

People & Business Change Annual Service Plan 2017-22



2021/22 Edition

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This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

Introduction

The Well-being for Future Generations (Wales) Act 2015 requires all public sector bodies to set Well-being objectives in their Corporate Plans. Newport City Council's Corporate Plan 2017-22 has set four Well-being objectives that supports the delivery of the One Newport Public Services Board 'Wellbeing Plan' and also Wales' Well-being Goals:

Well-being Objective 1 – To improve skills, education and employment opportunities

Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment

Well-being Objective 3 – To enable people to be healthy, independent and resilient

Well-being Objective 4 – To build cohesive and sustainable communities

To support the delivery of the Well-being Objectives the Council's service areas have set a five year service plan which outlines their objectives, actions, performance measures and risks to delivering the Corporate Plan. Each of these objectives and actions also support the Well-being Act's sustainable development and five principles:

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.

Newport City Council Statutory Duties

In the delivery of Council services, there are different legislative and statutory requirements for the Council to comply with. The key areas of statutory duties include but are not exhaustive:

Well-being for Future Generations Act

Social Services and Wellbeing Act 2014

Local Government & Elections (Wales) Act 2021

Equalities Act including Socio Economic Duty

Welsh Language Act

Data Protection Act 2018 and Freedom of Information Act 2001

Modern Slavery Act 2015

Counter Terrorism and Security Act 2015

Overview of People & Business Change

People & Business Change (PBC) plays a critical role in enabling the Council to develop its overarching direction, meet its corporate objectives and enable front line service areas to deliver key outcomes for the people and businesses of Newport. As the Council continues to face significant short, medium and long term challenges, PBC will be critical in ensuring that service areas have the necessary support and capability to meet these challenges.

The service area has six teams: Human Resources; Newport Intelligence Hub; Digital Services; Business Improvement; PR and Communications and Policy, Partnership & Involvement. To support the organisation we have adopted an approach which facilitates organisational change in line with the corporate vision by:

- Delivering a streamlined, professional and integrated service.
- Leading on the implementation of the Digital Strategy across the organisation and beyond.
- Supporting the Public Services Board 'One Newport' and delivery of the Wellbeing Plan 2018-23
- Promoting the Well-being for Future Generations Act and 5 Ways of Working principle across the Council.
- Support and enable the Council's service areas to deliver strategic change projects
- Drives performance management, risk management and change culture across the organisation.
- Delivery of sector leading data and intelligence solutions and capabilities to drive organisational change, decision-making and high quality services
- Promotes community cohesion across Newport
- Ensures compliance with the Equalities Act and Welsh Language Standards
- Identifies and develops sector leading practice
- Engages and involves stakeholders in strategic decision making.
- Ensures we have the staff that can make this happen.
- Ensuring communications is integrated in all council work to support an informed audience

The principles of this approach are:

- A culture which allows open conversations and is positive, supportive and enables risk taking.
- To undertake challenge in a positive way and be a critical friend to the organisation.
- A joined up approach based on a defined strategy, clear objectives and plan and which supports the organisation.
- A professional approach with improved communications and expectations, which are managed.
- Providing expertise, which has the right experience, qualifications and organisational knowledge.
- Involving the right people in a timely way.

At the start of the 21/22 year the service remains focused on the COVID-19 emergency response and subsequent recovery work. The service has provided the essential Civil Contingencies support from the start of the crisis and continuing, and policy and partnership and strategic communications work has been more important than ever. The Digital and NIH services have supported the new way of working through technology and IT support, and data matching to ensure that shielding letters are issues promptly to vulnerable people in communities across Wales and support delivered locally to those most in need.

To support the Council's continued recovery and move towards the 'new normal', the service also led on the development of the Council's Strategic Recovery Aims, the equalities and cohesion teams are working with minority and marginalised communities in Newport and supporting people impacted by the health crisis, and also other issues such as Brexit. This service plan has been revised in the light of the emerging work and priorities arising from the crisis.

Finance

The Council's budget for 2021/22 was agreed at [Council](#) on 3rd March 2021. In 2021/22 People and Business Change's base revenue budget has been set as £8,551,000. As part of the Council's Medium Term Financial Planning, People and Business Change has identified savings to be achieved over the next four years. The following savings have been identified in the table below and further information can be [found here](#).

