

**Building on Success**

**Building a Better Newport**

**Newport City Council Corporate Plan 2017 to 2022**

## Introduction by the Leader of the Council

In our 2012 Corporate Plan we promised you that we would create:

A Caring City; A Fairer City A Learning and Working City; A Greener and Healthier City and a Safer City.

We've kept our promises within the harshest of economic times for Local Government and with careful management by my administration we have managed to protect frontline services in social care and education; addressing the diverse needs of all of our people through rigorous examination of our work by the Fairness Commission and public sector regulators, all of whom have given the services run by Newport City Council positive ratings including those by the external regulator at the Wales Audit Office.

We've seen our schools produce some of the best results they have ever achieved. We are building new schools and redeveloping others. We have increased opportunities for businesses and work in the city including beginning the transformation of the city centre with the Friars Walk development. We've restored the "Pride in Newport" waste and litter programme and established zero tolerance initiatives for fly tipping throughout the city. We've worked with our partners in the Public Services Board to address issues of antisocial behaviour and crime across the city. All of our work and decisions are open to public inspection and are recorded in the public realm and what we have done is there for all to see.

With power comes responsibility and that is what this administration in Newport has shown in the past, in the present and will continue to do so in the future. How will we do this? We will put our values of economic success and social justice at the heart of our work which we believe are the values shared by most people in our city.

The details of what we intend to do over the next five years are set out in this new corporate plan where we will **Build on Success and Build a Better Newport**, focusing on jobs and the economy, education and skills, fairness and equality, community safety and cohesion, the environment, transport, culture and social well-being. In our manifesto we committed to a WORKING NEWPORT, a LEARNING NEWPORT, a FAIRER NEWPORT, a SAFER NEWPORT, a more SUSTAINABLE NEWPORT, a VIBRANT NEWPORT and the FUTURE of NEWPORT. This Corporate Plan sets out how we will do this and meet the statutory responsibilities set out in the Well-being of Future Generations Act.

Whilst we continue to serve the city and people of Newport within the context of on-going austerity we also need to be positive about the future and be ambitious in our plans. That is the leadership and focus this great city deserves. Within our Corporate Plan we detail the things we will do over the course of this Administration in our '20 by 2022' commitments. Delivery against these commitments will ensure we move Newport forward, building on what we have achieved in order to **Build a Better Newport**.

**Cllr Debbie Wilcox** | Leader of Newport City Council



## **Preface by the Chief Executive of Newport City Council**

As Chief Executive my role is to ensure that all our staff and service providers have the principle of 'improving people's lives' at the very core of the work that they do – whether they work in refuse collection, social care or democratic services. We need to continue doing that whilst we face year-on-year reductions in our council budget and having already made savings of £45m over the past five years. Despite these challenges we have continued to develop and deliver high quality services, including:

- Building a new Welsh medium secondary school - Ysgol Gyfun Gwent Is Coed, scheduled to open in September 2017.
- Development of a new school to accommodate pupils with Autistic Spectrum Disorder. This will be the first in the city and the specialist resource will provide pupils aged between 3-19 with specialist provision and structured teaching.
- Taking the innovative step of borrowing £90 million to lend to Queensberry Real Estate to ensure the Friars Walk retail and leisure scheme was able to progress as quickly as possible. A shining example of partnership work between the public and private sector, Friars Walk has attracted lots of praise and even awards.
- Funding of nearly £60m including almost £15m from Welsh Government for the vibrant and viable places (VVP) programme, has made a real difference with many landmark buildings in the city centre transformed
- Introducing a Business Development Fund in 2016 to help new businesses start up in Commercial Street and High Street and bringing a pop up business school to Newport Market resulted in 37 new businesses being started.
- Agreeing to be part of the Cardiff Capital Region City Deal programme, which will see £1.2bn invested in the regional economy. City Deal will help boost economic growth in 10 local authority areas, including Newport, by improving transport links, increasing skills, helping people into work and giving businesses the support they need to grow.
- Welsh Government national categorisation for primary schools in 2017 saw Newport come out on top in Wales: more than 52% of our primary schools are ranked green and 93% are within the green and yellow categories combined.
- Launching Fake Free Newport which aims to make the city free of fake and counterfeit goods and services.
- Securing the first round of Heritage Lottery funding to revitalise Market Arcade and we are progressing plans to breathe new life into the shopping thoroughfare.
- Continuing to progress towards achieving dementia friendly city status working alongside Newport Public Services Board.
- Our Education Service was one of only four in Wales to be rated good by education inspectors Estyn with our schools producing some of the best results they have ever achieved.

There are a number of projects on the horizon that we are looking forward to with confidence and Newport really is in the midst of some game-changing developments. Projects include the building of the £80m International Convention Centre Wales which is due to be completed in 2019 and as well as creating 250 jobs, will again raise the profile of the city, particularly in the world of international business and events while investment of £38m committed for a semiconductor plant could create 2,000 skilled jobs in Newport.

We are embracing the Well-being of Future Generations Act (Wales) 2015 and will be working to ensure we maximise our contribution to the Well-being objectives and working together with our partners on the One Newport Public Services Board to deliver the Well-being Plan for our city.

We are committed to listening to the views of all our residents and partners and will have an extensive programme of consultation and public engagement during the life of this corporate plan. We encourage as many people as possible to sign up to the Involve Newport, the Citizens Panel and to make a reality of Newport: A City of Democracy. To join the Panel visit the One Newport website: [www.onenewportlsb.newport.gov.uk](http://www.onenewportlsb.newport.gov.uk)

**Will Godfrey** | Chief Executive

A handwritten signature in black ink that reads "Will Godfrey". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

## About Newport

Newport is a coastal city, covering a geographical area of just over 84 square miles. It has an urban hub with an extensive rural hinterland and is home to one of Wales' most diverse and multi-cultural populations.

The city's natural and heritage assets are significant: from the flagship Wetlands Reserve and beautiful rolling countryside to Roman Caerleon, Tredegar House, the iconic Transporter Bridge and important links to Chartism and the history of British democracy. Our Council works continually to protect, enhance and promote these wonderful assets.

Newport gained city status in 2002. Since then, one of the largest regeneration projects in the UK has delivered huge transformation, culminating in the opening of the Friars Walk retail and leisure complex in 2015. In recent years, landmark buildings have been brought back into use, creating new homes and commercial space in the city centre. The riverfront has been transformed with new housing developments.

We now have a university campus in the city centre and hope to combine this with a new further education campus to create a Newport Knowledge Quarter that offers joined up educational pathways and support for local business.

Our council's plans for ongoing regeneration will be brought together in our City Centre Masterplan which we will publish in 2017/18.

Newport has also developed an international profile, having hosted world class business and sporting events: the NATO Summit in 2014 and the Ryder Cup in 2010. Our ambition is high and we look forward to attracting more significant events when the Wales International Convention Centre opens at the Celtic Manor Resort.

Newport is a vibrant, forward-thinking city steeped in a rich industrial heritage we have lost some of our core industries, but the city has proved that it can re-establish and adapt itself as a centre of modern industry and commerce, particularly in areas such as technology, finance, professional services and the government sector. The new City Regional Deal offers huge potential for the city's future economic growth.

While areas of poverty and deprivation exist across the City, our council and its partners are working with local



City Vizion Housing Development



City Centre USW Campus



Celtic Manor Resort

communities to understand the differing issues and identifying priorities. There is a focus on meeting the requirements of those residents most in need and communities that are most disadvantaged and at risk, ensuring that all our citizens can be more optimistic to the future. The financial challenge and Well-being of Future Generations Act will require us to think differently in the future, considering how we can work in partnership with other organisations, to work in a way that is joined up and prevents future problems.

