

# Agenda



## Overview and Scrutiny Management Committee

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Date: Thursday, 20 December 2018

Time: 10.00 am

Venue: Committee Room 1 - Civic Centre

To: Councillors J Guy (Chair), M Al-Nuaimi, G Berry, C Evans, M Evans, C Ferris, L Lacey, M Spencer and K Thomas

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Item	Wards Affected
1	<u>Agenda yn Gymraeg / Agenda in Welsh</u> (Pages 3 - 4)
2	<u>Apologies</u>
3	<u>Declarations of Interest</u>
4	<u>Minutes of the Meeting held on 15 November 2018</u> (Pages 5 - 10)
5	<u>Corporate Plan - Recommendations Monitoring</u> (Pages 11 - 34)
6	<u>Conclusion of Committee Reports</u> Following the completion of the Committee reports, the Committee will be asked to formalise its conclusions, recommendations and comments on previous items for actioning.

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# Agenda



## Pwyllgor Rheoli Trosolwg a Chraffu

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Date: Dydd Iau,, 20 Rhagfyr 2018

Time: 10 y.b.

Venue: Ystafell Bwyllgora 1 - Canolfan Ddinesig

Y Cyngorwyr: J Guy (Chair), M Al-Nuaimi, G Berry, C Evans, M Evans, C Ferris, L Lacey,  
M Spencer and K Thomas

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Item	Wards Affected
1	<u>Agenda yn Gymraeg / Agenda in Welsh (Pages 3-4)</u>
2	<u>Ymddiheuriadau am Absenoldeb</u>
3	<u>Datganiadau o Fuddiant</u>
4	<u>Cofnodion y Cyfarfod a 15 Tachwedd 2018 (Pages 5-10)</u>
5	<u>Cynllun corfforaethol - Monitro argymhellion (Pages 11-34)</u>

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# Minutes



## Overview and Scrutiny Management Committee

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Date: 15 November 2018

Time: 10.00 am

Present: Councillors J Guy (Chair), M Al-Nuaimi, G Berry, C Ferris, M Spencer and K Thomas

In Attendance: L Davies, E Blayney (Scrutiny and Governance Manager), N Barnett (Governance Officer), R Cornwall (Head of People and Business Change) and T McKim (Partnership Policy & Involvement Manager)

Apologies: Councillors C Evans, M Evans and L Lacey

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### 1 **Declarations of Interest**

Councillor Kate Thomas declared an interest in item 3, Public Engagement Review, as an employee of GAVO.

### 2 **Minutes of the Meeting held on 20 September 2018**

The minutes of the meeting held on 20/09/2018 were approved as a true and accurate record.

### 3 **Public Engagement Review**

Attendee:

- Rhys Cornwall – Head of People and Business Change
- Tracey McKim – Policy Partnership and Involvement Manager

The Head of People & Business Change presented a brief overview to the Committee and highlighted the key areas for consideration.

Members asked the following:

- Members asked about the short and long term approach to Public Engagement, highlighting the need to be proactive rather than reactive in the Council's approach. The Officer explained that a SWOT analysis had been carried out with groups outside of the Council and with Stakeholders to establish what facilities Newport currently had. Other methods of engagement could be unpredictable, however Newport had Bus WIFI which reached around 8000 citizens, and there had been an online survey. The Authority needed to be more intelligent with the questions asked so as to ensure it was not overlapping with what it asked, and that the data collected was being used effectively and reused for appropriate purposes. The statutory duties on Public Bodies under the Wellbeing of Future Generations Act (WFG) meant that there was now statutory obligation to work in accordance with the 5 ways of working within the act, including involving its citizens in its decision making. The uncertainty around Budget and Brexit impacted the Council's ability to do this and cause barriers for the Authority.

