers of health and safety and well-being obligations.	Continuous Improvement	1st October 2022	31st March 2024	**25%**	The H&S team have successfully restructured following investment by the Council for 22/23. The team of Business Partners are supporting proactive H&S compliance and have specific plans to work towards. Recruitment is underway for the final role and the team are inducting well. CMT and Employee Partnership Forum (EPF) receive quarterly updates on activity across the Council and managers continue with training for IOSH managing safely. These updates also include information on any HSE reportable incidents.
6	Ensure key decisions within NCC support the principles of equalities, fairness, and Welsh Language.	Delivery of the Strategic Equalities Plan and Welsh Language Strategy aspirations.	WBO 1 / Strategic Priority 7 WBO 4 / Strategic Priority 1	1st October 2022	31st March 2024	**75%**	Fairness and Equality Impact Assessment template has been updated with findings from consultation with officers, cabinet members and the Fairness Commission. This draft form provides additional guidance on Armed Forces Covenant and supports equalities and Welsh language.

Objective 3 – Newport City Council fosters a culture of collaborative working with partners (local and regional) which empowers communities and service users to improve the well-being and long-term sustainability of the city.						**Objective 3 End of Year Assessment**	
Ref	**Action**	**Action Outcome(s)**	**Well-being Objective Supported**	**Start Date**	**Expected Completion Date**	**Q4 RAG Assessment / % Completion**	**Commentary**
1	Facilitate, coordinate, and contribute to key partnerships that support the delivery and achievement of the Gwent Public Services Board and One Newport Local Delivery Group to improve the health and wellbeing of residents across Newport and wider Gwent.	Coordination of, and contribution to One Newport and associated intervention boards. Development of Newport's Local Action Plan Contribution and support to Gwent Public Service Board (PSB) meetings, supporting officer group and regional Wellbeing Plan. Support for related local partnerships.	WBO 4 / Strategic Priority 1 Gwent Well-being Plan 2023-28	1st October 2022	31st March 2024	**80%**	Draft Gwent Wellbeing Plan approved by Newport Full Council and scheduled for other statutory partners in 23-24. NCC Officers are part of governance group to develop a performance management framework to support the regional plan. Newport's Local delivery plan will be made available for stakeholder consultation following publication of regional plan in June 2023.
2	Expand and further develop the organisations data and intelligence service delivery model, improving the depth and breadth of the Intelligence Hub's utilisation within the Council's and our partners thinking.	Development of community wellbeing assessments; partnership work informed by intelligence. Transformation, business cases and service delivery informed by intelligence and data. Newport Intelligence Hub offer extended to partners. Grant funding bids across a range of partnerships supported by evidence.	Continuous Improvement	1st October 2022	31st March 2024	**20%**	Use of data and intelligence continues to develop and drive senior management thinking, this will include the transformation programme in 23/24. Migration to Capita ONE system to Software as a Service solution hosted environment successfully completed and live. Implementation of Schools HR information portal and dashboards completed in the Council's Management Information (MI) Hub system. Climate Change action plan build has been completed in the Management Information (MI) Hub system.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
2	**Cont…** Expand and further develop the organisations data and intelligence service delivery model, improving the depth and breadth of the Intelligence Hub's utilisation within the Council's and our partners thinking.	Development of community wellbeing assessments; partnership work informed by intelligence. Transformation, business cases and service delivery informed by intelligence and data. Newport Intelligence Hub offer extended to partners. Grant funding bids across a range of partnerships supported by evidence.	Continuous Improvement	1st October 2022	31st March 2024	**20%**	Initial Climate Change dashboards have been introduced into the Management Information (MI) Hub system to showcase priorities and actions against each theme and carbon emissions. Housing Need solution has been fully scoped and designed. Project kick off commenced for the migration of the iDox system platform to supplier hosted cloud solution. Transfer of Total Land Charges (TLC) system administration and development transferred to Newport Intelligence Hub. Initial review of processes has been undertaken.
3	Engage in and contribute to key partnership projects, supporting effective communications.	Representation on key partnership communication working groups (such as Regional PSB, Safer Streets, Pill Masterplan, Purple Flag etc)	WBO 4 / Strategic Priority 1 WBO 4 / Strategic Priority 7 Gwent Well-being Plan 2023-28	1st October 2022	31st March 2024	**60%**	Comms represented on Pill Masterplan group and Safer Streets group. Discussion held with key NCC reps about how to build comms as a standing item agenda on OneNewport, Safer Newport and purple flag at all levels so issues/opportunities are fed back even if there is not actual representation at the meeting. Comms and policy and partnerships are now part of the same team.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
4	Support for and coordination of the Safer Newport community safety partnership and related programme of activity.	Delivery of Safer Newport engagement and project work. Coordination of the partnership. Coordination with regional and national partnerships.	WBO 3 / Strategic Priority 7	1st October 2022	31st March 2024	**60%**	Support for Safer Newport has continued through the year, including the use of grant funding. First Safer Newport report presented at partnerships scrutiny during this quarter with discussions on format and contents for future reports. Work on strategic needs assessment continuing with working group to commence in 23-24 linked to the work on the Serious Violence Duty in partnership with Gwent OPCC and other regional partners. Updated strategic needs assessment to inform updated action and delivery plan. The partnership also worked on a response to the Home Office consultation on community safety partnerships across England and Wales during the last quarter.
5	Support, facilitate and coordinate activities and forums to ensure active participation of service users, communities, and citizens in developing and informing key strategic decisions and delivery of services across the city.	Work in partnership with key partners, citizens, and forums to ensure the voices of citizens influence and participate in council decisions. Improve the engagement and involvement of Newport's diverse and Welsh Language communities in the delivery of Council's services.	WBO 3 / Strategic Priority 7 WBO 4 / Strategic Priority 1	1st October 2022	31st March 2025	**80%**	Consultation on budget proposals concluded during this quarter with significant engagement from residents and other stakeholders and feedback used to inform decision making directly linked to service delivery. Engagement via survey and Bus Wi-Fi continues to support strategic decisions, including the changes to Old Green Roundabout during the year.