Savings area identified	Savings (£) 2021/22	Savings (£) 2022/23	Savings (£) 2023/24	Savings (£) 2024/25
Process digitisation and transformation – employment services	£70,000	£0	£0	£0
IT Systems rationalisation and associated contract savings	£90,000	£12,000	£0	£0
Newport Intelligence Hub – Finalise centralisation of Resources and Restructure	£15,000	£0	£0	£0

The budget investments for People and Business Change over the next four years are stated below and further information can be [found here](#).

Budget Investment areas	Investment (£) 2021/22	Investment (£) 2022/23	Investment (£) 2023/24	Investment (£) 2024/25
Shared Resource Service – Increased contract payment as a result of assumed pay award and pension deficit cost	£53,000	£55,000	£0	£0
Corporate Plan Promise – Delivery of digital aspirations, improvement of IT infrastructure and other digital services. Investment required to meet the promises set out in the Corporate Plan.	£250,000	£0	£0	£0

Capital Programme

Newport Council sets an extensive capital programme to deliver key infrastructure projects / schemes. The list of Capital schemes and projects for 2020/21 can be found [here](#).

Workforce Planning

To support the delivery of the service plan it is important to have a workforce plan that focuses on the training and development of staff and to improve the resilience of teams to deliver change. Through collaboration with the Council's Human Resources team, the service area has identified the following actions to deliver in 2021/22.

Ref	Action	Reason(s)	Outcome(s)	Responsible Officer	Action Start Date	Anticipated Completion Date
1	Undertake analysis of future demands post covid.	To ensure that PBC has an efficient, effective structure to meet future demands	Restructure in relevant areas to meet ongoing demands.	Head of People & Business Change	1 st April 2021	31 st March 2022
2	Working in partnership with HR&OD Business Partner review succession planning in PBC.	Some areas of PBC do not have clear career pathways.	Improve the resilience of PBC teams, provide career pathways and improve the retention of staff.	Head of People & Business Change	1 st April 2021	31 st March 2022
3	Undertake an analysis of current skills, particularly in business critical areas.	Low resilience in business critical areas and teams in PBC.	Improve the capacity and capability of teams and develop technology / digital solutions.	Head of People & Business Change	1 st April 2021	31 st March 2022

Programmes & Projects

To support the Corporate Plan and/or meet necessary statutory duties / legislative changes, service areas undertake programmes and projects. Below is a list of ongoing major change programmes and projects that are currently led by People and Business Change.

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) supported	Corporate Theme(s)	Anticipated Programme / Project Completion Date
Newport Intelligence Hub	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.	Well-being Objective 1 to 4	Modernised Council	Quarter 4 2021/22
New Normal Project	<p>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.</p> <p>Collaborating with Newport Norse, Facilities and Health & Safety to ensure Council offices meet the necessary WG and Covid secure requirements.</p> <p>Collaborating with SRS to ensure officers and Members are able to work remotely using digital solutions and appropriate equipment.</p> <p>Developing HR policies and procedures that will support the wellbeing and development of the organisation's staff.</p>	Not Applicable	Modernised Council	Quarter 4 2021/22
Local Area Energy Plan	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.	Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment.	Thriving City	Quarter 4 2021/22
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 Objectives 1 to 4	Modernised Council	Quarter 4 2022/23

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) supported	Corporate Theme(s)	Anticipated Programme / Project Completion Date
Local Land Charge Migration to Land Registry	As part of the HM Land Registry transfer of Local Land Charges Registers to Councils, develop to provides 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.	Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment.	Modernised Council	Quarter 4 2022/23

Objectives & Actions

To support the delivery of the Corporate Plan, People & Business Change has set six Objectives to deliver in 2021/22:

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

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

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

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

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

Objective 6 - Embed proactive communication planning and delivery within all areas of the council.