## Achievements in 2016/17



**8,038**  
*per 1,000 population*  
Visits to Sport  
and Leisure Centres



**98.65%**  
Response rates for  
removing reported  
fly tipping incidents

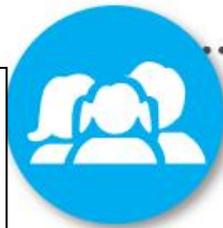
94.5% Attendance at Primary Schools



**93.3%**  
Attendance at  
Secondary Schools



1200 new jobs  
created through WBLA and  
VVP programme including the  
opening of Friars Walk



**278**  
the lowest number  
of looked after children  
at the end of 2016/17  
for 7 years



**c.£97m**  
of private investment  
into Newport City Centre



**Secured**  
Heritage Lottery funding  
for the regeneration  
of the Market Arcade

About our council



**6000**  
Council Staff  
(including schools)



**50**  
Councillors



**44%**  
of Cabinet Members are  
female making Newport  
one of the top in Wales



**57**  
Schools including  
4 Welsh Medium



**13k**  
Twitter Followers



**10,247**  
Facebook Likes



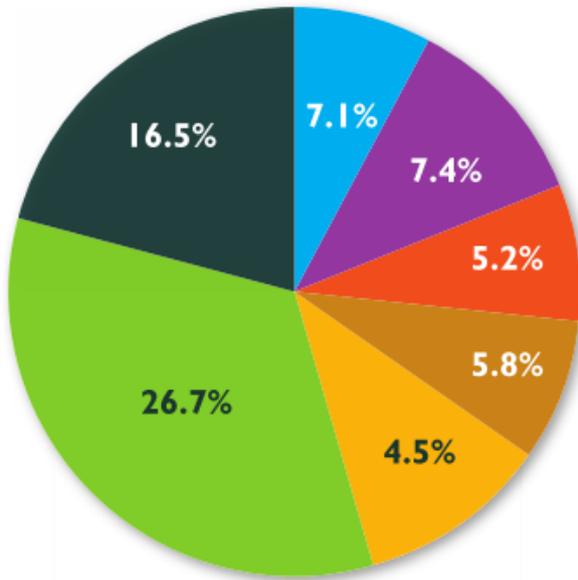
**149,148**  
Residents



**653km**  
Highway Network Length

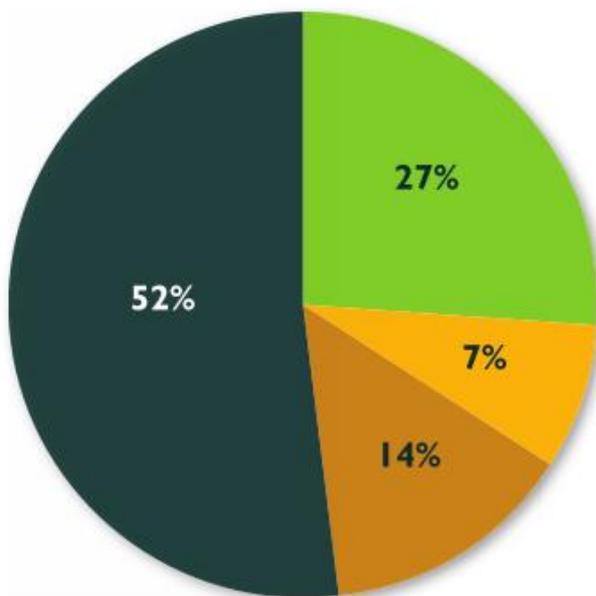


## Where our council's money comes from



### 2017/18 cost of council services

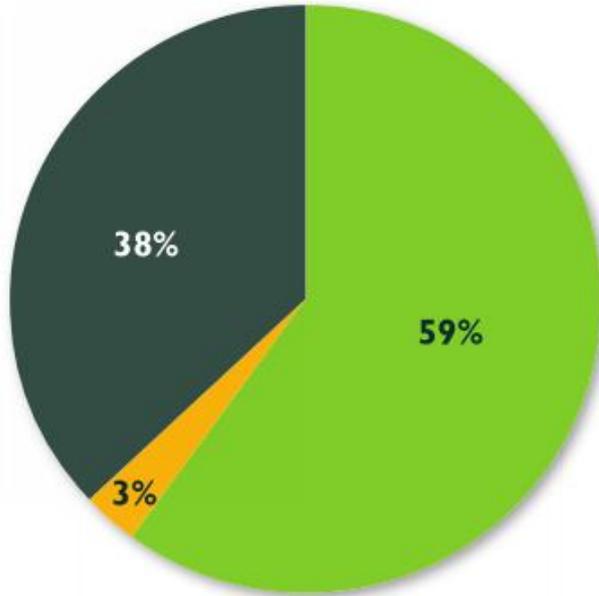
- 16.5% Adult & Community Services = £66.8m
- 26.7% Schools = £108m
- 4.5% Education = £18.4m
- 5.8% Children & Young People = £23.5m
- 5.2% Governance & Support = £21m
- 7.4% Streetscene & City Services = £29.9m
- 7.1% Regeneration, Investment & Housing = £28.7m



- 52% Welsh Government (RSG & NNDR)
- 27% Specific Grants 26%
- 7% Fees & Charges 8%
- 14% Council Tax 14%

**Total Funding Available £405.2m**

## Where our council's money goes



**Gross budget £405.2m**  
*How will this be spent*

- 38% Employees
- 3% Capital Financing
- 59% Providing Services  
(including purchasing services and supplies, maintaining buildings and operating vehicles)



## **Building on success**

Newport is proud of its reputation for excellence and innovation. Our young people achieve excellent school results and we are narrowing gaps in performance so that all young people have an equal chance to succeed. The proportion of young people not in education, employment or training is also at its lowest ever level. Our innovative approach to delivering integrated Children's Social Care services, jointly delivered with Barnados has been lauded as the 'one of the most impressive overall models to be evaluated to date'.

Overall local employment is growing as we focus our efforts on making a difference to the groups that are furthest from the employment market. Antisocial behaviour is down, thanks to our multi agency work and our support for vulnerable people allows many more to live at home instead of residential and nursing care. Great strides have been made in the prevention of homelessness. We have also achieved much in terms of our organisation's structure and efficiency including the new model for delivery of IT services.

We have delivered major regeneration projects such as Friar's Walk. These create a vibrant city centre, attract new employment opportunities and building strong communities.

In May 2017 Newport's political administration was elected on a platform of fairness, with the declaration that 'Building on Success - Building a Better Newport', reaffirmed that the values of opportunity and social justice must guide everything we do.

Despite our recent successes however, the reality presents a real challenge. Financial constraints caused by the government's austerity programme together with huge welfare reform and stagnant and below inflation wage increases will radically increase pressures and demand for local public services. If we are to protect the most vulnerable in our society at a time of drastic reductions in resources, the clear shared purpose and priorities described within the Labour Manifesto will be vital.

### **TWO KEY QUESTIONS HAVE FRAMED OUR THOUGHTS**

#### **1. How can we use our resources to best effect?**

How can we align and deploy financial and other resources like capital assets and the skills and strengths of our communities and partners. We know our council cannot deliver everything on its own and that communities and partners must play a key role.