Objective 4 – Effective and sustainable management of assets and properties and support for the Council's goal of becoming a net carbon zero by 2030.						**Objective 4 End of Year Assessment**	
Ref	**Action**	**Action Outcome(s)**	**Well-being Objective Supported**	**Start Date**	**Expected Completion Date**	**Q4 RAG Assessment / % Completion**	**Commentary**
1	Following the introduction of our 'New Normal' working policies and new Corporate Plan we will review our Strategic Asset Management Plan, and Disposal and Asset transfer strategies. This will be supported by an asset rationalisation programme in our Transformation Plan.	Effective asset management, disposal and asset transfer arrangements. Savings achieved and ongoing spending commitments reduced through asset and land rationalisation programme. Plan implemented.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 2 WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 6	1st October 2022	31st March 2023	**25%**	This will be achieved by the Asset Rationalisation programme board during the first phase of their work. Programme has now commenced and group developing principles.
2	Develop and manage effective contract management arrangements with Newport Norse.	Implement a renewed governance framework and key performance indicators to support effective contract monitoring and improved outcomes from the joint venture partnership.	Continuous Improvement	1st October 2022	31st March 2024	**75%**	During this quarter there were no issues with the contract management of the Newport Norse JV. In 22/23 the contract end was extended until December 25 through Cabinet decision following a review of options.
3	Adherence to the Corporate Landlord Policy and ensuring that all Premises Managers are accountable and responsible.	Ensuring there is an up to date and comprehensive list of premise managers and that all premise managers have received NCC training. There is also a need to ensure that all service departments and schools adhere to the corporate landlord policy.	Continuous Improvement	1st October 2022	31st March 2024	**75%**	This work has continued through the year in partnership with colleagues across the Council, particularly education. During the final quarter of the year the number of Corporate landlord requests normally drops as was the case this year.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
3	**Cont…** Adherence to the Corporate Landlord Policy and ensuring that all Premises Managers are accountable and responsible.	Ensuring there is an up to date and comprehensive list of premise managers and that all premise managers have received NCC training. There is also a need to ensure that all service departments and schools adhere to the corporate landlord policy. Any instances of non-adherence are evidenced and reflected upon for future reference and learning.	Continuous Improvement	1st October 2022	31st March 2024	**75%**	Work is being progressed on the engagement mechanisms for Premises Managers which should be complete over the summer months. These engagements will provide better support to those staff responsible for the operational assets.
4	Establish the Civic Centre investment requirements to provide a suitable office environment for NCCs "new normal".	Programme of works for the Civic Centre to make it a suitable and modern office environment for staff as part of the wider strategic asset programme.	WBO 4 / Strategic Priority 6	1st October 2022	31st March 2023	**75%**	Surveys on the Civic Centre were completed in this quarter. The report will be provided for Q2 23/24 from this report a cost estimate will be able to be provided on the investment required into improve the office accommodation standards.
5	People, Policy, and Transformation supporting the Council's Climate Change Plan delivering its theme '*Organisational Culture and Leadership*'.	Deliver the actions that have been assigned to People, Policy and Transformation that will improve the organisational culture and leadership to reducing the Council's carbon emissions.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 3 Climate Change Plan 22-27	1st October 2022	31st March 2024	**35%**	In the last quarter, the actions within this priority have been reviewed and aligned more closely with expectations. These are currently being confirmed and delivery will commence in the next quarter. Considerable work has been supported through 22/23 from setting up a staff network to communications and training, and these will be also reported in the Climate Change annual report.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
6	People, Policy and Transformation supporting the Council's Climate Change Plan delivering its themes '*Our Buildings*', '*Our Land'* and '*Procurement*'.	Deliver the actions that have been assigned to People, Policy and Transformation that will improve the building efficiency, enhance and protect land, and procurement arrangements reducing the Council's carbon emissions.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 2 WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 6 Climate Change Plan 22-27	1st October 2022	31st March 2024	**15%**	All teams within the service are aware of the commitments made in the Climate Change Plan and act accordingly. The developing way forward for strategic asset management also supports the principles of the climate change plan.
7	People, Policy and Transformation supporting the Council's Climate Change Plan delivering its theme '*Transport and Mobility*'.	Deliver the actions that have been assigned to People, Policy and Transformation that will improve the use of transport and reducing the Council's carbon emissions.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 2 WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 6 Climate Change Plan 22-27	1st October 2022	31st March 2024	**25%**	The HR Team continue to actively support the "Transport & Mobility" element of the Climate Change Plan having introduced a range of flexible working polices and amendments to the Council's Travel & Subsistence Policy to reduce staff travel. Work continues of increasing staff active travel with colleagues across the Council, the development of staff travel plans for all main bases and increasing our employee discount schemes with public travel providers.
8	People, Policy and Transformation supporting the Council's Climate Change Plan delivering its theme '*Wider Role'*.	Deliver the actions that have been assigned to People, Policy and Transformation that will improve the Council's role in reducing the Council's carbon emissions in Newport and wider region.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 2 WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 6 Climate Change Plan 22-27	1st October 2022	31st March 2024	**60%**	The service area continues to support the climate change work and associated subgroup action plan. The team are involved in supporting the new staff network and in carbon reduction training. Our partnership work also considers the impact of climate change in various plans and developments.