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 Outcome(s)		The delivery of this objective will underpin and enable the organisation to deliver its Well-being Objectives and Corporate Themes / Commitments set out in the Corporate Plan. This work will also support the Council to embed the principles of the 5 ways of working (Long Term / Collaborative/ Prevention / Involvement / Integration) across all levels of the organisation.			
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives.			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	Development and delivery of the innovation programme which will align and underpin the delivery of the Corporate Plan and support the Council's Strategic Recovery Aims. Ensuring that the innovation programme affects cultural change and supports the principles of the Wellbeing of Future Generations Act.	Enable the Council's service areas to successfully deliver the Corporate Plan, Strategic Recovery Aims and other strategic activity. Will ensure improvements and changes consider the principles in the Well-being of Future Generations Act.	Business Improvement Programme Manager	1 st April 2019	31 st March 2022
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.	Business Improvement Programme Manager	1 st April 2019	31 st March 2022
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 deliver against the Corporate Plan objectives and innovation programme. Requirements are understood by managers. Governance of performance management.	Policy Partnership & Involvement Manager	1 st April 2021	31 st March 2022

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 Outcome(s)		The delivery of this objective will underpin and enable the organisation to deliver its Well-being Objectives and Corporate Themes / Commitments set out in the Corporate Plan. This work will also support the Council to embed the principles of the 5 ways of working (Long Term / Collaborative/ Prevention / Involvement / Integration) across all levels of the organisation.			
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives.			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
4	Management of effective IT services following transition to Shared Resource Service (SRS) by establishing strong retained client-side management arrangements, processes and procedures.	The council relies heavily on technology and managing work effectively in conjunction with the SRS. The client side function is key to maximising the effectiveness and efficiency of service delivery as well as providing strategic and tactical direction.	Digital Services Manager	1 st April 2021	31 st March 2022
5	Supporting and developing the organisation to have a digitally empowered workforce by maximising the opportunities to digitise and streamline processes including the development of the digital infrastructure for the City.	We will provide the necessary support from Digital Services, Intelligence Hub, and Business Improvement Team to identify potential opportunities to invest in new technology to deliver services and enable long term efficiency savings. This will also enable the Council future proof its infrastructure and services for its service users.	Head of People & Business Change	1 st April 2021	31 st March 2022
6	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.	Newport Intelligence Hub Manager	1 st April 2019	31 st March 2022
7	Support service areas to develop robust, evidence based	Service areas are able to develop robust and evidence based business cases that	Business Improvement Programme Manager	1 st April 2019	31 st March 2022

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 Outcome(s)		The delivery of this objective will underpin and enable the organisation to deliver its Well-being Objectives and Corporate Themes / Commitments set out in the Corporate Plan. This work will also support the Council to embed the principles of the 5 ways of working (Long Term / Collaborative/ Prevention / Involvement / Integration) across all levels of the organisation.			
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives.			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
	business cases and successfully deliver projects.	enable effective decision making and support the delivery of the Council's Corporate Plan. The Business Improvement Team provide expert support and guidance that will enable service areas to successfully deliver their programmes and projects.			
8	Using and Securing Data in line with the Digital Strategy by ensuring effective use of data and information governance processes.	We will ensure that the ICT infrastructure is secure and ensure there are robust business continuity measures and that data is managed safely in accordance with the Data Protection Act. We will work with NIH to develop a more proactive approach to open data to improve accessibility.	Digital Services Manager	1 st April 2021	31 st March 2022
9	Support the organisation through 2021/22 external regulatory reviews (Audit Wales, Estyn and CIW) which will ensure reports and management actions are monitored and reported to the appropriate decision making level.	The organisation is able to use the findings and recommendations from external assurance providers and regulators to improve performance and deliver a successful Corporate Plan.	Policy Partnership & Involvement Manager	1 st April 2021	31 st March 2022
10	Provide advice and guidance to service areas to embed the	The principles of the Well-being Act are embedded into decision making	Policy Partnership & Involvement Manager	1 st April 2021	31 st March 2022