- The Annual Budget cycle was discussed, and Members reiterated its comments made previously that the process needed to start early to enable more meaningful consultation on the budget. Officers noted that the timescales of the annual budget process were set by the Welsh Assembly when they released the settlement, and the development and engagement of budget proposals earlier was a matter for Cabinet to determine.
- When asked about engagement methods, The Officer explained that the Authority currently had a well-established Engagement Group which included Police, Health and Housing and were often able to collaborate with other organisations such as Newport City Homes, receiving feedback and views from residents, but that going forward more work was needed to be done on shared intelligence.
- Members discussed how to target hard to reach groups, particularly to reflect the diverse community in Newport, and what the authority was doing to improve this and empower citizens in its decision making. The Officers replied to members explaining ways in which the Authority empower citizens of Newport, this includes:- Online Surveys, a Citizen Panel, Events, Ward Meetings and a Youth Panel – Where young people plan 100% of the project, an example of this was St Pauls Walk.
- Members discussed good practices how the Council was ensuring it was consistent in how it approached public engagement. The Committee were advised that the Council had offered training on fairness to all staff including senior management; it was also providing training about the implications of Future Generations Act.
- Members commented on the younger generation being technology lead, and asked if there would improvements necessary in this area to continue and develop engagement with this group. It was explained that the use of digital technology as a method of engagement would reach the youth of the City and that the Authority was currently utilising those methods, using WIFI on Newport buses which currently reached around 8000 citizens. Officers also explained that the Authority had previously used segmentation when conducting large consultations such as the Well-being Plan. The use of Social Media could be both positive and negative, and the Authority was good with some aspects of Social Media, some progress was needed to move forward in other aspects to keep up to date and develop in growing areas.
- Members asked if it would be possible to build the requirement to report on engagement into the Service Level Agreements (SLA's), asking if Development Officers in the Pillgwenlly area of Newport were actively engaging to gain opinions of the people of that area. The Officer explained to Members that training had been conducted to remind people of the statutory obligations under the WFG act. Within the Corporate Plan, there was an action to develop the Newport Intelligence Hub; information was gathered on issues such as Social Services, Education and Crime. This information was gathered by the Office of National Statistics, and the data produced used in Partnership with other organisations.
- Members discussed that they feel face to face interaction with the citizens of Newport was very important part of the Public Engagement and would ensure that certain groups who would not respond well to forms, or questionnaires could be engaged with. It was felt that with questionnaires and forms, there was no interaction and questions could be unclear or interpreted a different way. Sometimes not all questions were clear. The Officer discussed that young people were not always willing to engage unless they were in a group scenario whilst experience of face to face events, whilst resource intensive, were very good at having a more detailed conversation about an issue. The costs of providing resource for face to face engagement was high and the was no

budget for this, the cost of employing a market research company is around 1k per day to undertake similar work. Officers also discussed that the result from using a market research company compared to using Council employees.

- Members asked what the significant differences will be this year when setting the budget, as the Authority need to balance the budget, but in doing so will affect stakeholders. Officers replied to the members explaining that the system of Cabinet agreeing the proposals for consultation in December, with the meeting being held in February to review the outcomes of the consultation and agree the final budget. Members felt that this approach was unsatisfactory as it did not allow sufficient time for engagement with the public. The Officer explained to Members that every local Authority worked within the timescales from the settlement from the Welsh Government and that changing this process to release proposals earlier was not within the control of Council officers. A program of activities would soon be released regarding consultation and there would be a higher level of engagement compared to previous years. This would include face to face engagement including a series of sessions, generally around budget priorities rather than individual proposals,
- Members commented about the introduction of parking charges, were there going to be consultation with those affected. The Officer explained that Engagement would have to happen as it would be a requirement for a proposal; recommendations would go to the Head of Streetscene.

The Chair thanked the officers for attending.

### **Conclusion - Comments to the Cabinet**

The Committee noted the detailed and comprehensive report from the Head of People and Business change, and noted the positive progress being made towards improving the levels and quality of public engagement within the Council.

Specific mention had been made during the meeting to the training provided to the Council Employees on the both the Future Generations Act (5 ways of working), and relating to Fairness in the context of the Fairness and Equalities Impact Assessment (FEIA). The Committee agreed that these sessions were essential to cascade the message of the importance of engaging with the right people at the right time in the right way. The Committee agreed that these should be continued to be offered regularly to staff, and that attendance should be encouraged.

The Committee ask that the Officer investigate whether it would be possible to include a requirement to report on engagement within Service Levels Agreement's with partner organisations to promote and encourage public engagement.

The Committee agreed to forward the minutes to the Cabinet as a summary of the issues raised.

Regarding the Annual Budget Proposals, the Committee agreed to reiterate to the Cabinet the comment it made during last year's budget that the public consultation specifically on proposals that were being considered should be an all year round process rather than limited to the statutory consultation in the December / January period on proposals that have already been fully developed. By allowing the consultation to be held all year, citizens would be able to contribute to all stages of the development and implementation of the savings.

## **4 Annual Information Risk Report**

Attendee:

- Rhys Cornwall – Head of People and Business Change

The Head of People and Business Change presented a brief overview to the Committee and highlighted the key areas for consideration. This included the completion of the 6<sup>th</sup> Annual Information Risk Report. This report was not a statutory requirement but was best practice for accountability to ensure that the Authority had assurance of data and is managed across the Authority.