Performance Measures

Performance Measure / Description	Reporting Frequency (Quarterly / Half-yearly / Annual)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Target 2022/23	Commentary
NCC Sickness Days Lost.	Quarterly	8.95 days	10.06 days	**14.13 days**	**10.06 days**	19/20 & 20/21 reported a change in previous variations on sickness data due to the pandemic, and therefore the last few years within and coming out of the pandemic, normal absence rates reduced, although COVID absence, which was not part of the reporting at that time, is now included in this figure. April 22 also saw the Council approve its Wellness at Work approach, which adopted a more mature approach to managing absence. It is also widely reported that absence across sectors has increased as we emerge from the pandemic, into other crises such as cost of living. Work is required to understand Council absence and further engagement work is required in the still embedding wellness approach and this has started in 23/24.
Percentage of managers undertaking regular check-ins	Monthly	No Data	23.9%	**37.91%**	**80%**	Following changes in practice during the COVID pandemic we are relaunching our check-in process and ensuring these are recorded. As outlined above, considerable activity has taken place in Q3/Q4 to assess and redress this measure. Managers tell us that they do regularly hold conversations with their team members and recording it may not always be at the forefront. Work is continuing to develop this measure in 2023/24 to ensure we continue to improve and record. To demonstrate this, quarter 4 data (Dec-Mar) since the changes, is 50.52%, representing improvement.
(New) % of staff that are able to speak Welsh at least intermediate or above level.	Half Yearly	No Data	No Data	**8.1%**	**20% (to be amended to 7.5% 23/24)**	This performance measure is reliant upon staff members self-assessing their Welsh language skills within their Employee Self-Service account and therefore may not be accurate. The Policy and Partnership team are working with HR colleagues to remind all staff to complete this section in their accounts and a report will be provided to at service area level to ask managers to encourage their teams to complete the self-assessment.