We need to move away from strategies based on how we can deliver cuts in services as our income decreases. This is a negative approach that leads to managing decline by 'salami slicing': doing exactly what we do now, but a little bit less, or in fewer locations.

Instead our thinking must be framed by how we spend the budget and align all the resources at our disposal in the best way possible. So we do not need to ask 'How do we deliver £30m cuts in services?' but, 'How do we deploy the resources that we have?'

This might mean that we need to deliver some services in entirely different ways. To make some of these major changes we will need to invest in new approaches at a time when budgets are tight, but we believe that these new approaches will yield better outcomes for our citizens.

## 2. How do we treat the causes of problems rather than the consequences?

We believe that across all areas of service delivery and across the range of areas we seek to improve from recycling to children's social care, that we must address issues at their root cause. The consequence of this approach is that we may need to shift the focus of our investment, and our behaviour to ensure there is an emphasis on early intervention and prevention wherever possible. We must empower and support our residents to act themselves and always start from a position of 'asset-based', rather than 'deficit-based' thinking.

The rest of this document builds on these two key questions and sets out:

- What exactly do we mean by 'Improving People's Lives'?
- What values should guide everything we do (courageous, positive responsible)?
- What are the design principles that articulate a 'Newport way' of doing things?
- What are our plans to ensure we have a motivated, capable and engaged workforce?

This plan must be based on real actions that build on recent success. Therefore, we have outlined 20 commitments for change, relating to the following four areas:

- Resilient communities,
- A thriving city,
- Aspirational people,
- A modernised council.

These are the four themes that will drive our council in the years towards 2022.

## **Our Mission: Improving people's lives (this is why we do what we do)**

Newport is forward-thinking in its aspirations for the City and how it can improve outcomes for its citizens. Our mission and values are not a quick fix or knee-jerk reaction to the financial context. Rather, they seek to tackle deep seated challenges and allow us to make the most of the strength of our communities and our staff and build on the improvements and transformations that are already underway.

By 2022, we know that needs within our communities are likely to be more acute because of increasing inequality, linked with the impact of welfare reform and ongoing and continued public sector austerity.

Our mission of 'Improving People's lives' builds on the work of the Newport Fairness Commission. Our City Council will take strategic action across the region together with other local public service organisations, the business sector and voluntary sector, to address the root causes of inequality and give our citizens the best possible chance to achieve their ambitions.

In practical terms, we know that to improve people's lives, our communities must be strong and resilient to change and negative events. They should be able to support each other and look after themselves. To support strong and resilient communities in Newport we must do all that we can to create the conditions for a vibrant local economy and thriving city. A place where our citizens can aspire, work profitably and improve their lives.

To deliver this our council must be modern and forward looking.

We will encourage entrepreneurship but will also protect and support our citizens who need more specialist support and professional help. We must intervene early to prevent issues from arising and act quickly to stop their escalation. We will support older people and adults with disabilities and allow them to live independently at their own homes for as long as possible.

In summary, aligned with the aspirations set out in the Well-being of Future Generations Act, we believe, 'Improving People's Lives' means:

- Our communities are strong and can look after themselves.
- We have a strong local economy and local people have the skills they need to find work.
- Our city and surrounding communities feel safe and they are places where people want to make their lives.
- For citizens that need tailored specialist support we intervene early and work together with people to help stabilise, maintain and improve their lives as quickly as possible.
- Our City Council's key role is a facilitator and enabler, with a focus on prevention.

## **Our values: Improving people's lives (how we do what we do)**

Our council is directly involved in a huge range of activities across the city that impact everyone living or working here.

We collect council tax to provide social care, tend public spaces, help protect people from the activities of rogue traders and assist new businesses to make a start in Newport. Our council has significant influence and all this activity is supported by a dedicated group of staff.

Our values describe the behaviour we need to embed in everything that we do from service delivery and commissioning, to how we approach decision making and the sort of work environment we create. They are the foundation for the way our organisation operates. They are also the values we seek to encourage among our residents and partners more broadly. Our three values are:

### **BE COURAGEOUS**

This means that we expect our staff, and services to be ambitious and innovative. We expect this to be the case whether services are delivered directly by our council, through regional networks or provided by an external organisation.

Being courageous means we are not afraid to try new things, we are a learning organisation and we constantly question our approach. It means that we lead the way in the region and in Wales more widely and others to look to us as a beacon of best practice. Our 20 aims by 2022 represent the boldness of our ambition.

For our residents being courageous means they are proud and ambitious for their communities, they have high expectations and support and drive the development of the city. Our partners play a key role and work together with our council to develop a comprehensive and ambitious vision for the future where schools, businesses, the police, health providers and other public sector agencies all play a role.

### **BE POSITIVE**

As an organisation we are always helpful and constructive, support and enable residents to do more for themselves. We take a pragmatic, glass half-full approach and we approach in relation to the challenges and opportunities facing our city and we approach tasks and decisions with confidence and tenacity.

For residents and partners being positive is about working together with our council in a constructive, purposeful way. It is about us, residents and partners being able to see what each brings to the table. It is about shifting from 'doing to' to 'doing with'.

### **BE RESPONSIBLE**

Being responsible means that we trust staff and all providers who deliver services on our behalf to take responsibility and to be accountable for their actions and the quality of their work. To deliver this we take a mature approach to agile working and risk management and empower our staff to use their professional judgement to consider the whole system and deploy the most effective approach that reflect our values and the design principles. Being responsible means that decisions are taken at

the lowest appropriate level and our practitioners are empowered experts, who respond to the political direction provided by the Administration

For residents, being responsible means taking ownership. It is about the recognition of citizens as equal players. We will enable and expect local people to play a greater role in relation to a whole range of things.

Everything from service design to keeping healthy, voting, getting involved in their communities, and acting in environmentally conscious ways.

## Organisational Design Principles

Our mission has helped us to distil a strong set of six design principles that align with our values (courageous, positive and responsible). They flow from our mission, 'Improving People's Lives' and describe how we think local public services should be designed and delivered in Newport.

They can be considered the "Newport Way" of doing things.

Our six design principles are listed below and we have ensured they are embedded in the 20 aims by 2022. We will also embed these design principles more widely in our approach to service and business planning across the entire organisation and through our Public Service Board in our approach to partnership working.

- **Enabling and capacity building:**

We see the role of our council (both officers and members) as community enabler, facilitator and capacity builder and our practitioners are supported to fulfil their roles as professional experts.

- **Citizen role:**

In Newport, citizens are equal partners and play a role in the creation and support of strong communities and help to design local public services.

- **Tailored approach:**

We believe that different people, families and parts of the city may require different approaches and we never assume that one size can fit all. This means flexible use of our buildings, technology and staff that work for our citizens.

- **Early intervention and prevention:**

We act early to prevent issues from happening in the first place, and where they do occur we intervene early to stop them from escalating.