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 Outcome(s)		The delivery of this objective will underpin and enable the organisation to deliver its Well-being Objectives and Corporate Themes / Commitments set out in the Corporate Plan. This work will also support the Council to embed the principles of the 5 ways of working (Long Term / Collaborative/ Prevention / Involvement / Integration) across all levels of the organisation.			
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives.			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
	principles of the Future Generations Wales Act.	processes that will enable the Council to deliver its objectives.			
11	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. The Annual Report is available in Welsh and English.	Policy, Partnership & Involvement Manager	1 st April 2021	31 st October 2021
12	Development of a new Digital Strategy that supports the future direction of IT services and infrastructure of the Council.	Newport City Council delivers the next iteration of its Digital Strategy setting out its long term goals of its IT services and infrastructure to enable the Council to achieve its objectives modernising its services.	Digital Service Manager	1 st April 2020	31 st March 2022
13	Delivery of improved IT infrastructure for schools with Education and Shared Resource Service (SRS) in line with Welsh Government "EdTech" funding.	Improving the IT infrastructure in schools will enable schools to meet the Welsh Government's Education Digital Standards and enhance the learning experience for teachers and pupils in Newport schools.	Digital Services Manager	1 st April 2021	31 st March 2022

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 Outcome(s)		The delivery of this objective will underpin and enable the organisation to deliver its Well-being Objectives and Corporate Themes / Commitments set out in the Corporate Plan. This work will also support the Council to embed the principles of the 5 ways of working (Long Term / Collaborative/ Prevention / Involvement / Integration) across all levels of the organisation.			
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives.			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
14	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 support the Council's new ways of working approach following the Covid 19 pandemic.	Human Resources & Organisational Development Manager	1 st April 2020	31 st March 2022
15	Develop and support a new way of working following the Covid 19 pandemic.	Enable the workforce to able to work more flexibly from Council offices, home and other locations securely and safely. To ensure Council offices meet the necessary WG and Covid secure requirements. Will ensure officers and Members are able to work remotely using digital solutions and appropriate equipment.	Head of People & Business Change	1 st April 2021	31 st March 2022
16	To develop appropriate strategies and plans to support effective communications and marketing.		Strategic Communication Manager	1 st April 2020	31 st December 2021
17	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	Strategic Communications Manager	1 st April 2021	30 th September 2021

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 Outcome(s)		The delivery of this objective will underpin and enable the organisation to deliver its Well-being Objectives and Corporate Themes / Commitments set out in the Corporate Plan. This work will also support the Council to embed the principles of the 5 ways of working (Long Term / Collaborative/ Prevention / Involvement / Integration) across all levels of the organisation.			
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives.			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
		all service areas, and supporting all corporate priorities and wellbeing objectives			

Objective 2		Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.			
Objective Outcome(s)		The outcome(s) of this objective will ensure the organisation has an integrated and consistent approach towards its planning, performance and risk management (inc Business Continuity and emergency planning). This will enable the Council to effectively support, monitor and improve performance.			
What Well-being Objective(s) does this objective support?		Wellbeing Objectives			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
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	Policy, Partnership & Involvement Manager Business Improvement Programme Manager	1 st April 2021	31 st March 2022
2	Support the Council in developing robust governance arrangements that monitors the	There are robust governance arrangements in place that support, monitor and provide assurance over the	Business Improvement Programme Manager	1 st April 2019	31 st March 2022

Objective 2		Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.			
Objective Outcome(s)		The outcome(s) of this objective will ensure the organisation has an integrated and consistent approach towards its planning, performance and risk management (inc Business Continuity and emergency planning). This will enable the Council to effectively support, monitor and improve performance.			
What Well-being Objective(s) does this objective support?		Wellbeing Objectives			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
	delivery of strategic programmes and projects that aligns with the Council's finance, HR, planning, performance and risk management processes.	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 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.	Business Improvement Programme Manager	1 st April 2019	31 st March 2022
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.	Business Improvement Programme Manager	1 st April 2021	31 st March 2022
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.	Policy, Partnership & Involvement Manager	1 st April 2019	31 st March 2022
5.1	Ensure the organisation develops and maintains business continuity	Robust business continuity arrangements in place at corporate and service area level.	Civil Contingencies Manager	3 rd July 2019	31 st December 2021

