

People & Business Change, Service Plan 2018-22 (2020/21)

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Introduction & Background

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 Wales' Well-being Goals:

1. To improve skills, educational outcomes and employment opportunities;
2. To promote economic growth and regeneration whilst protecting the environment;
3. To enable people to be healthy, independent and resilient; and
4. To build cohesive and sustainable communities.

Newport Strategic Recovery Aims

At the start of 2020, Wales faced a Covid 19 pandemic which has impacted on the way which Newport Council and People and Business Change delivers its services. The Council's initial response was to protect frontline services, support the vulnerable in the community and ensure continuity of service. On the Council's road to recovery and reinstatement of services, Newport Council has established [Strategic Recovery Aims](#) that will enable the Council to learn from the impacts that Covid 19 caused, the new and emerging challenges that services face and the opportunities that have emerged from new ways of working. These Aims will support the Council's Corporate Plan and this Service Plan will support the delivery of these aims.

People & Business Change (PBC) plays a critical role in enabling the Council to develop its overarching direction, meet its corporate objectives and ultimately 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 meet these challenges.

The service area has five teams: Human Resources; Newport Intelligence Hub; Digital Services; Business Improvement; 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.
- Supports 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 principles across the Council and the community.
- Support and enable the Council's service areas to deliver strategic change projects
- Drives performance management, risk management and change culture across the organisation.
- 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.

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 20/21 year the service has been 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 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.

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 through our partnership with Monmouth to support 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 2020/21 was agreed at [Council](#) on 27th February 2020. In 2020/21 People and Business Change base revenue budget has been set as £8,005,000. For the financial year 2019/20 the budget was set as £7,395,000.

Programmes and Projects

This is a list of the programmes and projects that are being led by People and Business Change that support the delivery of the Council's Corporate Plan.

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) that it supports	Corporate Theme(s)	Does the project support Strategic Recovery Aim(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
iTrent Development Project	To maximise the functionality of the current HR Information System (HRIS) iTrent. Increased functionality will enable greater manager and employee self-service, reducing manual processes and streamlining processes. This project supports the Council's new ways of working project.	Not Applicable	Modernised Council	Strategic Recovery Aim – Sustain a safe, healthy and productive workforce	1 st October 2019	31 st December 2020
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.	Supports all Wellbeing Objectives.	Modernised Council		1 st April 2017	31 st March 2022
New Ways of Working Project	Enable the workforce to able to work more flexibly from Council offices, home and other locations securely and safely. Collaborating with Newport Norse, Facilities and Health & Safety to ensure Council offices meet the necessary WG and Covid secure requirements. Collaborating with SRS to ensure officers and Members are able to work remotely using digital solutions and appropriate equipment.	Not Applicable	Modernised Council	Strategic Recovery Aim 3 – Sustain a safe, healthy and productive workforce	1 st April 2020	31 st December 2020

	Developing HR policies and procedures that will support the wellbeing and development of the organisation's staff.					
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Service Plan Objectives and Actions 2020/21

People and Business Change has set 5 Objectives to deliver in 2020/21:

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 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)	Does the Action support the Strategic Recovery Aim(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.	Not Applicable	Business Improvement Team 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.	Not Applicable	Business Improvement Team 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 integrated planning framework that is aligned with workforce planning, finance planning, Performance and risk. The Planning process enables the Council to deliver against the Corporate Plan objectives and innovation programme. Requirements are understood by managers.	Not Applicable	Policy Partnership & Involvement Manager	1 st April 2020	31 st March 2021
4	Management of effective IT services following transition to Shared Resource Service (SRS) by	The council relies heavily on technology and managing work effectively in conjunction with	Not Applicable	Digital Services Manager	1 st April 2020	31 st March 2022

