

Report

Cabinet

Part 1

Date: 15 November 2017

Subject Corporate Plan

Purpose To agree the Council's draft Corporate Plan following consultation with Scrutiny.

Author Chief Executive

Ward All

Summary The new corporate plan sets out what we intend to do over the next five years to 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.

This Corporate Plan sets out how we will do this and meet the statutory responsibilities set out in the Wellbeing of Future Generations Act. The draft plan is appended to the report and will provide the strategic context for the work of the organisation in the coming years.

The plan includes the Council's Well-being objectives which were previously agreed by Cabinet and published in March.

The Corporate Plan forms part of the Council's Policy Framework. As such it the appropriate Scrutiny Committee has been consulted and their comments are included below along with management responses for consideration by Cabinet.

The Corporate plan sets the vision and direction for the council over the coming years and as such will need to be formally approved and adopted by full Council.

The Corporate Plan will be underpinned by the development and delivery of a comprehensive change programme which will align with the time frame of the corporate plan.

Proposal To agree the Corporate Plan and recommend it to Council

Action by Chief Executive
Strategic Directors and Heads of Service

Timetable Immediate

This report was prepared after consultation with:

- Chief Executive
- Strategic Directors (People and Place)

- Heads of Service
- Leader of the Council

Signed

Background

The previous Corporate Plan was agreed in 2012 with a commitment to a Caring, Fairer, Learning and Working, Greener and Healthier, and Safer City. Despite a period of austerity for local government services, the administration has ensured careful management to ensure that these promises were met.

The new corporate plan sets out what we intend to do over the next five years to **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.

This Corporate Plan sets out how we will do this and meet the statutory responsibilities set out in the Wellbeing of Future Generations Act.

Delivering the Corporate Plan

The intended outcomes agreed in the plan set the key priorities for the Council. The Wellbeing of Future Generations Act was introduced in 2016 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. The council has set its Wellbeing Objectives and they are included in this plan because they form part of the council's vision for the future.

As outlined in the document attached the 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 the council. The corporate plan sets the vision and direction for the council and sits below the Wellbeing 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 is done within each service area in their service plans. The Corporate Plan will be underpinned by the development and delivery of a comprehensive change programme which will align with the time frame of the corporate plan. 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.

The council is also operating at a time of great political and legislative changes, it is important that through risk management and well thought out strategic planning the work of the council continues to provide improved outcomes for citizens and communities. The council also works to ensure compliance with the current legislation and any changes that may occur, in order to do this the council works closely with the Wales Audit Office who are the main regulator for the council.

The plan sets out clearly our priorities and demonstrates our commitment to improving social, economic, environmental and cultural well-being and developing plans through the sustainable development principles – long term, integration, collaboration, involvement and prevention.

Monitoring the Corporate Plan

The arrangements for monitoring the plan are as outlined in the draft attached.

As the plan spans more than one year, it will need to be reviewed regularly to adapt to ongoing changes and to ensure that it remains relevant to changing national priorities. 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.

Staffing issues

There are no staffing issues arising from this report.

Financial Summary

There are no new financial implications from the production of the Corporate Plan. The actual plan itself will set the direction for the Council and should influence the allocation of resources, both capital and revenue.

Risks

The Corporate Plan contains reference to risk and in order that the Plan is effective and provides clear direction, risks need to be managed. This ensures that strategies that contribute to the overall ambitions of the Council are aligned and that communities have confidence in the Council's ability to deliver quality services and support people.

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
That the plan is not taken forward as the strategic direction for all service provision.	Medium	Low	Services will be engaged in the implementation of the plan, which will form the basis of all Council strategy.	Chief Executive
That the corporate plan does not meet the requirements of the Wellbeing of Future Generations Act.	Medium	Low	Well-being objectives previously agreed are reviewed in the draft Corporate Plan 2017 and will be monitored along with the improvement objectives.	Head of People and Business Change

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

The Corporate Plan is the overarching Plan of the organisation which informs the direction of all other policies and programmes.

The Wellbeing of Future Generations Act is about improving the social, economic, environmental and cultural wellbeing of Wales. The plan will need to ensure that the Council meets the development of the Wellbeing Objectives as adopted within the Plan.

Options Available and considered

Option 1 – to approve the draft Corporate Plan and recommend it to Council

Option 2 – to propose amendments to the Corporate Plan

Comments of Chief Financial Officer

There are no direct financial implications arising from this report. However any costs arising from the implementation of elements of the actual plan itself would need to be reviewed and the impact on budgets assessed as required.