Members asked the following:

- Members asked what the Authority was doing in the long term to keep ahead of emerging developments and trends that would affect information security. The Officer explained that New Data Protection Act came into effect this year. The Council holds highly sensitive data, and that the Authority was effective at holding and managing that data. Officers explained that new regulations were not a fundamentally different to what was in place and was in line with how the Council was operating.
- Members commented that Newport was the first Authority to issue its Members with computers, more recently Members participated in a survey regarding the use of tablets. Members felt that this was a positive way forward. The Officer explained the background to this; a previous scheme in operation allowed Members to opt to use their own devices and use this with the Council system. However at the time, this was deemed to be a security risk. The Council was currently looking at other options, such as tablets for Members. The benefit of providing a tablet was that it was linked to a secure network, the data was encrypted, it could be remotely wiped of data if it were stolen. Another benefit was it was more sustainable as it could reduce the need for paper copies. There was no cost to the purchase of the tablets as it had been funding by a Tec fund made available through a renegotiation of a contract, and there was a minimal ongoing cost of the 4G provision.

The Chair thanked the officers for attending, and thanked the Officers for the detailed and comprehensive report.

The Committee were reminded that Information Security Training was being provided to Members over the coming weeks, to update the Members on their obligations with the new General Data Protection Regulations. Members were encouraged to attend this session, a reminder would be sent to all Members.

## **Conclusion**

The Committee commended the Officers for a comprehensive report and provided the Committee assurance of the comprehensive management of data within the Council.

## **5 Scrutiny Adviser Reports**

Attendees:

- Elizabeth Blayney - Scrutiny and Governance Manager

### **a) Forward Work Programme Update**

The Scrutiny Adviser presented the Forward Work Programme, and informed the Committee of the topics due to be discussed at the next two committee meetings:

- 31 January 2019**, the agenda items;
- Draft Budget Proposals 2019/20



**7 March 2019**, the agenda item;

- Corporate Safeguarding Report;
- Performance Management Strategy.

The Committee were advised that following their request for the Leader to be invited to attend for the recommendations monitoring of the Corporate Plan, an additional meeting had been arranged for **10am on Thursdays 20 December**. The Leader and the Chief Executive had confirmed their attendance for this meeting.

**b) Action Arising**

The Committee noted the action sheet provided from the last meeting, and asked for an update on how the recommendations would be reported back to the Committee relating to the Wales Audit Officer Report. The Scrutiny and Governance Manager advised the Committee that the Committee comments would be reported on as part of the update on the Scrutiny Annual report next year.

**c) Information Reports**

There were no information reports.

**d) Scrutiny Letters**

The Committee noted the letter attached from the Leader in response to the Committee's comments. The Committee commented that the response was useful the new approach being taken with the Scrutiny Letters was welcomed to facilitate feedback from the Cabinet on the comments and recommendations from Scrutiny.

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# Scrutiny Report

## Overview and Scrutiny Management Committee

### Part 1

Date: 20 December 2018

### Subject Corporate Plan 2017 – 2022 – Recommendations Monitoring

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Area / Role / Subject
Councillor Debbie Wilcox	Leader of the Council
Will Godfrey	Chief Executive
James Harris	Strategic Director – People
Bev Owen	Strategic Director – Place
Rhys Cornwall	Head of People and Business Change

## Section A – Committee Guidance and Recommendations

### 1 Recommendations to the Committee

The Committee is asked to;

1. Establish how the Committee’s comments and recommendations from the **28 September 2017** have been addressed in the implementation of the Corporate Plan.
2. Question the Leader and Officers on any areas that are relevant to the progress of the recommendations.
3. Determine if it wishes to make further comment or recommendations to the Cabinet on the implementation of the Corporate Plan.

## 2 Context

### Background

- 2.1 The Corporate Plan forms a part of the Council's Policy Framework. The Plan was accepted at full Council on the [28 November 2017](#) .
- 2.2 Evaluating the impact of the recommendations made by Scrutiny is an important tool in assessing whether the work of the Scrutiny Committee's is making a difference and making an impact.
- 2.3 The Centre for Public Scrutiny (CfPS) practice guide 'Demonstrating and Enhancing Impact' ([Link](#)) outlines the importance of being able to demonstrate that Scrutiny is effective and that it has impact.

*'When we talk about scrutiny having an "impact" we mean that the work of councillors sitting on scrutiny committees should translate into better outcomes for local people. A scrutiny investigation of an issue should lead to services provided to the public improving. If scrutineers are unable to demonstrate either to themselves or others that their work adds value and makes a positive difference to local people, it is more difficult to justify expending resource on it in difficult financial times.'*

- 2.4 Demonstrating impact does not necessarily mean that a decision was changed, or altered, Scrutiny's recommendation of the Corporate Plan being discussed at this meeting were centred around Whether the plan could be easily monitored and progress measured, and factors to take into account when the plan is implemented. The value of Scrutiny in assessing the implementation of the recommendations at this stage is to check whether those issues identified by the Committee are being addressed and mitigated against when the Plan is being implemented.