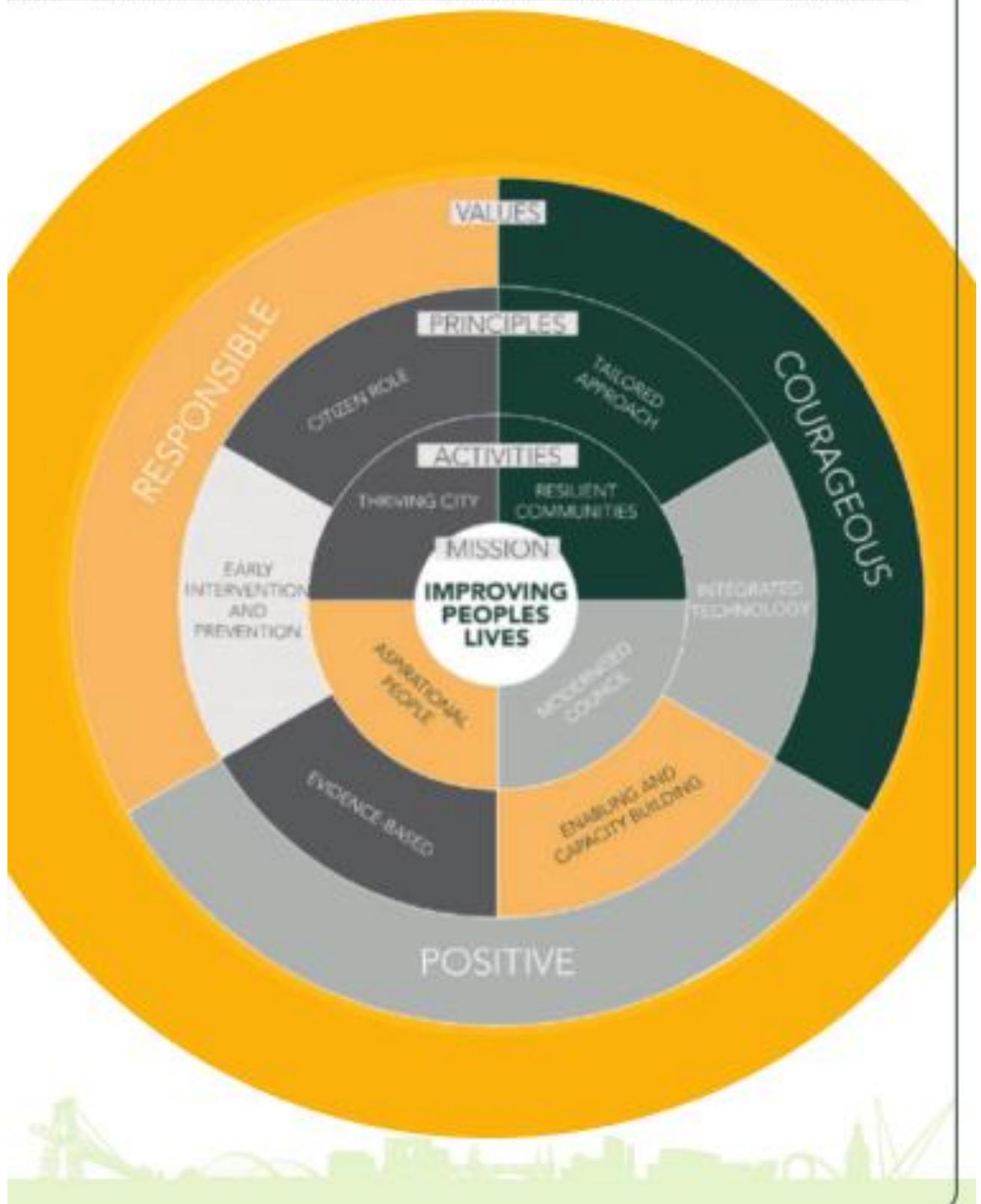
- **Evidence-based:**

Our decisions are based on evidence so that we focus our resources where they are most needed; and we have a good understanding as to whether the actions we are taking are having the intended impact.

- **Integrated technology:**

Technology must be integrated into services with sensitivity and will only be pursued if it helps to improve efficiency or outcomes.

## Our Organisational Framework



## **Motivated, capable and engaged workforce**

To improve people's lives, we need a very strong, clear political and managerial leadership supported by motivated, engaged and committed staff. If we are to improve people's lives our leadership must be strong and the skills and calibre of our workforce must be of the highest quality.

To achieve this we invest in recruitment, retention and development of the best staff and suppliers.

We believe that our employees are agents of change and innovation. Our organisational development programme ensures they are empowered and supported to deploy approaches that reflect our values.

Our staffing structure and internal support functions are already strong and we propose that they be further reconfigured to enable us to focus on the delivery of transformed services.

Our decision to share IT services with the five Gwent counties is an example of how innovative collaboration can benefit our city. We propose, where appropriate and where this delivers best value for money, to investigate any services that can be delivered more effectively by regional cooperation.

All our work, from front line operations such as Social Services and city regeneration as well as support functions like IT, finance and HR will be framed around clearly defined goals and well understood thresholds.

This dynamic approach will have a positive impact on all parts of the organisation. Some are outcomes-focused, and others are process-driven and focused on compliance with outside regulators.

Our fundamental attitude is that decisions are taken at the lowest appropriate level and our practitioners have the expert skills required and are empowered to respond to the clear political direction of our administration. This challenge will require strong and uncompromising leadership at all levels of our council.

In summary, we must have a motivated workforce and effective and enabling internal support functions to achieve our ambitious plans.

- We want Newport to be an employer of choice in the City and across local government in Wales. We want our staff to be committed and inspired by the work they do and are proud to work for the City Council.
  - To achieve this, we will invest in our staff, ensure there are clear career pathways and enable our staff to work autonomously and flexibly to deliver the best possible outcomes. We will measure our success through a comprehensive set of indicators relating to staff progression, satisfaction and turnover figures.
  - The use of agile working will be explored and implemented wherever possible. The benefits of flexible work routines do not only impact on the well-being of staff and better and more efficient and cost effective services. It can also contribute to the removal of transport pollution from our roads which is a significant instance of a different approach to service delivery.

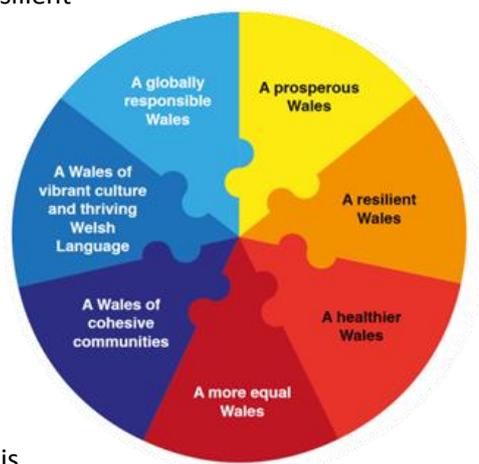
- We have strong strategic capacity (relating to organisational development, policy, performance, and financial management) that ensures the smooth running of our council and enables us to deliver our aims and objectives.
- We have strong real-time understanding of data and evidence. This means we can move quickly to focus our attention in the right areas.
- Our transactional, back-office functions are regionalised where appropriate to deliver best value.
- As we embed flexible and modern ways of working our council operates out of fewer administrative buildings with an average 2:1 desk ratio and we review and rationalise our capital assets where there is a business case to do so.

## Building a better Newport

The Well-being of Future Generations (Wales) Act (WFG Act) became law in Wales on 29 April 2015. The Act is about improving the social, economic, environmental and cultural well-being of Wales. It will make the public bodies listed in the Act, including our council, think more about the long term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The Well-being objectives that have been adopted by our council are;

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

The Welsh Government and the Future Generations Commissioner have made it clear that duties to set and report on well-being objectives should not be treated as separate from any objectives that guide and steer the actions and decisions of organisations. The table below shows how our council's Well-being Objectives link to the manifesto commitments of the Administration (outcomes), which in turn are supported by the areas for action within this Corporate Plan.