Objective 2		Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.			
Objective Outcome(s)		The outcome(s) of this objective will ensure the organisation has an integrated and consistent approach towards its planning, performance and risk management (inc Business Continuity and emergency planning). This will enable the Council to effectively support, monitor and improve performance.			
What Well-being Objective(s) does this objective support?		Wellbeing Objectives			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
	arrangements at corporate and service area levels, encompassing all critical services.	Business continuity arrangements updated for all critical services.			
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.	Civil Contingencies Manager	1 st April 2020	31 st March 2022
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	Digital Services Manager	1 st April 2021	31 st March 2022
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.	Performance & Research Business Partner	1 st April 2020	31 st March 2022
8	Support the Council's Brexit Task and Finish Group in making preparations for post European Union arrangements for the Council and Newport.	The Council is able to effectively plan, manage and deliver its service activities and core operations depending upon the outcomes of UK-EU negotiations.	Performance & Research Business Partner	1 st April 2021	30 th September 2021

Objective 2		Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.			
Objective Outcome(s)		The outcome(s) of this objective will ensure the organisation has an integrated and consistent approach towards its planning, performance and risk management (inc Business Continuity and emergency planning). This will enable the Council to effectively support, monitor and improve performance.			
What Well-being Objective(s) does this objective support?		Wellbeing Objectives			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
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.	Newport Intelligence Hub Manager	1 st April 2020	31 st March 2022
12	Explore opportunities to improve application resilience that will enable continuous development and improve efficiency.	The delivery of this action through collaboration with the SRS and partners will improve the integrity of the Council's systems. This work will also improve the security and capacity of the systems to improve functionality and any future system developments.	Newport Intelligence Hub Manager	1 st April 2020	31 st March 2022
13	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.	Civil Contingencies Manager	1 st April 2020	31 st March 2022
14	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	Strategic Communications Manager	1 st April 2021	31 st March 2022

Objective 2		Support and drive an improvement in organisational planning, performance and risk management including business continuity and emergency planning.			
Objective Outcome(s)		The outcome(s) of this objective will ensure the organisation has an integrated and consistent approach towards its planning, performance and risk management (inc Business Continuity and emergency planning). This will enable the Council to effectively support, monitor and improve performance.			
What Well-being Objective(s) does this objective support?		Wellbeing Objectives			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
		the authority through easier access to information.			
15	Embed communication planning within the service are planning process	Support effective comms planning, identifying opportunities for and risks to the organisations reputation.	Strategic Communications Manager	1 st April 2021	31 st March 2022
16	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.	Strategic Communications Manager	1 st April 2021	31 st March 2022
17	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,	Head of PBC (shared with Head of L&R)	1 st April 2021	31 st March 2022
18	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.	Head of People Business Change / Policy, Partnership and Involvement Manager	1 st April 2021	31 st March 2022

Objective 3		Support the organisation to develop its people to deliver the Corporate Plan and beyond.			
Objective Outcome(s)		This objective supports the organisation in making use of its most important asset - people. The outcome(s) of this objective will support the organisation to maximise the potential of all of its staff; ensure that they have the right skills; and enable resilience / flexibility of the workforce to meet future demands and needs of its stakeholders.			
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
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.	Human Resources & Organisational Development Manager	1 st April 2021	31 st March 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.	Digital Services Manager	1 st April 2021	31 st March 2022
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. 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.	Policy, Partnership & Involvement Manager	1 st April 2021	31 st March 2022
4	Provide appropriate support and advice at all levels of the organisation in the approval,	Using effective governance arrangements and project documentation to assist the decision making process.	Business Improvement Programme Manager	1 st April 2021	31 st March 2022

Objective 3		Support the organisation to develop its people to deliver the Corporate Plan and beyond.			
Objective Outcome(s)		This objective supports the organisation in making use of its most important asset - people. The outcome(s) of this objective will support the organisation to maximise the potential of all of its staff; ensure that they have the right skills; and enable resilience / flexibility of the workforce to meet future demands and needs of its stakeholders.			
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
	development and implementation of portfolio's programmes and projects.				
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	Human Resources & Operational Development Manager	1 st April 2019	31 st March 2022
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.	Human Resources & Operational Development Manager	1 st April 2020	31 st March 2022
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.	Human Resources & Operational Development Manager	1 st April 2020	31 st March 2022
8	To support employees with their health and wellbeing in the return to work and adapting to	Employees and manager's health & wellbeing are supported in the return to work and enabling them to adjust to new ways of working.	Human Resources & Operational Development Manager	1 st July 2020	31 st March 2022

Objective 3		Support the organisation to develop its people to deliver the Corporate Plan and beyond.			
Objective Outcome(s)		This objective supports the organisation in making use of its most important asset - people. The outcome(s) of this objective will support the organisation to maximise the potential of all of its staff; ensure that they have the right skills; and enable resilience / flexibility of the workforce to meet future demands and needs of its stakeholders.			
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
	the new ways of working post COVID-19.	Implementing policies and guidance to support the process.			

