

Recommendations Monitoring – Corporate Plan

Summary

Following the presentation of the Council's Corporate Plan to the Overview and Scrutiny Committee in September 2017 and subsequent approval by Council in November 2017, steps have been made to address the recommendations raised. Attached below is a summary table, of the action, which has been taken to date and the ongoing work to communicate, monitor and report on our progress.

Following the presentation of the Corporate Plan to the Scrutiny Committee it was acknowledged that further improvements were required to make the plan more appealing to our stakeholders in conveying our vision and message. The Corporate Plan now acknowledges our role to improve the sustainability, safety and the vibrancy of Newport. The Plan has a clearer message in how we will work with our partners and citizens in achieving our Commitments and Newport's Well-being goals.

We acknowledge that there is further work to do in improving the monitoring and reporting of our progress against the Corporate Plan objectives and commitments. Service Plan objectives and performance measures are being aligned to the Corporate Plan and through the mid-year and end of year service plan reviews, we will demonstrate progress against the objectives. However, as the Corporate Plan is a five year strategy delivery of the objectives will take place over that period of time so it should not be expected that all objectives are reported on during the first year. As objectives are planned and implemented this will result in new Performance Indicators being developed to monitor those objectives.

The Council has also established a portfolio of programmes and projects across the Council to enable the achievement of the four Strategic themes; Modernised Council, Resilient Communities, Aspirational People, Thriving City. Over the next six months Council Members, partners, citizens and staff will start to see some of these programmes achieve their aims in delivering new products for our services. Some of these products include Office 365 and Skype for staff and Members; new Customer Relationship Management system for our services; and My Newport Portal for all citizens and businesses to access Council services.

At the end of each year, an annual report on progress against the Well-being objectives is published. As the Corporate Plan is aligned to the Well-being objectives, progress against the Corporate Plan objectives, service plan performance and outcomes will also be incorporated into this report.

Recommendation (Overview and Scrutiny Committee 28th September 2017)	Summary of Action Taken	Evidence
<p>The Committee Members expressed concerns about how easily this document could be monitored. This document should be a stand-alone document that needs to contain sufficient information about how the plan will be achieved in order to ensure that progress in over the next 5 years can be measured. This should include:</p> <ul style="list-style-type: none"> • Additional information underpinning the 20 pledges (commitments) such as the relevant headline performance indicators, the timescales for the phasing of the implementation of the actions, and an indicator of what the next steps would be in moving the actions forward; • Further explanation on how the plan fits together with the other key documents within the Council, particularly how they will be used to monitor and measure the achievement of the pledges; and • For the example of the actions associated with the market, it was suggested that more information was needed to articulate the longer term vision for the market and the city centre as a whole. 	<p>Five year Service Plans for each service area have been developed to enable Members and other stakeholders to monitor the delivery of the Corporate Plan. The objectives and actions for each of these Service Plans have been aligned to the Corporate Plan Objectives. Over the next five years, each Service Plan will be subject to rigorous scrutiny and review during the 'Mid-year Review' and the 'End of Year' Review processes, first of which will be taking place in November and December 2018. At each review, service areas will be required to account for and demonstrate the progress being made against their objectives. There is also ongoing development of the Council's Management Information Hub, which will be used to enable the Council to monitor and report progress of delivery against Service Plan Objectives / Actions; performance indicators (National and Local); Resources and also the Corporate / Service Level Risks. The Corporate Plan will also be subject to a separate annual review to monitor its progress of delivery.</p> <p>The Corporate Management Team (CMT) has also established a portfolio of programmes and projects based upon the four themes identified in the Corporate Plan (Modernised Council, Thriving City; Resilient City and Aspirational People). To enable a demonstrable oversight of the Council's portfolio, Programme Boards have been established and led by one of the Council's Directors. The Council's Management Information Hub will also be utilised to monitor and report the progress and performance of each programme and project.</p> <p>At the end of each year of delivery against the Corporate Plan / Wellbeing objectives, an Annual Report will be produced.</p> <p>To address the recommendation in relation to the market and long term vision for the city centre, the Council implemented as one of its commitments '<i>Real progress on transforming Newport City Centre through redeveloping sites like the Westgate, Chartist's Tower and the Market and creative use of existing cultural and commercial assets.</i>' To support and demonstrate the long-term vision of this commitment, the Council created its City Centre Master Plan, which outlines how the Council will deliver on this commitment and support its partners in achieving the Council's Objective.</p>	<p>Corporate Plan 2017-22</p> <p>Performance alignment of Corporate and Service Plan objectives.</p> <p>Newport Well-being plan</p> <p>City Centre Master Plan</p> <p>Corporate Plan/ Wellbeing objectives Annual Report</p>
<p>Members noted that that there was no reference to the development of a safe and vibrant night time</p>	<p>It is recognised by the Council that long term improvements in the safety and vibrancy of the night time economy can only be improved through a multi-agency approach with</p>	<p>Corporate Plan</p>