**\*Our well-being statement is set out in appendix 1**

<b>Well-being Objectives</b>	Promote economic growth and regeneration whilst protecting the environment		Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities		
<b>Manifesto commitments</b>	Working Newport: Jobs, growth & the economy	Sustainable Newport: Environment & transport	Learning Newport: Education & skills	Future Newport: Well-being & social care	Fairer Newport: For all our residents	Safer Newport: Community safety & antisocial behaviour	Vibrant Newport: Creativity & culture
<b>Corporate plan actions</b>	A thriving city		Aspirational people		Resilient communities		
<b>Supporting function</b>	A modernised council						

## Imagine by 2022: Our commitments

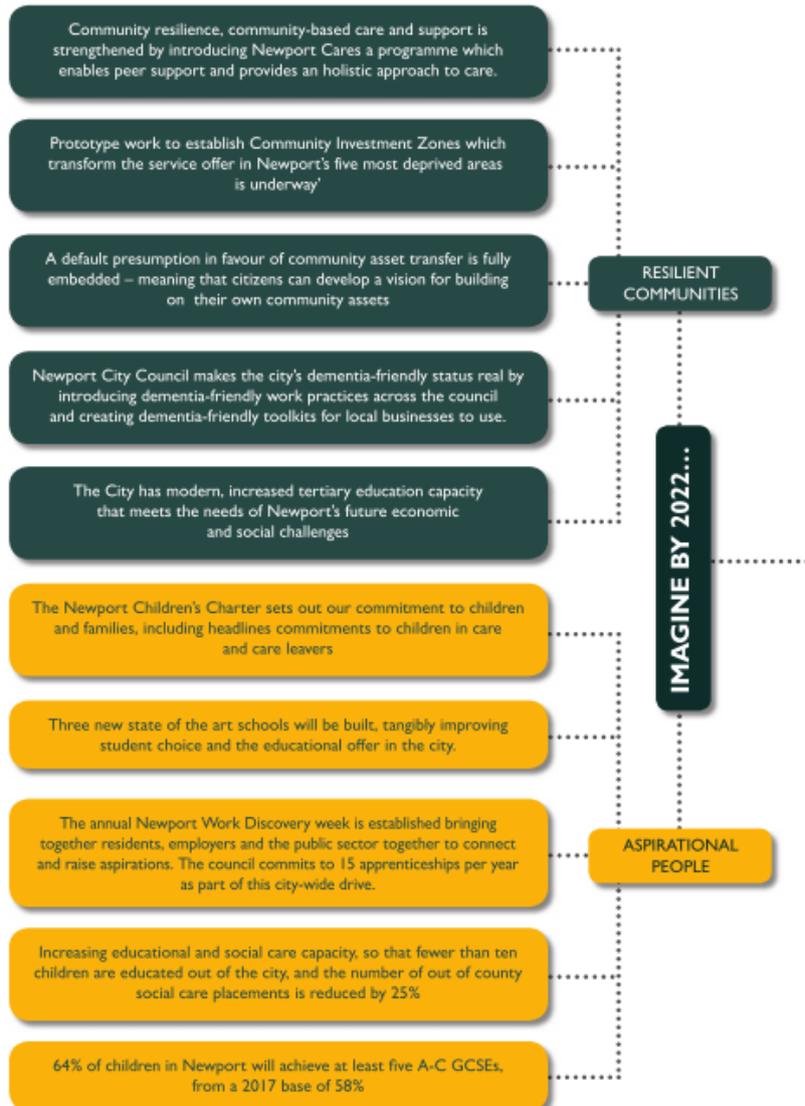
This section describes 20 practical things that we believe represent a step-change in how we operate. Each commitment is designed to move us into collective, organisation-wide delivery that not only meets the needs of Newport now but also in the future. They all help to deliver the promises set out in the Administration's manifesto and are innovative steps towards achieving our well-being objectives:

### Building on Success – Building a Better Newport.

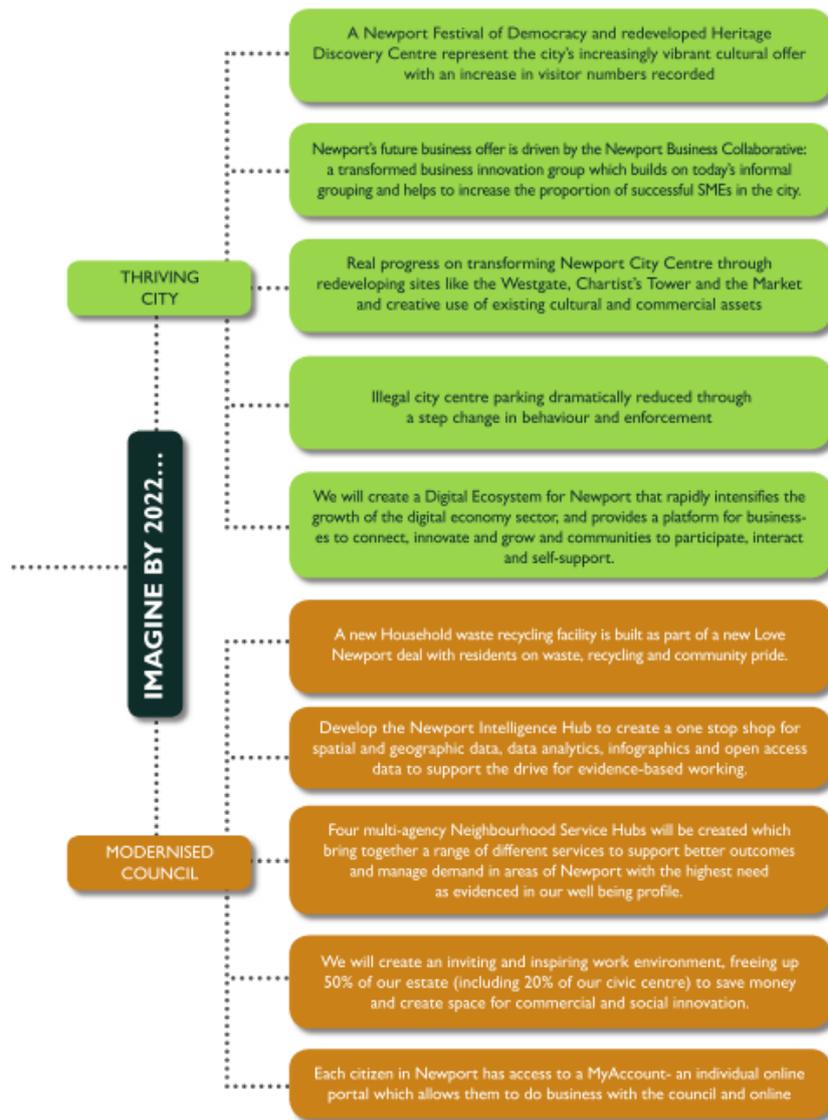
## Enabling and capacity building



EVIDENCE BASED



# Citizen Role



**INTEGRATED TECHNOLOGY**

## Delivering the Corporate Plan

The intended outcomes agreed in this plan set the key priorities for our council. The Well-being of Future Generations (Wales) Act 2015 and aims to help create a Wales that we all want to live in, now and in the future. To give current and future generations a good quality of life we need to think about the long term impact of the decisions we make. Our council has set its Well-being Objectives and they are central to this plan because they form part of our council's vision for the future.