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Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
	establishing strong retained client-side management arrangements, processes and procedures.	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.				
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.	Strategic Recovery Aim 3	Head of People & Business Change	1 st April 2019	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 and the Strategic Recovery Aims.	Support service areas to use evidence based information / data that will support service area delivery, business cases and strategic decisions.	Not Applicable	Newport Intelligence Hub Manager	1 st April 2019	31 st March 2022
7	Support service areas to develop robust, evidence based business	Service areas are able to develop robust and evidence based business cases that	Not Applicable	Business Improvement Team Manager	1 st April 2019	31 st March 2022

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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.				
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Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
	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.	Not Applicable	Digital Services Manager	1 st April 2019	31 st March 2022
9	We will have mechanisms in place to support organisation through external regulatory reviews (Audit Wales, Estyn and CIW) which will ensure reports and management actions are monitored and reported to the appropriate 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.	Not Applicable	Policy Partnership & Involvement Manager	1 st April 2020	31 st March 2021

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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.				
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Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
10	Provide advice and guidance to service areas to embed the principles of the Future Generations Wales Act.	The principles of the Well-being Act are embedded into decision making processes that will enable the Council to deliver its objectives.	Not Applicable	Policy Partnership & Involvement Manager	1 st April 2020	31 st March 2021
11	Delivery of the Council's Corporate Annual Plan 2019/20 that will self-reflect on the Council's performance to date in delivering its Wellbeing objectives and Corporate Themes.	The Council will produce its Annual Report in accordance with the Wellbeing of Future Generations Act and Local Government Measure 2009. The Annual Report will enable stakeholders to review the Council's progress towards delivering the Corporate Plan and its Wellbeing Objectives. The Annual Report is available in Welsh and English.	Not Applicable	Policy, Partnership & Involvement Manager	1 st April 2020	31 st October 2020
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.	Strategic Recovery Aim 1	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	Improving the IT infrastructure in schools will enable schools to meet the Welsh	Strategic Recovery Aim 1	Digital Services Manager	1 st April 2020	31 st March 2022

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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.				
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Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
	line with Welsh Government “EdTech” funding.	Government’s Education Digital Standards and enhance the learning experience for teachers and pupils in Newport schools.				
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.	Strategic Recovery Aim 3	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.	Strategic Recovery Aim 3	Head of People & Business Change	1 st July 2020	31 st December 2020

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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)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
		Will ensure officers and Members are able to work remotely using digital solutions and appropriate equipment.				

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)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
1	Develop and communicate an integrated planning, performance and risk framework that will support the delivery of the Corporate Plan, Strategic Recovery Plan and future planning requirements.	The Council is able to align its Well-being Objectives, Strategic Recovery Aims to Corporate Commitments, Service Plans and key programme / project work. The planning, performance and risk management processes	Not Applicable	Policy, Partnership & Involvement Manager	1 st April 2019	31 st December 2020