<p>economy within Newport within the Plan, and suggested that this should be included as it impacted upon the vibrancy of the city centre.</p>	<p>our partners e.g. Gwent Police, charities and businesses. In the Corporate Plan as part of our Well-being objective 'To build cohesive and sustainable communities' we have identified as part of Welsh Government's five ways of working initiatives to improve community safety which will have an impact on the City Centre economy.</p>	
<p>It would be beneficial to include consistent references to the role of collaborative working within the Plan, particularly how Council will be working with its partners to achieve the 20 pledges. The Committee were advised by Officers at the meeting collaboration underpinned all of the action; Members suggested that this needed to be made clearer in the plan.</p>	<p>Under the Welsh Government's five Ways of Working, collaboration with other partners is vital to enable the Council to achieve its objectives and 20 commitments. Whilst it is acknowledged that the 20 Commitments in Corporate Plan do not directly link or reference collaborative working, the document does demonstrate the collaborative work completed to date with our multi-agency partners and other stakeholders. For example the work completed in Pillgwenlly to build cohesive relationships between the community, Council, Police and our partner agencies. It is also recognised in the Plan that the 20 Commitments should not be taking in isolation and that these will contribute towards the achievement of the Newport Well-being Plan and the four Well-being Objectives that have been set.</p> <p>Throughout the term of this Corporate Plan, there will also be ongoing review and scrutiny of the Council's performance through the Mid-year and End of Year reviews. Service areas will be required to provide regular updates on the progress of their delivery and to demonstrate through the five Ways of Working how the actions they are taking will be contributing towards the delivery of the plan. The first iterations of this will be demonstrated through the 2018/19 Mid-year and End of year reviews.</p>	<p>Corporate Plan</p> <p>Newport Well-being Plan</p>
<p>Members commended the focus on preventative actions within the Plan, and the emphasis on improving how the Council engages with communities. Members emphasised the need to ensure that the implementation of these actions were done consistently and thoroughly throughout the organisation, to be able to deliver what is set out in the plan.</p>	<p>The Corporate Plan and its 20 Commitments recognises the importance of the ongoing preventative and collaborative work with our communities. Under our portfolio of programmes and projects, we have identified initiatives to help the Council engage with all representatives of Newport. Some of this work will start to be realised by the end of the financial year. For example the 'My Newport' project will enable citizens to access Council services via an online portal through digital technology and the development of 'Neighbourhood Hubs' will enable citizens to access different Council and multi-agency services across different sites.</p> <p>The Programme Boards will be regularly monitoring and reporting on the delivery of these projects, which will be reported as part of the Corporate Plan.</p> <p>As outlined above the Council continues to develop its commitment to the Well-being of Future Generations sustainable development principle to work with the five ways of working: long term, prevention, integration, collaboration and involvement,</p>	<p>Corporate Plan</p> <p>Newport Well-being Plan</p> <p>Well-being of Future Generations Act</p>

<p>With regard to the city centre development pledges, it was noted that it was important to engage with the communities within the wards as well as those living within the city centre. To understand the impact of and changes to the city centre to the whole of Newport, and to understand how the Council can encourage people from the suburbs to utilise the city centre.</p>	<p>There are various initiatives and projects being undertaken by the Council, which will support the Council's commitment to regenerate the City Centre and to improve the engagement activities with our communities across Newport. The Newport Intelligence Hub has been created to enable Council services to fully utilise the data, which it already collates as part of its day to day business activity. Over the term of this Plan, this data will be utilised to better understand the impacts which these initiatives will have and support the key decision making processes throughout all levels of the organisation.</p> <p>As outlined below the importance of the city centre is also considered in the Well-being Plan, which was developed by partners in the city, following public consultation on priorities for the long term.</p>	<p>Corporate Plan</p> <p>Newport Well-being Plan</p>
<p>Members suggested that the Corporate Plan should be available in a smaller, summary format with just the key sections. Members also discussed with officers how the Plan could be created as an online version, with links and interactive sections. The purpose of this would be to make it more accessible and interesting to the public.</p>	<p>The Corporate Plan is available on the internet and intranet pages of the Council. Following the Scrutiny Committee meeting in September last year, the Council re-designed the Corporate Plan, which is available in English and Welsh. As a result, this has enabled the Council to convey its vision and goals more clearly to the reader. It is acknowledged that further work is required to make the plans more interactive. We will be looking at updating our internet and intranet pages and using different approaches of publicising the plan to our stakeholders.</p>	<p>Corporate Plan</p> <p>Newport Well-being Plan</p>
<p>The Committee discussed the development of the City Centre, including how the Council was engaging with those living in the city centre, safety issues how the environment could be improved, and how people living in the surrounding areas could be encouraged to utilise the city centre. The Committee felt that this was an important area that should be considered in more detail by the Performance Scrutiny Committee – Place and Corporate regularly to monitor progress.</p>	<p>As identified above the Council has various schemes in place to deliver on regenerating the city centre, improving the economic and sustainable position of the city centre for its citizens. The Corporate Plan has clearly identified these as part of the 20 Commitments and Well-being plan steps for the City Council. The Regeneration, Improvement and Housing service area has developed a City Centre Master Plan, which was consulted with stakeholders before its adoption. Various initiatives are also in place to improve the City Centre such as Newport market, Market Arcade, Chartist Tower and the Post Office.</p> <p>The One Newport partnership Well-being Plan, which was published in May 2018 also considers the importance of the city centre as part of the 'Newport Offer' and this work is scrutinised by the Partnerships Committee.</p>	<p>Corporate Plan</p> <p>Newport Well-being Plan</p>

Background documents:

[Well-being Plan](#)

[Corporate Plan](#)