### Previous Consideration of this item

- 2.5 The Committee made the following comments and recommendations on the [28 September 2017](#);

- a) It was noted that the Draft Corporate Plan is a well presented, readable document, and the Committee noted the intention to route the Plan in activities that the Council does, and what sits behind these actions.
- b) The Committee Members expressed concerned 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:

- Additional information underpinning the 20 pledges 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.
- 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.

- c) Members noted that there was no reference to the development of a safe and vibrant night time economy within Newport within the Plan, and suggested that this should be included as it impacted upon the vibrancy of the city centre.
- d) 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.
- e) 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.
- f) 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.
- g) 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.
- h) 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.

### **3 Information Submitted to the Committee**

- 3.1 Appendix 1 – Update – Recommendations Monitoring – Corporate Plan  
This appendix outlines progress and commentary from the Officers against each of the recommendations made by the Committee previously.
- Appendix 2 - Programmes and Projects linked to the Corporate Plan  
This appendix introduces each of the Corporate Plans 'Themes' to the Committee, along with the 20 corresponding Commitments, Measures of Success and Progress achieved so far.

## 4. Suggested Areas of Focus

### Role of the Committee

The role of the Committee in considering the report is to:

- Question the Leader and Officers on any areas the Members feel requires further explanation or additional information.
- Establish whether the report addresses the Committees Recommendations relating to the implementation of the Corporate Plan;
  - What progress has been made towards addressing the recommendations?
  - What actions are in place to continue progress the implementation of the Corporate Plan over the next twelve months?
- **Conclusions**
  - What was the overall conclusion on the information contained in the report?
  - Does the Committee wish to make any comments to the Cabinet or directly to the Cabinet Member to address at the Committee's next meeting?
  - Do any areas require a more in-depth review by the Committee or further information required?

## Section B – Supporting Information

### 5 Links to Council Policies and Priorities

- The Corporate Plan in its nature is the starting point for the Corporate Plan Commitments and the driving force behind the Councils Well-being Objectives:

<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>Corporate Plan Commitments</b>	Thriving City	Aspirational People		Resilient Communities
<b>Supporting Function</b>	Modernised Council			

## 6 Wellbeing of Future Generation (Wales) Act

The Committees consideration of the implementation of the Corporate Plan should consider how the Council is demonstrating working within the principles of the Wellbeing of Future Generations (Wales Act).

The Committee should consider how the implementation of the Corporate Plan is contributing and demonstrating the 5 ways of working.

5 Ways of Working	Types of Questions to consider:
<p><b>Long-term</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</p>	<p>How are you prioritising the actions with the plan against the short term and long term needs of the Community?</p> <p>Are there any long term trends developing that could affect how this plan is implemented or how the actions are prioritised?</p>
<p><b>Prevention</b> Prevent problems occurring or getting worse.</p>	<p>How are you ensuring that the needs of the service users monitored and are taken into account within the implementation of the Plan.</p>
<p><b>Integration</b> Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p>	<p>How does the Council's implementation of the plan impact upon the services of other public bodies and their objectives?</p>
<p><b>Collaboration</b> Acting in collaboration with any other person (or different parts of the organisation itself).</p>	<p>How are you using the knowledge / information / good practice of others to inform / influence the Council's work?</p>
<p><b>Involvement</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p>	<p>How have as a Council are we ensuring we are consistently seeking the views of those who are impacted through the implementation of the plan?</p> <p>Within the work of the Project Boards, how are you ensuring the diverse communities are involved in your decision making?</p>

## 7. Background Papers

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017 - 2022](#)
- [OSMC Meeting – 28 September 2017](#)
- [Council - 28 November 2017](#)

Report Completed: December 2018

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## 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.

<b>Recommendation (Overview and Scrutiny Committee 28<sup>th</sup> September 2017)</b>	<b>Summary of Action Taken</b>	<b>Evidence</b>
<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"> <li>• 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;</li> <li>• 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</li> <li>• 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.</li> </ul>	<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 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 Newport Well-being Plan  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](#)

Theme	No	Commitment	Measures of Success	Programme	Projects	Progress
Resilient Communities	1	Community resilience, community based care and support is strengthened by introducing Newport Cares - a programme which enables peer support and provides an holistic approach to care.	<ul style="list-style-type: none"> <li>• Implementation of a Health and Well-being hub which can provide day and work opportunities, carer's respite, social prescribing and care closer to home.</li> <li>• Alongside traditional day opportunities, evidence of a very different offering being delivered with activities in a wider range of different settings.</li> <li>• Evidence of community initiatives being delivered</li> <li>• Reduction in social isolation</li> <li>• Improved neighbourhood networks and support older people and adults with complex needs to live independently (e.g. good gym, casserole club).</li> <li>• Implementation of an extended Older Person's stay Well Plan Project across Newport.</li> </ul>		<ul style="list-style-type: none"> <li>• Care closer to home</li> </ul>	<p>Care closer to Home is a joint health and social care project led by health, the governance for which is through both Newport Integrated Partnership Board ( NIP ) and Aspirational People Board.</p> <p>The project objective is to create joined up person centred care focussing on what is important to people and communities and the skills and attributes needed that enable people to live independent and active lives within their community.</p> <p>✓</p>
					<ul style="list-style-type: none"> <li>• Health and Wellbeing Hub</li> </ul>	<p>✓ The Health and Wellbeing Hub will help to support the overall aims of Care closer to Home. The work is in planning and development stage working with health, all mapping of processes complete. The Hub will be implemented within the 2019-12 financial</p>