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				
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Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
		enable all levels of the organisation to make informed, and timely decisions.				
2	Support the Council in developing robust governance arrangements that monitors the delivery of strategic programmes and projects that aligns with the Council's finance, HR, planning, performance and risk management processes.	There are robust governance arrangements in place that support, monitor and provide assurance over the delivery of the Council's strategic programmes and projects. Governance arrangements are aligned with the Council's Finance, planning, performance and risk processes that are able to provide effective decision making and provide assurance.	Not Applicable	Business Improvement Team Manager	1 st April 2019	31 st March 2021
3	Support the development, monitoring and implementation of the Council's forward plan to ensure the objectives of the organisation are appropriately met and within agreed timescales.	Delivery of organisational critical strategic projects and programmes. Providing support and guidance to project leads across the organisation to enable delivery of projects within service areas.	Not Applicable	Business Improvement Team Manager	1 st April 2019	31 st March 2021
4	Play an integral role in the change management process to ensure change initiatives are sustainable and embedded within the organisation.	Achieved on a project level using effective Project Close Down reports, Lessons Learned reports and operational hand over.	Not Applicable	Business Improvement Team Manager	1 st April 2019	31 st March 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)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
5.0	Ensure that the organisation is meeting its requirements under the Civil Contingencies Act through delivery of the Civil Contingencies work programme.	Delivery of Civil Contingencies work programme for 20/21. Organisation is supported in all aspects of civil contingencies and business continuity planning. Effective partnership working in place.	Not Applicable	Policy, Partnership & Involvement Manager	1 st April 2019	31 st March 2021
5.1	Ensure the organisation develops and maintains business continuity arrangements at corporate and service area levels, encompassing all critical services.	Robust business continuity arrangements in place at corporate and service area level. Business continuity arrangements updated for all critical services.	Not Applicable	Civil Contingencies Manager	3 rd July 2019	31 st March 2021
5.2	Plan and implement Gold duty officer refresher training to ensure understanding of their roles and responsibilities.	Gold duty officers effective in their role in an emergency. Gold officers understanding their roles and responsibilities , Effective management and communications in the event of incidents.	Not Applicable	Civil Contingencies Manager	1 st April 2020	31 st March 2021
6	Explore opportunities to develop Open Data platform to facilitate proactive publication of data under Freedom of Information	Proactive publication of data for improved availability, public good and to reduce Freedom Of Information requests	Not applicable	Digital Services 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				
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Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
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.	Not Applicable	Performance & Research Business Partner	1 st April 2020	31 st March 2021
8	Support the Council's Brexit Task and Finish Group in making preparations for post European Union arrangements for the Council and Newport.	The Council is able to effectively plan, manage and deliver its service activities and core operations depending upon the outcomes of UK-EU negotiations.	Not Applicable	Performance & Research Business Partner	1 st April 2020	31 st March 2021
9	Develop and digitally enable the workforce to access data, intelligence and management information.	The delivery of this action will improve access to data and enable self-service. It will enable up to date information to make informed decisions and reduce duplication of effort. This work will also increase the awareness of Newport Intelligence Hub across the Council and its partners.	Not Applicable	Newport Intelligence Hub Manager	1 st April 2020	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)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
10	Explore opportunities to improve application resilience that will enable continuous development and improve efficiency.	The delivery of this action through collaboration with the SRS and partners will improve the integrity of the Council's systems. This work will also improve the security and capacity of the systems to improve its functionality and any future system developments.	Not Applicable	Newport Intelligence Hub Manager	1 st April 2020	31 st March 2022
11	Manage and deliver the Civil Contingencies response to the COVID-19 pandemic	Effective management and decision making arrangements in place to appropriately respond to the crisis. Work within regional partnerships towards recovery. Service areas supported in decision making and emergency response.	Strategic Recovery Aim 3	Civil Contingencies Manager	1 st April 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)	Does the Action support the Strategic Recovery Aim(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.	Strategic Recovery Aim 3	Human Resources & Organisational Development Manager	1 st April 2019	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.	Not Applicable	Digital Services Manager	1 st April 2020	31 st March 2021
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.	Not Applicable	Policy, Partnership & Involvement Manager	1 st April 2020	31 st March 2021

Objective 3		Support the organisation to develop its people to deliver the Corporate Plan and beyond.				
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		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 now deferred to March 2021).				
4	Provide appropriate support and advice at all levels of the organisation in the approval, development and implementation of portfolio's programmes and projects.	Using effective governance arrangements and project documentation to assist the decision making process.	Not Applicable	Business Improvement Team Manager	1 st April 2020	31 st March 2021
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	Not Applicable	Human Resources & Operational Development Manager	1 st April 2019	31 st March 2022
6	Delivery of the Human Resources (HR) and Payroll system (iTrent) project across the Council.	As part of the Council's Modernised Council commitment, the improvements to the iTrent system will enable managers and officers to be more self-sufficient with their flexi-time, leave, sickness and individual performance management.	Strategic Recovery Aim 3	Human Resources & Operational Development Manager	1 st April 2020	31 st December 2020