Future budget strategy and MTFP proposals will need to have a clear link to the outcomes and priorities set out in the Corporate Plan.

Comments of Monitoring Officer

There are no specific legal issues arising from the report. The draft Corporate Plan sets out the Council's strategic vision for the next 5 years and how it intends to discharge its responsibilities under the Well-being of Future Generations (Wales) Act 2015 and meet its well-being objectives. The Corporate Plan will provide the strategic framework for service planning, delivery and improvement throughout the term of the current Council, although it needs to be a dynamic document and subject to periodic review. The Corporate Plan forms part of the Council's Policy Framework and, in accordance with the requirements of the Constitution, will need to be formally approved and adopted by full Council.

Comments of Head of People and Business Change

There are no staffing issues arising directly from this report. However, the draft plan includes a section, "Motivated, capable and engaged workforce", which recognises that the Council needs a motivated workforce, and effective and enabling internal support functions to deliver its ambitious plans for the future and outlines how this will be achieved. Detailed staffing implications will be identified and commented on fully through the service planning framework.

The report notes that the Council's well-being objectives are part of the basis of the new Corporate Plan. The Council's full Well-being Statement is also included in the Plan. This is important for demonstrating how the Council has taken account of the well-being goals for Wales and the sustainable development principle and plans to meet its obligations under the Well-being of Future Generations (Wales) Act 2015.

The Corporate Plan will need to be underpinned by the development and delivery of a comprehensive change programme which will align with the time frame of the corporate plan.

Specific actions for Health and Wellbeing for the Council's workforce will be part of the People and Culture strategy.

Local issues

Not applicable.

Scrutiny Committees

The Scrutiny Committees were involved in the public consultation of the Wellbeing Assessment draft document which has been used to develop the objectives outlined in the report.

The draft corporate plan has been submitted to the Performance Scrutiny Committee – Place and Corporate for consideration, the table below shows the scrutiny comments and the management response.

Comments to the Cabinet

The Committee agreed to make the following comments to the Cabinet on the Corporate Plan:

Scrutiny Comments	Response
<p>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.</p>	<p>These positive comments are appreciated, it is reassuring that the plan has been received as intended.</p>
<p>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:</p> <ul style="list-style-type: none"> • 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. 	<p>This will happen in the service plans which will provide the delivery mechanism for the corporate plan. Service plans will be reviewed at the mid-year point and at the year-end to ensure that progress is monitored and any deviation from the planned outcome is mitigated.</p> <p>Progress made against the Corporate plan will be reported annually.</p> <p>The corporate risk management process and risk register also help to identify any risks that may potentially impact on the delivery of the corporate plan and provide mitigating actions; this is updated on a quarterly basis and presented to Cabinet and Audit Committee.</p> <ul style="list-style-type: none"> • More information has been added for the 20 commitments however the intention is for further detail to be defined in service plans and, where applicable, fully detailed business cases to be presented to members and to be subject to public consultation as appropriate. • The pledges will be incorporated into service plans and will form the basis for business cases. <p>The corporate plan will also be underpinned by the change programme which will also be monitored on a regular basis via existing governance arrangements.</p> <p>Service plans are being revised to reflect the 5 year period of the corporate plan, service plans are monitored on a six monthly basis to ensure that actions are on track and to detail mitigating actions for those that are not on track.</p> <ul style="list-style-type: none"> • Again more detail will be incorporated into service plans and other strategies that will set the vision for further development within the city.

Scrutiny Comments	Response
c) Members noted that 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.	As above, more detail will be incorporated into service plans and other strategies that will set the vision for further development within the city.
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.	More clear reference to collaborative working has been included, it is also important to note that collaboration is also detailed in the Single Integrated Plan which will be replaced by a Wellbeing Plan; this is to be agreed by the Public Services Board.
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.	Noted; through peer reviews of service plans and business cases as well as public engagement and the internal decision making process this should drive consistency and quality in the implementation of actions.
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.	Noted

Equalities Impact Assessment and the Equalities Act 2010

The proposal does not require a Fairness and Equalities Impact Assessment.

Children and Families (Wales) Measure

Not applicable

Wellbeing of Future Generations (Wales) Act 2015

The proposal ensures our continued compliance with the Wellbeing of Future Generations (Wales) Act 2015 by ensuring that the Well-being Objectives published in March form part of the basis of new the Corporate Plan.

Crime and Disorder Act 1998

Not applicable

Consultation

Comments received from wider consultation have been incorporated in the development of the report and wellbeing objectives.

Background Papers

Cabinet Report Wellbeing Objectives

Dated: 8 November 2017