Theme	No	Commitment	Measures of Success	Programme	Projects	Progress
Page 22						year.
					<ul style="list-style-type: none"> <li>• Day Opportunities</li> </ul>	✓ The diagnostic phase of the Day opportunities project is nearing completion. The report will be presented to the Head of Adult services and then Aspirational People Board for sign off to the next phase-implementation
					<ul style="list-style-type: none"> <li>• Older Peoples Pathway</li> </ul>	Older Persons stay well plan was set up as part of a project back in 2015-16. The governance for this project is provided by Integrated Health and Social Care Board-NIP. This board is jointly chaired by strategic directors of both organisations. Project updates are submitted on a quarterly basis as the piece of work is now established as business as usual To give an example of numbers over 800 people in Newport over the age of 75 have a stay well plan.  Community connector team,

Theme	No	Commitment	Measures of Success	Programme	Projects	Progress
						<p>who are funded through ICF, provide community links and opportunities to help reduce social isolation supporting over 2000 people each year. Community connector team, who are funded through ICF, provide community links and opportunities to help reduce social isolation supporting over 2000 people each year. ✓</p>
	2	<p>Prototype work to establish Community Investment Zones which transform the service offer in Newport's five most deprived areas is underway.</p>	<ul style="list-style-type: none"> <li>• Prototype Community Investment Zones up and running</li> <li>• Evidence of community-owned and community driven support</li> <li>• Evidence of improved lives of young people through enablement.</li> </ul>		<ul style="list-style-type: none"> <li>•</li> </ul>	<p>The concept of CIZ is to focus service support within our 4 most deprived wards, we have started this process through Neighbourhood Hubs and have identified community regeneration services and partners who can deliver services in communities.</p> <p>Areas have been identified-</p> <p>East of Newport – Ringland, Always, Somerton, Moorland Park</p> <p>Central Newport – Pillgwenlly, Maindee</p> <p>West Newport – Maesglas,</p>

Theme	No	Commitment	Measures of Success	Programme	Projects	Progress
Page 24						<p>Duffryn, Gaer</p> <p>North Newport – Bettws, Malpas, Shaftsbury</p> <p>The targeting of services in our CIZ through Neighbourhood Hubs will be implemented by April 2019</p> <p>The wider CIZ partners will be reviewed between now and April 2019.</p>
	3	A default presumption in favour of community asset transfer is fully embedded - meaning that citizens can develop a vision for building on their own community assets.	<ul style="list-style-type: none"> <li>• A new Assets Policy</li> <li>• Evidence of the new approach being embed through Community Investment Zone prototypes (see commitment 2).</li> </ul>		•	✓
	4	Newport City Council makes the city's dementia-friendly status real by introducing dementia-friendly work practices across the council and creating dementia-friendly toolkits for local businesses to use.	<ul style="list-style-type: none"> <li>• A simple toolkit and online training module available for staff and businesses to use.</li> <li>• Increase in the provision of specialised Dementia care.</li> </ul>		•	<p>We achieved Dementia City Status ( DFC) in June 2015</p> <p>We have 5358 dementia friends across the city and have encouraged a number of organisations to support DFC including care and repair Newport dragons, schools</p>



Theme	No	Commitment	Measures of Success	Programme	Projects	Progress
Aspirational People						and banks.
					•	
	5	The Newport Children's Charter sets out our commitment to children and families, including headline commitments to children in care and care leavers.	<ul style="list-style-type: none"> <li>• Business case agreed and in place, aimed at increasing tertiary education capacity in Newport</li> <li>• Business cased aligned with political commitments to develop Newport's Knowledge Quarter enabling a seamless transition from school to college to university.</li> </ul>		•	Childrens Charter feeds into Aspirational People ✓ It is constituted as a formal project and will deliver the Charter through the Newport Youth Council by the 31 March 2019
	6	The City has modern, increased tertiary education capacity that meets the needs of Newport's future economic and social changes.	<ul style="list-style-type: none"> <li>• Reduction in the number of children on the Child Protection Register from 95 to 85.</li> <li>• Improved placement stability, including achieved permanence for 85% (up from 75%).</li> <li>• Reduced number of children accessing more than three placements to 5%.</li> <li>• 85% of care leavers entering employment, education or training (up from 60%)</li> <li>• Providing care leavers with tailored opportunities through the Newport Work Discovery Programme</li> <li>• Care leavers exemption from council tax until they are 25.</li> <li>• Improved and increased tertiary</li> </ul>		•	✓ These figures are monitored through PIs within social care however there are difficulties accessing the data. Social care have a new all Wales data system WCCIS and we cannot at this moment in time access the relevant data. We are not alone this is a national challenge across Wales
					• Work Discovery Week	Care leaver opportunities will be specifically identified as part of the Work discovery programme.