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		This work will also rationalise existing legacy systems and improve the workflow between service areas and HR.				
7	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.	Strategic Recovery Aim 3	Human Resources & Operational Development Manager	1 st April 2020	31 st March 2021
8	To attract and recruit new starters from a broad, diverse background that have and are able to develop the right skills, values and attributes in a modern and digital way.	The recruitment and selection process is reviewed and new ways of recruiting are established. Values based recruitment forms the basis of attraction and recruitment. Digital recruitment is supported.	Strategic Recovery Aim 3	Human Resources & Operational Development Manager	1 st April 2020	31 st March 2021

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9	To support employees with their health and wellbeing in the return to work and adapting to the new ways of working post COVID-19.	Employees and manager's health & wellbeing are supported in the return to work and enabling them to adjust to new ways of working. Implementing policies and guidance to support the process.	Strategic Recovery Aim 3	Human Resources & Operational Development Manager	1 st July 2020	31 st March 2021

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)	Does the action support the Strategic Recovery Aim(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.	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 lockdown has had on communities across Newport.	Strategic Recovery Aim 4	Policy, Partnership & Involvement Manager	1 st April 2019	31 st March 2022
2	Engagement activity is progressed towards involvement and participation in order to deliver Well-being Objective 4, Strategic Recovery Aims and the Corporate Commitment of the 20 things by 2022.	Deliver participatory budgeting and asset based approaches. Successful funding bids to support communities. Work with Fairness Commission to coproduce better engagement and involvement with communities. Support managers in their engagement with citizens.	Strategic Recovery Aim 4	Policy, Partnership & Involvement Manager	1 st April 2019	31 st March 2022
3	Work closely with partners to ensure we are delivering better services, based on	Effective PSB membership and meetings. Coordination of PSB interventions and work streams.	Strategic Recovery Aim 4	Policy, Partnership &	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)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
	clear evidence, whilst identifying and responding to policy challenges. Delivery of the Wellbeing Plan through the PSB.	PSB involvement in Covid 19 recovery work. Delivering the requirements of the Well-Being of Future Generations Act,		Involvement Manager		
4	Work of Public Services Board coordinated and facilitated. Coordinate work required to ensure implementation of the requirement of the Well-being of Future Generations Act.	Effective One Newport partnership membership and meetings. Coordination of sub groups delivery of Well-Being Plan activities.	Not Applicable	Policy, Partnership & Involvement Manager	1 st April 2019	31 st March 2022
5	Coordinated and evidence based approach to operational partnership including community safety, environmental and health improvement projects across Newport in line with the Wellbeing Plan.	Effective Safer Newport partnership membership and meetings. Coordination of Safer Newport, sub groups, and related activity. Support Communities with their post Covid 19 Recovery.	Strategic Recovery Aim 4	Policy, Partnership & Involvement Manager	1 st April 2020	31 st March 2022
6	Develop the work of Newport Fairness Commission (FC). Work to embed the work of the Fairness Commission	FC engaged in the work of the Council and wider public sector. Support response to the annual budget setting process.	Strategic Recovery Aim 4	Policy, Partnership & Involvement Manager	1 st April 2020	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)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
	in NCC decision making 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.				
7	Support the Armed Forces Forum to coordinate and improve services to veterans, serving armed forces and their families	Effective Armed Forces Forum membership and meetings. Regional and local initiatives supported as required. Successful funding bids and partnership work	Not Applicable	Policy, Partnership & Involvement Manager	1 st April 2020	31 st March 2022
8	Working collaboratively between NIH, Policy Partnership & Involvement and partners to develop geographic, data analytics to support evidence based decision making for the PSB.	The delivery of this action will enable the PSB to develop Wellbeing profiles for Newport and other geographical / data to enable evidence based decision making. NIH supporting the development of the Community Impact Assessment to understand the impact of Covid 19 across the Council's communities.	Strategic Recovery Aim 4	Newport Intelligence Hub Manager	1 st April 2019	31 st March 2022
9	Development and facilitation of partnership working by evolving effective and appropriate means of sharing information.	Evidence based decision making in partnership activity	Not Applicable	Policy, Partnership & Involvement Manager	1 st April 2020	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)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
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.	Opportunities identified for regional work and funding. Delivery of changes to the 19-20 annual report through regional funding, Support for and benefit from Gwent wide initiatives.	Not Applicable	Policy, Partnership & Involvement 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)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	To develop and deliver the Authority's Strategic Equality Plan ensuring objectives are achieved and to ensure that NCC meets all other duties under the Equality Act.	Council is compliant with duties set out in Equality Act 2010; Equality impact is considered and mitigated against in service design, decision and policy making ; Inequalities are reduced for people that share Protected Characteristics; Staff are aware of their responsibilities under the Equality Act 2010 The Socioeconomic Duty is embedded within appropriate council processes.	Strategic Recovery Aim 4	Connected Communities Manager	1 st April 2020	31 st March 2021
2	To deliver against the Welsh Government's Community Cohesion Plan 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	Strategic Recovery Aim 4	Connected Communities Manager	1 st April 2020	31 st March 2021
3	To monitor, review and ensure compliance with the Authority's Welsh language Standards, whilst actively	The Council are compliant with legislative requirements. Staff are aware of their responsibilities under the Welsh Language Standards.	Not Applicable	Connected Communities Manager	1 st April 2020	31 st March 2021