This plan should not be viewed in isolation. It makes up part of the strategic planning map or '**golden thread**' that integrates the plans and strategies of our council. The corporate plan sets the vision and direction for our council and sits below the Well-being Plan which is agreed in collaboration with partners. The strategic direction flows down from the corporate plan; the actions to deliver the vision flow up from individuals whose every day work contributes to the performance and delivery of the vision.

This plan has been produced at a time of significant financial challenge within the public sector. The workforce and budgets must be carefully planned and managed to ensure that we can deliver what we have set out to do. This applies to each service area in their service plans. The actions planned by service areas will contribute to the delivery of the corporate plan, service plans are set in conjunction with cabinet members and scrutiny committees to ensure oversight and accountability for the delivery of the actions. Service plans are available on our website. All staff and all citizens of Newport can see what is planned for the year ahead and how it will be managed and monitored.

This is a time of great political and legislative change. It is important that through risk management and well thought out strategic planning, that the work of our council continues to provide improved outcomes for citizens and communities. Our council also works to ensure compliance with the current legislation and any changes that may occur. To do this our council works closely with the Wales Audit Office (WAO) who are the main regulator for our council. The WAO has an annual work programme and the reports that they provide give assurance that our council is working hard to comply with legislation and working well to address any points they have raised.

The plan sets out clearly our priorities and demonstrates our commitment to improving social, economic, environmental and cultural well-being in the city. and the realisation of our plans depend on using the sustainable development principles to inform our decision making i.e. thinking about the long term, considering how our well-being objectives impact on the well-being goals for Wales, acting to prevent problems occurring or getting worse, collaborating with others and involving people with an interest in achieving the well-being goals.



Riverside Cycle Route

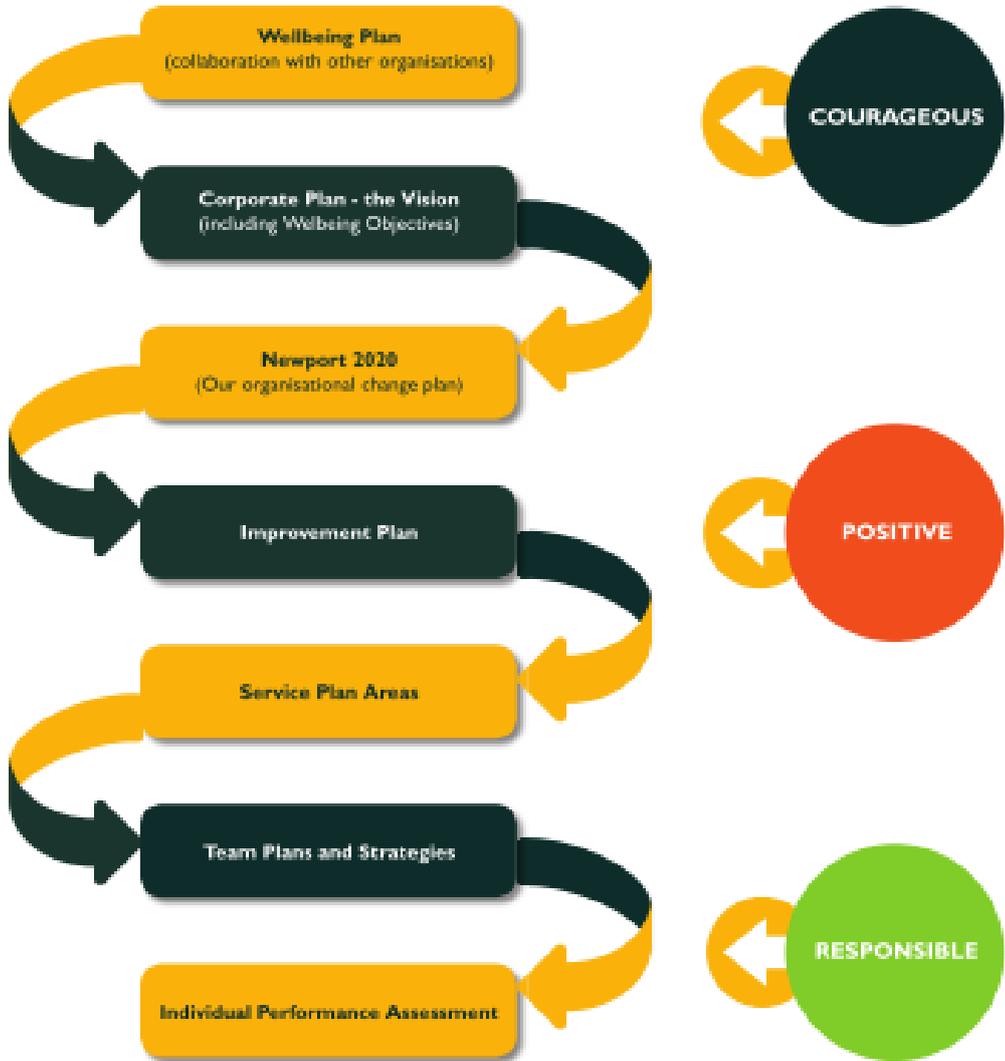


Nexus House

# Strategy Map 'The Golden Thread'



## Our Values



## Monitoring the Corporate Plan

Because this corporate plan spans more than one year, it will need to be reviewed regularly to adapt to ongoing changes during the lifetime of the plan and to ensure that it remains relevant to changing national priorities.



Newport City

An annual statement of progress made against the objectives set will be presented to members and senior officers and published so that it can be shared with all employees and members of the public. The statement will present an open and transparent view of the how our council is working towards its vision and objectives and also how further work will be focused to ensure continued improvement. It will also show how our council maximises its contribution to the Well-being goals for Wales by applying the sustainable development principle.

Actions set out in services plans and the improvement plan will contribute to the delivery of the objectives, and these will also be presented to members for challenge and appraisal. Service plans are reviewed at the mid-year point and at the year end to assess the progress made against the actions planned and consider what future actions should be planned.

The Wales Audit Office regulates the activities of our council and will provide assurance on council's ability and progress in delivering its vision.

We value your views and opinions on the content of our Corporate Plan and the priorities that we set. Your input is welcomed and will enable us to continue to focus on the things that matter to our citizens and communities.

Please contact us at: [info@newport.gov.uk](mailto:info@newport.gov.uk)



## Newport City Council Well-being Statement and Objectives

This statement supports Newport City Council's Well-being Objectives. It explains:

- why we consider that our well-being objectives will contribute to the well-being goals;
- how our objectives have been set in accordance with the sustainable development principle;
- what steps we will take to meet the well-being objectives in accordance with the sustainable development principle;
- how we will govern ourselves to meet the well-being objectives;
- how we will ensure that resources are allocated annually to take steps to meet the our objectives;
- when we expect to meet our well-being objectives.

### **Contribution to the Well-being Goals and our consideration of the sustainable development principle**

Our well-being objectives reflect our commitment to maximising our contribution to the well-being goals.