Objective 4		Support the Public Services Board (PSB) and its partners to deliver the Well-being Plan 2018-23 and beyond.			
Objective Outcome(s)		The delivery of this objective will enable the PSB to deliver against its objectives set out in the Well-being Plan 2018-23 and beyond. This objective will also enable cultural change for the Council and its partners in embedding the principles (Long-term / Prevention / Collaborative / Integration / Involvement) of the Well-being of Future Generations Act into its working practices and decision making processes.			
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
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 Effective feedback mechanisms, including bus Wi-Fi and online surveys. Organisational decisions reflect the involvement requirement. Newport Youth Council being involved with Council policy development and support the 'voice' of young people in matters that impact them. Support the Council to understand the impact that Covid 19 pandemic and	Policy, Partnership & Involvement Manager	1 st April 2019	31 st March 2022

Objective 4		Support the Public Services Board (PSB) and its partners to deliver the Well-being Plan 2018-23 and beyond.			
Objective Outcome(s)		The delivery of this objective will enable the PSB to deliver against its objectives set out in the Well-being Plan 2018-23 and beyond. This objective will also enable cultural change for the Council and its partners in embedding the principles (Long-term / Prevention / Collaborative / Integration / Involvement) of the Well-being of Future Generations Act into its working practices and decision making processes.			
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
		lockdown has had on communities across Newport.			
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 involvement with communities. Support managers in their engagement with citizens.	Policy, Partnership & Involvement Manager	1 st April 2021	31 st March 2022
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.	Policy, Partnership & Involvement Manager	1 st April 2019	31 st March 2022
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.	Policy, Partnership & Involvement Manager	1 st April 2021	31 st March 2022

Objective 4		Support the Public Services Board (PSB) and its partners to deliver the Well-being Plan 2018-23 and beyond.			
Objective Outcome(s)		The delivery of this objective will enable the PSB to deliver against its objectives set out in the Well-being Plan 2018-23 and beyond. This objective will also enable cultural change for the Council and its partners in embedding the principles (Long-term / Prevention / Collaborative / Integration / Involvement) of the Well-being of Future Generations Act into its working practices and decision making processes.			
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
5	Coordinated and evidence based approach to operational partnership including community safety, environmental and health improvement projects across Newport in line with the Wellbeing Plan for 2021/22.	Effective Safer Newport partnership membership and meetings. Coordination of Safer Newport, sub groups, and related activity. Support Communities with their post Covid 19 Recovery.	Policy, Partnership & Involvement Manager	1 st April 2021	31 st March 2022
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.	Policy, Partnership & Involvement Manager	1 st April 2021	31 st March 2022
7	Support the Armed Forces Forum to coordinate and improve services to veterans, serving armed forces and their families	Effective Armed Forces Forum membership and meetings. Regional and local initiatives supported as required. Successful funding bids and partnership work	Policy, Partnership & Involvement Manager	1 st April 2020	31 st March 2022
8	Working collaboratively between NIH, Policy Partnership & Involvement and partners to	The delivery of this action will enable the Gwent Regional PSB to develop Wellbeing Profiles and Situation Analysis	Newport Intelligence Hub Manager	1 st April 2019	31 st March 2022

Objective 4		Support the Public Services Board (PSB) and its partners to deliver the Well-being Plan 2018-23 and beyond.			
Objective Outcome(s)		The delivery of this objective will enable the PSB to deliver against its objectives set out in the Well-being Plan 2018-23 and beyond. This objective will also enable cultural change for the Council and its partners in embedding the principles (Long-term / Prevention / Collaborative / Integration / Involvement) of the Well-being of Future Generations Act into its working practices and decision making processes.			
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
	develop geographic, data analytics to support evidence based decision making for the Council, local and regional partners.	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.			
9	Development and facilitation of partnership working by evolving effective and appropriate means of sharing information.	Evidence based decision making in partnership activity	Policy, Partnership & Involvement Manager	1 st April 2021	31 st March 2022
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.	Policy, Partnership & Involvement Manager	1 st April 2021	31 st March 2022
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	Strategic Communications Manager	1 st April 2021	31 st March 2022