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)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
	promoting the Welsh language, internally and across the city.	Service design, policy and decision making are informed by Welsh language considerations. Council services make an active offer of delivery through the medium of Welsh. Communities and partners are positively engaged in the Welsh language agenda. NCC attracts and develops more Welsh speakers.				
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.	Strategic Recovery Aim 4	Connected Communities Manager	1 st April 2020	31 st March 2021
5	To develop an Integration Strategy for Newport, focusing on our approach to asylum seekers, refugees and migrants and contributing to Welsh Government's Nation of Sanctuary Plan.	Positive messages about migration are regularly highlighted. Newcomers to Newport are welcomed, and have access to appropriate services. Services, decision and policy making consider the impact on refugees, asylum seekers and migrants. 7 additional families are resettled under the UK Resettlement Scheme.	Strategic Recovery Aim 4	Connected Communities Manager	1 st April 2020	31 st March 2021

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)	Does the action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
6	Develop a community impact assessment to understand the impact that Covid 19 pandemic and resultant lockdown has had on Newport's Communities	<p>To deliver a report that examines the impact that the Covid 19 pandemic had on communities across Newport.</p> <p>To understand what impact lockdown measures had on communities and in particular the vulnerable and marginalised.</p> <p>To inform and recommend to the Council areas of development and actions to improve the recovery of communities impacted the most by Covid 19.</p> <p>To inform future strategic and operational planning and assessment of recovery in Newport.</p>	Strategic Recovery Aim 4	Connected Communities Manager	1 st April 2020	31 st September 2020

People and Business Change Performance Measures 2020/21

Performance Measure	National / Local / Management Information	Service Plan (SP) Objective	2018/19 Actual	2018/19 Target	2019/20 Target	2020/21 Target
National Sickness Days Lost	National	Objective 3	10.1 days	8.8 days	8.8 days	8.8
Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees	National	Objective 3	N/A	N/A	New Measure	6 per 1,000 employees
Percentage Freedom of Information Responses completed in time	Local	Objective 2	90%	88%	88%	88%
Percentage of Subject Access Requests responses completed in time	Local	Objective 2	N/A	N/A	75%	75%
Number of employees accessing Welsh language training.	Local	Objective 5	38	150	50	75
Number of Welsh Language complaints received.	Local	Objective 5	100%	40%	40%	40%
Number of employees trained in Prevent PVE	Local	Objective 4	295	300	250	200
Number of young people actively involved in Newport Youth Council work	Local	Objective 4	11	15	15	15
Percentage of managers undertaking regular check ins.	Local	Objective 3	82.48%	80%	80%	80%
New - Number of staff receiving Equality Training	Local	Objective 5	N/A	N/A	N/A	75

Glossary

National – Collected and reported to an external organisation such as Welsh Government / Estyn / WLGA etc for benchmarking / comparison

Local – specifically collected and reported by NCC / Service area to support delivery of an objective.