Each of our well-being objectives contributes to one or more of the well-being goals and has been set in accordance with the sustainable development principle as follows:

## Newport City Council Well-being Objectives

NCC Well-being Objective	Well-being Goal	Why we've chosen it	Contribution to Well-being Goals
<p><b>1) To improve skills, educational outcomes and employment opportunities</b></p>	<p>A prosperous Wales A more equal Wales A Wales of cohesive communities</p>	<p><b>Long Term</b> - Economic forecasts have identified future trends such as the increasing skills demands of employers and the contraction of unskilled and semi-skilled occupations. This could present a potential local and regional skills shortage for employers in the medium and longer term. In order to remain competitive the Newport workforce will need to respond to the skills demands of modern industry and services.</p> <p><b>Prevention</b> – The Community Well-being profile points to pockets of deprivation and significant variances of opportunity and quality of life between different areas of the city. Newport will need to make sustained progress in tackling NEET (not in education or employment) rates, youth unemployment, and skills attainment and relevance if future generational cycles of poverty are to be avoided. Addressing skills requirements will prevent potential skills shortages in the future that could inhibit economic growth.</p> <p><b>Integration</b> – This objective complements and supports our other Well-being Objectives:</p>	<p>The Wales We Want Future Generations Report states that children need to be given the best start in life from very early years, and that the well-being of all depends on reducing inequality and a greater value on diversity</p> <p>Through the highest standards of education and skills development, we can help children in Newport reach their potential, increase their employment opportunities and prosperity later in life.</p> <p>Through an emphasis on improving skills and educational outcomes we will also be promoting equality of opportunity and contributing to a more equal Wales.</p> <p>In addition, we will be up-skilling and strengthening the workforce to the benefit of industry and society in Newport and Wales as a whole.</p>

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		<p>education and employment are key determinants of health; a skilled workforce will support business growth and help attract inward investment; good education and employment opportunities will help maintain cohesive communities.</p> <p><b>Collaboration</b> – Successful achievement of this objective will require collaboration with partners including schools, further and higher education, training providers, employers, Job Centre Plus and Careers Wales.</p> <p><b>Involvement</b> – Engagement with businesses and the education sector will be key to ensuring the most appropriate education and training offer is available.</p>	
<p><b>2) To promote economic growth and regeneration whilst protecting the environment</b></p>	<p>A prosperous Wales  A resilient Wales  A globally responsible Wales  A Wales of vibrant culture and thriving Welsh Language</p>	<p><b>Long Term</b> –The objective seeks to create prosperity and quality of life for the people of Newport now and in the future. Identified growth sectors, including renewables and technology, are key to rebalancing the city's economic activity for the longer term and moving away from current over-reliance on the public sector.</p> <p>The objective encourages investment in future proofing the city's infrastructure in areas such as road, rail maintenance and flood defences, while potential transformational investment projects as</p>	<p>The Wales We Want Future Generations Report states that:</p> <ul style="list-style-type: none"> <li>• Investing in growing our local economy is essential for the well-being of future generations</li> <li>• Living within global environmental limits, managing our resources efficiently and valuing our environment are critical.</li> </ul> <p>This Well-being Objective addresses both these issues.</p>

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		<p>part of the City Deal and Great Western Cities look forward over 20 years. Growing the city's tourism economy has the added benefit of protecting the city's natural and heritage assets for the long term.</p> <p><b>Prevention</b> – Regeneration and economic growth will reduce risks of city decline, particularly in the city centre, and help prevent increased unemployment / reduced quality of life.</p> <p><b>Collaboration</b> – Working in collaboration with Welsh Government, business, education and training providers and Natural Resources Wales will be essential to achieving this objective. Working with City Deal and Great Western Cities partners will optimise economic benefits for Newport and the region.</p> <p><b>Integration</b> – Integration with Newport's Economic Growth Strategy, the Local Development Plan and all our Well-being Objectives.</p> <p><b>Involvement</b> – Engagement activity pointed to a desire for more city centre investment and for more job opportunities. Looking after the city's green infrastructure was also one of the most frequently cited "wants" for the future.</p>	<p>Our intended focus on the innovative renewable energy and digital sectors which build on existing strength, offer opportunities for growth and seek to protect the environment will contribute to creating a prosperous Wales, a resilient Wales and a globally responsible Wales.</p> <p>The objective recognises that protecting our green infrastructure and our heritage / cultural assets is fundamental to our tourism economy, as well as contributing to health and well-being and supporting our inward investment offer.</p>

NCC Well-being Objective	Well-being Goal	Why we've chosen it	Contribution to Well-being Goals
<p><b>3) To enable people to be healthy, independent and resilient</b></p>	<p>A healthier Wales  A resilient Wales  A more equal Wales  A prosperous Wales  A Wales of cohesive communities  A Wales of vibrant culture and thriving Welsh Language  A globally responsible Wales</p>	<p><b>Long Term</b> – Life Expectancy and Healthy Life Expectancy are increasing in Newport, however there continues to be significant health inequalities between those living in areas of the highest levels of deprivation compared with those living in areas of lower deprivation. The latest life expectancy data shows an inequality gap of 9.9 years for men and 7.2 years for women. As for healthy life expectancy the inequality gap is 18.2 years for men and 20.1 for women. With an ageing population it is important to enable people to be as well as possible now and in to the future and provide support along the way when appropriate. This will reduce the dependency and pressure on more acute services going forward.</p> <p><b>Prevention</b> – Applying a preventative approach to health is paramount to enabling people to manage their own health and wellbeing and preventing illness. Evidence suggests that people adhering to healthy lifestyle behaviour are less likely to develop life threatening diseases such as cancer, cardiovascular disease and dementia.</p> <p><b>Integration</b> – This objective supports The Healthier Wales Wellbeing Goal but support most of the others. Good physical and mental wellbeing enable people to participate fully in all aspects of life across the wellbeing goals (economic, social,</p>	<p>How healthy, independent and resilient people are has a wider impact on all other aspects of their life. Whether they can work, attend education, take part in social activities and contribute to their communities is all influenced by this objective. This is why this objective is fundamental to all the Well-being Goals.</p> <p>The Wales We want Future Generations Report states that:</p> <ul style="list-style-type: none"> <li>• Children need to be given the best start in life from very early years</li> <li>• Well-being of all depends on reducing inequality and a greater value on diversity</li> </ul> <p>We recognise the importance of prevention at an early age to improve and maintain well-being and to help tackle inequalities</p>

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		<p>cultural and environmental).</p> <p><b>Collaboration</b> – Working together with partners such as Aneurin Bevan University Health Board, Public Health Wales and the 3<sup>rd</sup> Sector is essential to achieving this objective.</p> <p><b>Involvement</b> – Feedback from engagement activity suggests more support to vulnerable or disadvantaged groups including people with disabilities for the future.</p>	
<p><b>4) To build cohesive and sustainable communities</b></p>	<p>A more equal Wales  A Wales of cohesive communities  A Wales of vibrant culture and thriving Welsh Language  A globally responsible Wales.</p>	<p><b>Long Term</b> – Recent engagement identified that an increased focus on strengthening community resilience and building on their assets was required in the next 20 years. Relevant activities include promotion of parks and open spaces, promotion of the Welsh language, land use planning for sustainable communities, prevention of youth offending.</p> <p><b>Prevention</b>, relevant activities include – deliberate fire starting, youth offending, antisocial behaviour (ASB), PREVENT programme, homelessness prevention</p> <p>The recent work to tackle community safety/cohesion issues in Pill recognises the need for a <b>long term</b> vision and strategy, which</p>	<p>The Wales We want Future Generations Report states that:</p> <ul style="list-style-type: none"> <li>• Future generations need thriving communities built on a strong sense of place</li> <li>• Well-being of all depends on reducing inequality and a greater value on diversity</li> <li>• Celebrating success, valuing our heritage, culture and language will strengthen our identity for future generations</li> <li>• Greater engagement in the democratic process, a stronger citizen voice and active participation in decision making is fundamental for the well-being of future</li> </ul>