Objective 5		To ensure the Council is compliant with Equality and Welsh language legislation, and support the organisation in delivering services which promote positive community relations			
Objective Outcome(s)		The delivery of this objective will ensure that all Council activities, policy making and decision making meets requirements set out in the Welsh Language Standards, Equality Act 2010 and associated Public Sector Equality Duty in Wales.			
What Well-being Objective(s) does this objective support?		Well-being Objective 4 – To build cohesive and sustainable communities.			
What Corporate Theme(s) does this objective support?		Modernised Council Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	To deliver the Authority's Strategic Equality Plan ensuring objectives are achieved and to ensure that NCC meets all other duties under the Equality Act and the new Socio Economic Duty	Council is compliant with duties set out in Equality Act 2010; Equality impact is considered and mitigated against in service design, decision and policy making ; Inequalities are reduced for people that share Protected Characteristics; Staff are aware of their responsibilities under the Equality Act 2010 The Socioeconomic Duty is embedded within appropriate council processes.	Connected Communities Manager	1 st April 2021	31 st March 2022
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	Connected Communities Manager	1 st April 2021	31 st March 2022
3	To monitor, review and ensure compliance with the Authority's Welsh language Standards, whilst actively promoting the	The Council are compliant with legislative requirements. Staff are aware of their responsibilities under the Welsh Language Standards.	Connected Communities Manager	1 st April 2021	31 st March 2022

Objective 5		To ensure the Council is compliant with Equality and Welsh language legislation, and support the organisation in delivering services which promote positive community relations			
Objective Outcome(s)		The delivery of this objective will ensure that all Council activities, policy making and decision making meets requirements set out in the Welsh Language Standards, Equality Act 2010 and associated Public Sector Equality Duty in Wales.			
What Well-being Objective(s) does this objective support?		Well-being Objective 4 – To build cohesive and sustainable communities.			
What Corporate Theme(s) does this objective support?		Modernised Council Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
	Welsh language, internally and across the city in 2021/22.	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.			
4	To work towards a workforce that is representative of the community that it serves, embeds equality in its internal processes, and creates an inclusive culture which retains and develops employees from diverse backgrounds, including Welsh speakers.	Staff from underrepresented groups feel valued and listened to. Positive action is used effectively to address areas of under representation at all levels. Improved demographic monitoring results in better workforce planning. Visible representation results in improved trust and confidence from communities.	Connected Communities Manager	1 st April 2020	31 st March 2022
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. Families continue to be resettled under the UK Resettlement Scheme integrated with other services.	Connected Communities Manager	1 st April 2020	31 st March 2022

Objective 5		To ensure the Council is compliant with Equality and Welsh language legislation, and support the organisation in delivering services which promote positive community relations			
Objective Outcome(s)		The delivery of this objective will ensure that all Council activities, policy making and decision making meets requirements set out in the Welsh Language Standards, Equality Act 2010 and associated Public Sector Equality Duty in Wales.			
What Well-being Objective(s) does this objective support?		Well-being Objective 4 – To build cohesive and sustainable communities.			
What Corporate Theme(s) does this objective support?		Modernised Council Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
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.	Connected Communities Manager	1 st April 2021	30 th September 2022

Objective 6		Embed proactive communication planning and delivery within all areas of the council.			
Objective Outcome(s)		<p>The delivery of this objective will enable the organisation to better communicate with residents, partners and stakeholders in a coordinated and effective manner. Effective communication supports customer satisfaction, engagement, reputation and image. Truly integrated communications will also support every area of the council to deliver their own key objectives.</p> <p>To support this, the authority's strategic approach to communications, supported by policies and plans, will be developed; corporate communication channels expanded/improved and informative data that supports effective implementation collated.</p>			
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives.			
What Corporate Theme(s) does this objective support?		All corporate themes			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
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.	Strategic Communications Manager	1 st April 2021	30 th September 2021
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.	Strategic Communications Manager	1 st April 2021	30 th September 2021
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.	Strategic Communications Manager	1 st April 2021	31 st December 2021
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.	Strategic Communications Manager	1 st April 2021	31 st December 2021
5	Develop localised communication techniques	Increased understanding an usage of localised a targeted community communications through current platforms such as Facebook and WhatsApp groups	Strategic Communications Manager	1 st April 2021	31 st March 2021