Management Information – Collected and reported to support the delivery of a specific activity and/or service.

Current Service Area Risks 2020/21

Risk Name	Risk Description	Risk Owner	Corporate Risk / Service Risk	Risk linked to Strategic Recovery Aim(s)	Risk linked to Wellbeing Objective	Risk linked to Corporate Theme?	Risk linked to Service Objective?	Inherent Risk Score (0-25)	Target Risk Score (0-25)
Brexit	UK leaving the EU and the financial / operational impact on services.	Head of People & Business Change	Corporate Risk	Strategic Recovery Aim 2	Not applicable	Not applicable	Not Applicable	16	10
Business Continuity	Council is not able to deliver its services due to significant events or incident	Civil Contingencies Manager	Service Area Risk	Yes / All Aims	Not applicable	Not applicable	Service Objective 2	8	4
City Centre Security & Safety	Deliberate acts that pose hazards to people, structure, utilities, reputation and economic impact.	Head of People & Business Change	Corporate Risk	Not Applicable	Wellbeing Objective 2	Thriving City	Not Applicable	20	8
Cyber security	Management and security of the Council's ICT systems.	Head of People & Business Change	Service Area Risk	Not Applicable	Not Applicable	Modernised Council	Service Objective 2	20	10
Data Protection Act	Non-compliance with Data Protection Act 2018	Digital Services Manager	Service Area Risk	Not Applicable	Not Applicable	Not Applicable	Service Objective 2	16	4
Equality Act	Non-compliance with equality legislation (including socio-economic duty).	Connected Communities Manager	Service Area Risk	Not Applicable	Not Applicable	Not Applicable	Service Objective 5	16	6
IT Service & Infrastructure	Delivery of IT Services and infrastructure that support Council services	Head of People & Business Change	Service Area Risk	Yes / All Aims	Not Applicable	Modernised Council	Service Objective 2.	16	6

Risk Name	Risk Description	Risk Owner	Corporate Risk / Service Risk	Risk linked to Strategic Recovery Aim(s)	Risk linked to Wellbeing Objective	Risk linked to Corporate Theme?	Risk linked to Service Objective?	Inherent Risk Score (0-25)	Target Risk Score (0-25)
Welsh Language Standards	Non-Compliance with the Welsh Language Standards.	Connected Communities Manager	Service Area Risk	Not Applicable	Well-being Objective 4	Modernised Council	Service Objective 5	15	6
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 Area Risk	Strategic Recovery Aim 3	Not Applicable	Modernised Council	Service Objective 3	15	8
New – 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	Yes / All Aims	Yes / All objectives	Yes All	Yes	25	6
New - 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.	Head of People & Business Change	Service Area Risk	Yes / All Aims	Not Applicable	Modernised Council	Service Objective 3	16	3

Risk Name	Risk Description	Risk Owner	Corporate Risk / Service Risk	Risk linked to Strategic Recovery Aim(s)	Risk linked to Wellbeing Objective	Risk linked to Corporate Theme?	Risk linked to Service Objective?	Inherent Risk Score (0-25)	Target Risk Score (0-25)
New Community Cohesion	- Community cohesion is threatened or disrupted.	Connected Communities Manager	Service Area Risk	Strategic Recovery Aim 4	Objective 4	Resilient Communities	Service Objective 5	16	4