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		<p><b>integrates</b> with the economy and skills and health and wellbeing work areas, based on <b>prevention</b> and intervention e.g. youth offending. Furthermore this work will need to <b>involve</b> the community in identifying and addressing the issues that concern them. Success will depend on strong <b>collaboration</b> between public services, the third sector and the community.</p> <p><b>Integration/collaboration</b>, relevant activities include – land use planning strategy, holistic strategies to tackle ASB, integrated youth offending services, multi-agency community cohesion programmes.</p> <p><b>Involvement</b> – multi-agency engagement processes and arrangements are being developed. The engagement on the Wellbeing Assessment marked a new collaborative approach and increased the involvement of hard to reach groups. Engagement activity has suggested that maintaining community networks, families and activities was important. A reduction in crime and antisocial behaviour came out also came out strongly.</p>	<p>generations</p> <p>The Community Wellbeing Profile (CWP) noted a small decrease in the proportion of Welsh speakers in the Newport population, and a Welsh Language Strategy is in place to promote the use of Welsh and supporting Welsh medium education. The CWP also noted public concerns about crime and antisocial behaviour and some evidence of racial/ethnic tensions. CWP engagement work also noted the importance the public placed on cultural assets e.g. libraries, theatre, open spaces in terms of community cohesion and wellbeing.</p>

## The steps we will take to achieve our Well-being Objectives

### Wellbeing Objective 1 – To improve skills, education and employment opportunities

#### The steps:

<b>1</b>	Improve school attainment levels and ensure best educational outcomes for children
<b>2</b>	Support young people into education, employment and training
<b>3</b>	Reduce inequalities in education by improving educational outcomes for pupils disadvantaged by poverty
<b>4</b>	Improve basic skill levels and increase personal capacity to assist more people to enter sustained employment, training or education
<b>5</b>	Produce and implement a strategy for the delivery of Adult Community Learning and lifelong learning opportunities
<b>6</b>	Development of digital skills through support for schools and community IT programmes including a Digital Inclusion Charter
<b>7</b>	Improve school attendance, reduce exclusions and improve safeguarding and wellbeing

### Wellbeing Objective 2 – To promote economic growth and regeneration whilst protecting the environment

#### The steps:

<b>1</b>	Specialise in high value business growth
<b>2</b>	Grow the economy as part of the wider region – collaboration for competition
<b>3</b>	Promote and innovate for entrepreneurship, support indigenous development
<b>4</b>	Create an economic environment to support population growth
<b>5</b>	Deliver a digital strategy with improved connectivity in the city with access for citizens, partners and businesses
<b>6</b>	Recognise and promote the importance of fast, reliable and frequent public transport links for the connectivity of the city
<b>7</b>	Maintain our focus on regenerating the city centre to become one of the UK's top cities
<b>8</b>	Maximise environmental opportunities
<b>9</b>	Work with communities and schools on a range of countryside, biodiversity and recycling related matters
<b>10</b>	Increase household recycling and divert waste from landfill
<b>11</b>	Protect and promote local built and natural assets and cultural heritage
<b>12</b>	Support compliance within reputable businesses and investigate rogue traders to maintain a fair and safe trading environment

**Wellbeing Objective 3 – To enable people to be healthy, independent and resilient****The steps:**

1	Support people to remain living independently in their homes and communities
2	Work with partners to promote healthy lifestyles and support the prevention, early intervention and self-management of illness
3	Support children to remain safely with their families
4	Support all schools to work towards the National Quality Award for Healthy Schools
5	Work towards Newport becoming a recognised Dementia Friendly City
6	Improve opportunities for Active Travel
7	Regulate residential dwellings to ensure provision of safe homes
8	Work towards improved air quality
9	Regulate businesses and support consumers/residents to protect and improve health

**Wellbeing Objective 4 – To build cohesive and sustainable communities****The steps:**

1	Deliver a community cohesion programme that creates opportunities for communities to interact with one another
2	Prevent offending and re-offending of young people
3	Develop sustainable communities through the provision of good quality, accessible and affordable housing
4	Prevent and tackle instances of antisocial behaviour impacting upon the residents and the business community including general poor behaviour, noise nuisance, fly tipping, illegal alcohol sales to children and doorstep crime
5	Work with key partners to tackle antisocial behaviour and crime, and improve community cohesion and wellbeing in Pillgwenlly, and use this area focussed model to inform potential future programmes in other areas of Newport.
6	Work towards increasing the number of Welsh speakers and promote the Welsh language in all parts of life
7	Deliver a sustainable library service and varied cultural offer
8	Work with key partners to promote the city's parks, open spaces and coastal path
9	Develop opportunities for community involvement, participation and engagement

## **How we will involve people with an interest in achieving the well-being goals and how those people will reflect the diversity of the area**

In response to the increased prominence Wellbeing of Future Generations Act places on involvement and engagement the Policy, Partnership and Involvement team has set up a multi-agency engagement group to share resources, coordinate activities and improve access to hard to reach groups. This group coordinated public engagement on the Community Wellbeing Profile and will continue to plan future engagement work. By working with partners particularly in the third sector, the Council and PSB have been able to make use of the community reach, expertise and links with different groups.

The Community Wellbeing Profile engagement programme was planned to include opportunities to involve a diversity of the population, which included age ranges, young people and families, BME groups, disabled people, older people, LGBT communities and people with English language difficulties. This contributed to a response rate approaching 1,800. This approach will be further developed in the future. In addition to this emerging areas of work are presenting opportunities for enhanced engagement e.g. through youth forums and with local resident groups (Pill Area Focus work) and community asset transfer models (Maindee Unlimited).

## **Governance**

The Council is publishing its Well-being Objectives by 31 March 2017. However, post the local government elections in May 2017, the new administration will have the opportunity to review them, revise them if necessary and adopt them as part of the development of the Corporate Plan.

The Well-being Objectives will be delivered alongside all other council work included in the Service Plans for 17/18. The service plan template has been amended to put the Well-being of Future Generations (Wales) Act 2015 at the centre of service area planning. Service plans are developed for a one year period at the beginning of each financial year. They are subject to the usual governance arrangements, consideration by Scrutiny and approved by Cabinet Member.

Progress against Well-being Objectives will be monitored in the following ways: reports to Cabinet, in depth monitoring for each Well-being Objective, mid-year and year end monitoring of Service Plans through Scrutiny and Cabinet Member update reports on the Improvement Plan and performance monitoring reports to the Corporate Management Team.

The Council will publish a Well-being Annual Report and Performance Assessment.

Work is ongoing to examine our existing approaches and make changes to ensure that in our ways of working we are compliant with the requirements and embracing the spirit of the Act, Support for this includes changes to key processes and documentation and engagement with partner organisations.

### **Resource allocation**

The Medium Term Financial Plan drives the council's financial planning and annual budget preparation. A key objective of the plan is to ensure that council priorities and plans are funded. It is updated annually and enables the council to review the financial challenges over the medium term.

Resource allocation will be managed through the annual service planning process which considers resources and from 2017-18 will link clearly with Wellbeing Objectives. This is also supported by the Improvement Plan, which through 2017-18 will be further aligned with the Well-being Objectives in line with national guidance.

### **Timescales**

The Council will achieve its objectives within the medium term with demonstrable progress made over the life of the Corporate Plan 2017 – 2022. The objectives will be reviewed following local government elections 2017 through the new corporate plan development.

The Well-being Objectives as set out in this statement also link to existing work with timescales as set out in the Improvement and service delivery plans. Business cases for change will also need to consider the requirements of the Act.