Theme	No	Commitment	Measures of Success	Programme	Projects	Progress
Page 26			education capacity. <ul style="list-style-type: none"> <li>• Fewer than ten children being educated outside of the city</li> <li>• Reduced out of county children's social care placements by 25%.</li> </ul>			
					<ul style="list-style-type: none"> <li>• Tertiary education</li> </ul>	✓ Future work
					<ul style="list-style-type: none"> <li>• OOC placement project</li> </ul>	✓ Out of County placement project is progressing They have permission to purchase 3 establishments to turn into in house children facilities Rose Cottage will be operational by 2019.
					<ul style="list-style-type: none"> <li>•</li> </ul>	✓
	7	Three new state of the art schools will be built, tangibly improving student choice and the educational offer in the city.	<ul style="list-style-type: none"> <li>• Utilisation of funds associated with house building</li> <li>• The build of three new schools in Newport.</li> </ul>			Glan Llyn, Llanwern and Whiteheads are the 3 funded schools <ul style="list-style-type: none"> <li>✓ Glan Llyn is complete and will open in September 2019</li> </ul>

Theme	No	Commitment	Measures of Success	Programme	Projects	Progress
	8	The annual Newport Work Discovery week is established bringing together residents, employers and the public sector to connect and raise aspirations. The council commits to 15 apprenticeships per year as part of this city-wide drive.	<ul style="list-style-type: none"> <li>• Occurrence of a work discovery week bringing work experience together with inspirational talks and lectures, podcasts, and visits to work places. The council will open its doors through the week and will encourage partners to do the same.</li> <li>• At least 15 apprenticeships at the council being awarded each year</li> <li>• Evidence of major suppliers offering apprenticeships.</li> <li>• Care leavers provided with work experience and apprenticeship opportunities</li> <li>• Evidence of major suppliers providing similar work experience and apprenticeship opportunities through the tender process.</li> <li>• Evidence of partner organisations providing opportunities to care leavers.</li> </ul>		<ul style="list-style-type: none"> <li>• Work Discovery Week</li> </ul>	<p>Base line data will be collated by the 19<sup>th</sup> October Aspirational People Board will formally review the diagnostic information and sign off move on into the implementation phase. Work discovery week opportunities will also identify opportunities for children’s with mental health problems to access supportive work</p>
						<p>✓ Currently 11 apprenticeships across the Council</p>
	9	Increasing educational and social care capacity, so that fewer than ten children are educated out of the city, and the number of out of county social care placements is reduced by 25%.	<ul style="list-style-type: none"> <li>• Full utilisation of existing skills and capacity.</li> <li>• Increased internal capacity to meet future need.</li> </ul>		<ul style="list-style-type: none"> <li>• SEN/ALN PROJECT</li> </ul>	<p>Improved monitoring of Out of County Placements, streamlined process and budget monitoring procedures. Undertaken a transport and overall commissioning review to ensure best practice and efficiencies.</p>

Theme	No	Commitment	Measures of Success	Programme	Projects	Progress
Page 28						This work is looking at all aspects of the service including improved monitoring of Out of County Placements, streamlined process and budget monitoring procedures. A transport and overall commissioning review to ensure best practice and efficiencies is also in progress
					•	✓
	10	Newport will improve the number of students that achieve at least 5 GCSE A*-C, including English and Mathematics, in line with the Welsh average.	<ul style="list-style-type: none"> <li>• Evidence of school improvement</li> <li>• Evidence of on-going support to school clusters and alliances.</li> </ul>		•	✓ Reporting structure to Aspirational People Board