Performance Measure / Description	Reporting Frequency (Quarterly / Half-yearly / Annual)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Target 2022/23	Commentary
(New) % of staff that are able to speak Welsh at least intermediate or above level.	Half Yearly	No Data	No Data	**8.1%**	**20%**	In addition, we are working with partners on a programme of Welsh Language training aimed at improving Welsh Language skills across our officers and in increasing confidence for people to use Welsh in the workplace. The target will be reviewed for 23/24 to reflect the language skills of our population, ensuring we continue to develop but reflecting our recruitment challenges. 7.5% is the percentage of people in Newport who said they could speak Welsh in the 2021 census.
(New) Percentage of complaints to the PSOW intervention	Quarterly	11%	11%	**17.0%**	**Less than 14%**	This is a new measure which has missed the target for the full year, although following changes to processes and policy has improved and was within target for Quarter 4. The overall number of upheld complaints is 8. Complaints transferred to this service area at the start of the year and positive changes made during autumn 2022, including the newly revised complaints policy and improved processes, are anticipated to result in improved future performance. In addition, there is a lag in the figures as they are based on when complaints referred to the Public Services Ombudsman for Wales (PSOW) are closed not when received.
Number of Apprentices per 1,000 employees	Annually	29 per 1,000 employees	20 per 1,000 employees	**17 per 1,000 employees**	**20 per 1,000 employees**	As budget pressures continue across the Council the ability to convert roles into apprentices or support workplace apprenticeships becomes more challenging.
Percentage of Subject Access Requests responses completed in time	Quarterly	60%	71.1%	**71%**	**75%**	Numbers of SARs have increased again this year. The fourth quarter performance was the best of the year despite the largest number of requests received. This remains a challenging target due to the scale of some requests, especially in social care. To date the council has not requested any time extensions for complex requests. However, these will now be used in line with the Information Commissioner's Office (ICO) advice. This will provide a more accurate and comparative reflection of performance and should result in an improved position. Access to paper records that was previously a challenge during the pandemic is no longer an issue.

Performance Measure / Description	Reporting Frequency (Quarterly / Half-yearly / Annual)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Target 2022/23	Commentary
Number of staff undertaken Equality, Diversity, and Inclusion training.	Quarterly	7	168	**339**	**240**	High levels of engagement in equality and inclusion training during the year at all levels. It was especially encouraging to see the enthusiasm for elected members and staff members for the anti-racism training in quarter 4. Plans for 2023-24 include building on the awareness raising training and adding more specific equality and inclusion related subjects. Updated FEIA to be launched in quarter 1 of 2023-24 alongside associated training to aid awareness and understanding.
(New) Number of Council staff completing Welsh language training.	Half Yearly	No Data	No Data	**194**	**180**	Engagement with Welsh Language training has been encouraging this year and has been supported by the new Welsh Language Policy Officer. Discussions with a 3rd party are continuing with plans to extend the offer of training in different ways to encourage further uptake in 2023-24.
Percentage Freedom of information Responses completed on time.	Quarterly	90.8%	89.5%	**91%**	**88%**	Work with the new service areas has been completed this year to ensure the target continues to be met.
Total number of social media followers	Quarterly	37,223	41,700	**45,688**	**45,000**	Engagement increased during this year with a focus on quality and frequency of posting.

Glossary

Service Area Project / Action Assessment

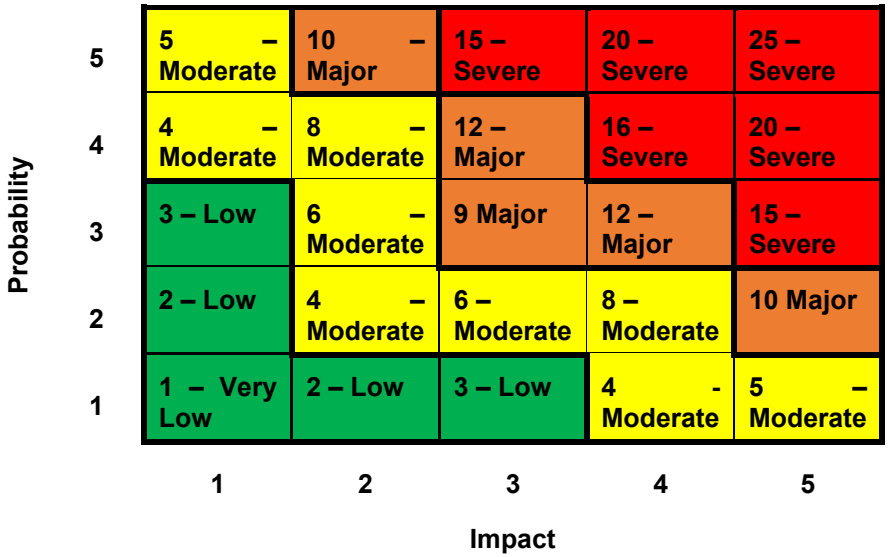
RAG Status	Description
X%	Project / Action is not on track to deliver with major issues preventing the action being completed by the agreed '***Target Date'***. Immediate management interventions is required to improve performance and escalation to Directorate Management Team and/or relevant Board.
X%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

Performance Measure Monitoring / Tolerance Assessment

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

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

Risk Assessment Matrix



Abreviations

Abbreviation	Description
SRS	Shared Resource Service – Newport City Council IT provider
WLGA	Welsh Local Government Association
CMT	Corporate Management Team – Newport Council's Directors and Heads of Service meeting
Norse JV	Norse Joint Venture – Newport City Council's Property Service
Gwent OPCC	Gwent Police and Crime Commissioner