Objective 6		Embed proactive communication planning and delivery within all areas of the council.			
Objective Outcome(s)		<p>The delivery of this objective will enable the organisation to better communicate with residents, partners and stakeholders in a coordinated and effective manner. Effective communication supports customer satisfaction, engagement, reputation and image. Truly integrated communications will also support every area of the council to deliver their own key objectives.</p> <p>To support this, the authority's strategic approach to communications, supported by policies and plans, will be developed; corporate communication channels expanded/improved and informative data that supports effective implementation collated.</p>			
What Well-being Objective(s) does this objective support?		All Wellbeing Objectives.			
What Corporate Theme(s) does this objective support?		All corporate themes			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
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.	Strategic Communications Manager	1st April 2021	31 st March 2021

Performance Measures

Performance Measure (National / Local / Management Information)	2021/22 Target	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance
National - National Sickness Days Lost	9.23 days	7.28 days	11.49 days	10.1 days
National - Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees	20 per 1,000 employees	29.36 per 1,000 employees	6 per 1,000 employees	36 per 1,000 employees
Local - Percentage Freedom of Information Responses completed in time	88%	90.8%	91.4%	90.38%
Local - Percentage of Subject Access Requests responses completed in time	75%	60%	71.9%	Not Available
Local - Number of employees completing corporate Welsh Language awareness training.	50	48	Not Available	Not Available
Local – Number of Welsh Language related complaints taken by Newport City Council	0	No Data	No Available	No Available
Local - Number of Welsh Language complaints received via the Welsh Language Commissioner.	0	0	Not Available	Not Available
Local – Number of Welsh Language complaints upheld by Welsh Language Commissioner	0	0	Not available	Not Available
Local – Attendance rates of staff completing externally provided Welsh language training.	80%	No Data	Not available	Not Available
Local - Number of employees trained in Prevent PVE	100	145	81	208
Local - Number of young people actively involved in Newport Youth Council work	12	13	25	11
Local - Percentage of managers undertaking regular check ins.	80%	No Data	53.06%	Not Available
Local - Number of staff receiving Equality Training	200	7	Not Available	Not Available
Local - Total number of social media followers	34,000	37,223	TBC	TBC

Risk Management

Risk Name	Risk Owner	Corporate Risk or Service Risk
Brexit UK leaving the EU and the financial / operational impact on services.	Head of People & Business Change	Corporate Risk
City Centre Security & Safety Deliberate acts that pose hazards to people, structure, utilities, reputation and economic impact.	Head of People & Business Change	Corporate Risk
Cyber security Management and security of the Council's ICT systems.	Head of People & Business Change	Corporate Risk
Covid 19 Covid 19 pandemic has put at risk the operational ability of the Council to deliver its services, support vulnerable people across Newport and the economic impact to the local and wider economy.	Head of People Business Change	Corporate Risk
Business Continuity Council is not able to deliver its services due to significant events or incident	Civil Contingencies Manager	Service Risk
Data Protection Act Non-compliance with Data Protection Act 2018	Digital Services Manager	Service Risk
Equality Act Non-compliance with equality legislation (including socio-economic duty).	Connected Communities Manager	Service Risk
IT Service & Infrastructure Delivery of IT Services and infrastructure that support Council services	Head of People & Business Change	Service Risk
Welsh Language Standards Non-Compliance with the Welsh Language Standards.	Connected Communities Manager	Service Risk
Workforce Capacity & Capability The Council cannot deliver the Corporate Plan as it does not have the capacity and capability within the workforce.	HR & OD Manager	Service Risk
Programme and Project Management Capacity and Capability The Council cannot deliver the Change Programme as it does not have the programme/ project management capacity and capability within the workforce.	Business Improvement Team Manager	Service Risk
Community Cohesion Community cohesion is threatened or disrupted.	Connected Communities Manager	Service Risk