Theme	No	Commitment	Measures of Success	Programme	Projects	Progress
Thriving City	11	A Newport Festival of Democracy and redeveloped Heritage Discovery Centre represent the city's increasingly vibrant cultural offer with an increase in visitor numbers recorded.	<ul style="list-style-type: none"> <li>• A Heritage discovery centre, tourist trail and garden train in the city.</li> <li>• Sports events, and other cultural events in the city through</li> <li>• A festival of democracy, celebrating the best of Newport's heritage offer building on existing, popular city centre events like the Food Festival and 'Big Splash'.</li> <li>• Sponsorship</li> </ul>	City Regeneration	<ul style="list-style-type: none"> <li>• Heritage Discovery Centre</li> <li>• Transporter Bridge</li> </ul>	✓ Projects being conceptualised and scoped
	12	Newport's future business offer is driven by the Newport Business Collaborative: a transformed business innovation group which builds on today's informal grouping and helps to increase the proportion of successful SMEs in the city.	<ul style="list-style-type: none"> <li>• Drive the Work Discovery Week and Festival of Democracy.</li> <li>• Newport established as a regional hub for SME development and digital and technological enterprise in particular.</li> <li>• Purple flag status for our night time economy.</li> <li>• Inform the 10 'pathways to work' which the council will develop.</li> <li>• Shape the city's on-going regeneration.</li> </ul>	City Regeneration	<ul style="list-style-type: none"> <li>• Review of Commercial and Industrial Properties</li> <li>• Destination Management</li> </ul>	✓ Joint group with external business partners established to develop website
	13	Real progress on transforming Newport City Centre through redeveloping sites like the Westgate Hotel, Chartist Tower and the Market, and creative use of existing cultural and commercial assets.	<ul style="list-style-type: none"> <li>• Delivery of the next phase of Newport's physical regeneration.</li> <li>• Implementation of strategies to proactively encourage business to come to the city (to be based here and for conferences).</li> <li>• Empty buildings and shops being occupied by meanwhile uses and new start-ups</li> </ul>	City Regeneration	<ul style="list-style-type: none"> <li>• Targeted Regeneration Investment</li> </ul>	✓ Projects submitted to Welsh Government: <ul style="list-style-type: none"> <li>○ Chartist Tower external cladding £1.611m over 2 years</li> <li>○ Market Arcade Internal Refurb £1m over 3 years</li> <li>○ £4m loan facility</li> </ul> ✓ City Centre Master Plan,

Theme	No	Commitment	Measures of Success	Programme	Projects	Progress
Page 30			<ul style="list-style-type: none"> <li>• High-grade offices available.</li> </ul>			<p>outlining how the Council will deliver on this commitment.</p>
	14	Illegal city centre parking dramatically reduced through a step change in behaviour and enforcement.	<ul style="list-style-type: none"> <li>✓ Review of our approach to illegal city centre parking</li> <li>✓ An agreed approach to parking enforcement, city centre recognising that parking, traffic management, business access and respect for pedestrians are essential to future economic success.</li> <li>• Measures in place to incentivise legal parking, and reduce illegal parking.</li> </ul>	Infrastructure	<ul style="list-style-type: none"> <li>• Civil Parking Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>✓ £1.3m capital secured, £800k of this for signs and lines compliance</li> <li>✓ Application approved by Welsh Government</li> <li>✓ Project Manager appointed and project team established.</li> <li>✓ Implementation date agreed for summer 2019.</li> <li>✓ Statutory consultation completed.</li> </ul>
	15	A new household waste recycling facility is built as part of a new Love Newport deal with residents on waste, recycling and community pride.	<ul style="list-style-type: none"> <li>• A new recycling plant to meet statutory targets in place and functional</li> <li>• Evidence of increased re-use and recycling.</li> <li>• Evidence of community groups looking after their own area</li> <li>• Schemes in place that provide communities with tool and materials to paint, clean, maintain and improve things they care about.</li> </ul>	City Services	<ul style="list-style-type: none"> <li>• Waste</li> </ul>	<ul style="list-style-type: none"> <li>✓ Options appraisal completed and presented to Overview Scrutiny Committee for consideration.</li> <li>✓ Waste Strategy approved by Cabinet Member/Cabinet</li> <li>✓ Potential sites shortlist finalised for new household waste</li> </ul>

Theme	No	Commitment	Measures of Success	Programme	Projects	Progress
						recycling facility being considered.
<b>Modernised Council</b>  Page 31	16	Develop the Newport Intelligence Hub to create a one stop shop for spatial and geographic data, data analytics, infographics and open access data to support the drive for evidence-based working.	✓ Re-aligned resources • Intelligence as an integral part of our business processes. • Working with key public, private and third sector partners providing enhanced quality and accessibility of Intelligence services. • Integrated citizen engagement into intelligence processes. • Utilising data development benefits of the LoRaWAN Internet of Things.	Digital City	• Newport Intelligence Hub Project Team (now closed) • Service Delivery	✓ Newport Intelligence Hub created and manager appointed into post ✓ Resources re-aligned with some administrators of major systems transferred to new team and an intelligence community established to engage with others.
	17	We will create a Digital Ecosystem for Newport that rapidly intensifies the growth of the digital economy sector, and provides a platform for businesses to connect, innovate and grow and communities to participate, interact and self-support.	• In partnership with higher education, deliver expanded national software and cyber academies. • Existing digital businesses and new start-ups collaborating and co-producing via the Newport Business Collaborative. • Bespoke incubation and co-working space available for new digital and technological companies. ✓ Free Wi-Fi across the city continuing to be on offer • A digi-buddy scheme available in	Digital City	• WiFi and LFFN	✓ Joint LFFN funding bid submitted ✓ Joint LFFN procurement underway

Theme	No	Commitment	Measures of Success	Programme	Projects	Progress
Page 32			public buildings to enable people to access digital services.			
	18	Four multi-agency Neighbourhood Service Hubs will be created which bring together a range of different services to support better outcomes and manage demand in areas of Newport with the highest need as evidenced in our well-being profile.	<ul style="list-style-type: none"> <li>• Four operational hubs, based in areas of highest demand, providing an integrated offer of neighbourhood-based, voluntary-accessed services like Communities First, Families First, Flying Start, Play Development, youth Services, and Work and Skills support.</li> <li>• Hubs working closely with the Community Investment Zone prototypes providing holistic council and non-council based support.</li> </ul>	Digital City	<ul style="list-style-type: none"> <li>• Neighbourhood Hubs</li> </ul>	<ul style="list-style-type: none"> <li>✓ Pilot hub endorsed by Cabinet with application to Welsh Government for Ringland for £600k over 1 year</li> </ul>
	19	We will create an inviting and inspiring work environment, freeing up 50% of our estate (including 20% of our Civic Centre) to save money and create space for commercial and social	<ul style="list-style-type: none"> <li>• The number of buildings we operate out of reduced by 50%</li> <li>• Operating an average of 2:1 desk ratio</li> <li>• Many staff working flexibly from home on a regular basis.</li> <li>• Space made available, through changes, in use by new businesses,</li> </ul>	Asset Management	<ul style="list-style-type: none"> <li>• Transformation of the Civic Centre</li> </ul>	<ul style="list-style-type: none"> <li>✓ Review of the use of the Civic Centre by Place Making consultancy</li> <li>✓ Review of the safety of the Civic Centre by **</li> <li>✓ Pilot of wall designs promoting the corporate vision in 527a</li> <li>✓ Vacation of Floors 1 and</li> </ul>



Theme	No	Commitment	Measures of Success	Programme	Projects	Progress
Page 33		innovation.	<p>growing businesses and organisations undertaking work with social value.</p> <ul style="list-style-type: none"> <li>Reduced costs of delivering back office functions through regionalisation, as appropriate.</li> </ul>			<p>2 West</p> <ul style="list-style-type: none"> <li>An audit of surplus furniture is underway</li> </ul>
				The Way We Work	<ul style="list-style-type: none"> <li>Regionalisation</li> </ul>	<ul style="list-style-type: none"> <li>Investigation of opportunities across four collaborating authorities on HR Transactional and Payroll complete</li> </ul>
					<ul style="list-style-type: none"> <li>Our People</li> </ul>	<ul style="list-style-type: none"> <li>People and Culture Strategy 2018 – 2022</li> <li>Learning and development programme</li> <li>Staff handbook</li> </ul>
				Digital City	<ul style="list-style-type: none"> <li>System Rationalisation</li> <li>Digital by Design</li> <li>Digitally Empowered workforce</li> <li>AIR</li> <li>Web Development</li> <li>IT Service Review</li> <li>Office 365</li> </ul>	<ul style="list-style-type: none"> <li>*** consultancy engaged to undertake IT Service Review</li> <li>Office 365 project team established and project underway to with baseline assessment and delivery plan in traction.</li> </ul>
				Fleet and Environment	<ul style="list-style-type: none"> <li>Council Transport and Parking</li> </ul>	<ul style="list-style-type: none"> <li>Project concept agreed, awaiting allocation of Project Manager to take forward</li> </ul>

Theme	No	Commitment	Measures of Success	Programme	Projects	Progress
	20	Each citizen in Newport has access to a 'My Account' - an individual online portal which allows them to do business with the council and online.	<ul style="list-style-type: none"> <li>• 'My Account' facility available to citizens delivering improve access to services</li> <li>• Improved and expand 'report it' facility.</li> <li>• Some of our services accessible only online with support to help citizens use the online service available at community hubs and libraries.</li> </ul>	Digital City	<ul style="list-style-type: none"> <li>• My Newport</li> </ul>	<ul style="list-style-type: none"> <li>✓ A replacement Customer Replacement Management (CRM) system procured.</li> <li>✓ A project team has been established with system development underway</li> <li>✓ Completion of a review of online forms</li> </ul>