

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

Will Godfrey | Chief Executive

A handwritten signature in black ink that reads "Will Godfrey". The signature is written in a cursive style with a long, sweeping tail that extends 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 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



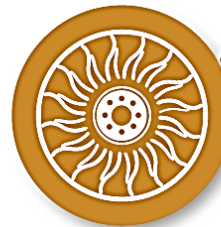
1200
new jobs
created through WBLA and
the VVP programme including
the opening of Friars Walk



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



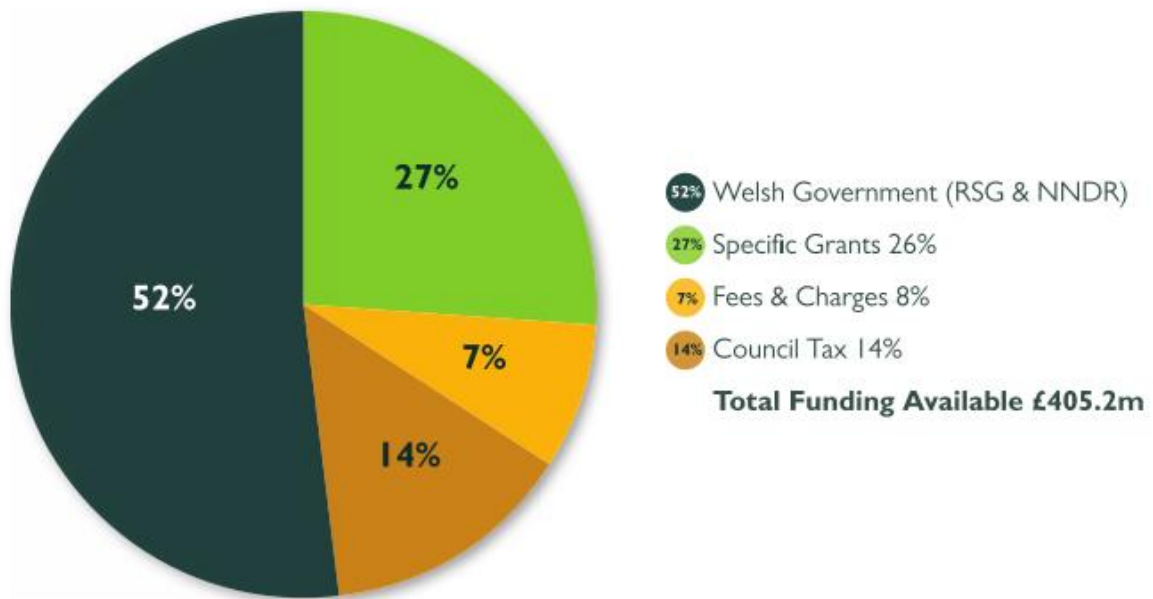
149,148
Residents



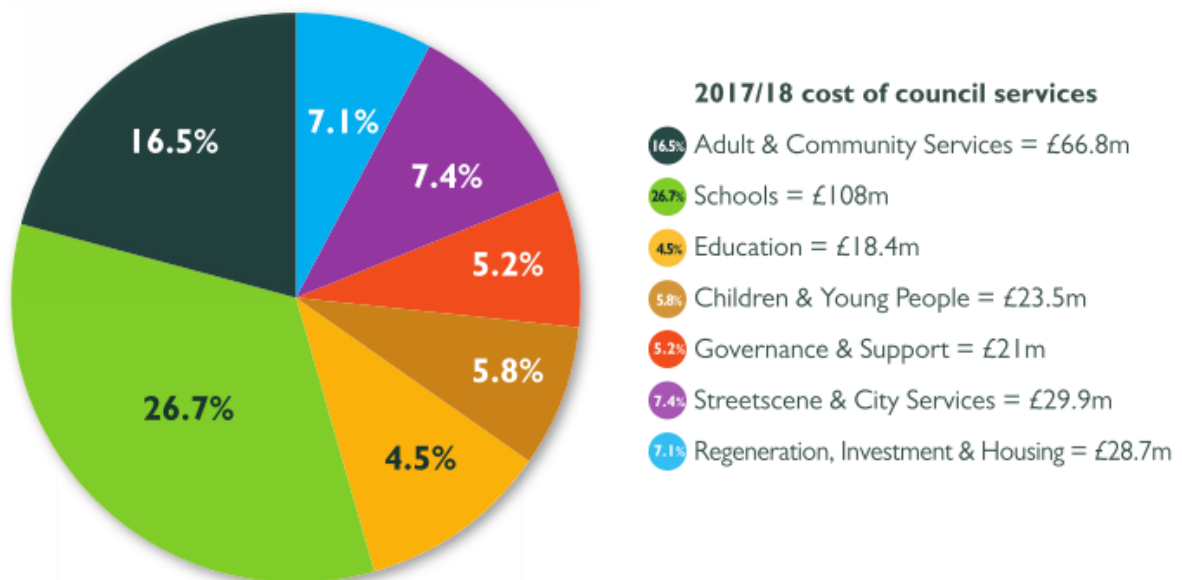
653km
Highway Network Length

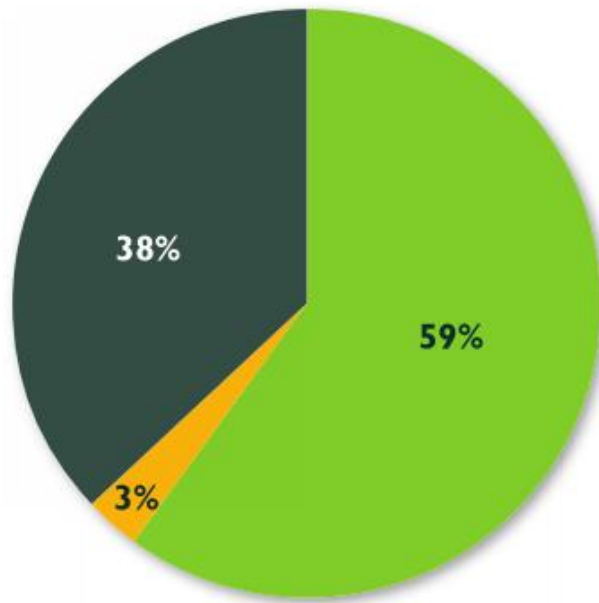


Where our council's money comes from



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?
- Who do we need to work with to achieve the best possible outcomes?

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 and collaboration.

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, in collaboration 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 reflects 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 working in collaboration with our partners.

- **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.

For us this means:

- 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.

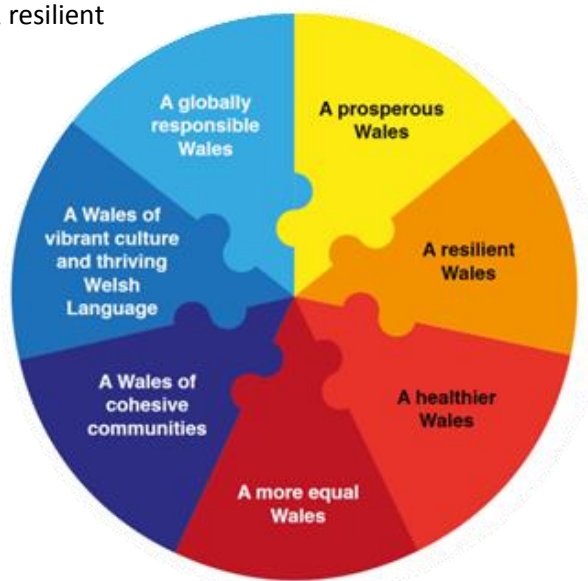
- We have strong strategic capacity (relating to organisational development, policy, performance, and financial management) that ensures the smooth running of our council and enables us to deliver our aims and objectives.
- We have strong real-time understanding of data and evidence. This means we can 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**

Well-being Objectives	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		
Manifesto commitments	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
Corporate plan actions	A thriving city		Aspirational people		Resilient communities		
Supporting function	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.

These commitments will be further developed into detailed business cases which will be subject to public consultation to ensure that we are making the right decisions for citizens. The business cases will consider costs and how we can deliver these commitments in a sustainable and collaborative way.

Commitment	What will we do?
<i>Resilient Communities</i>	
1	<p>Community resilience, community based care and support is strengthened by introducing Newport Cares a programme which enables peer support and provides a holistic approach to care.</p> <ul style="list-style-type: none"> • We will support the development of Health and Wellbeing hubs which can provide day and work opportunities, carer’s respite, social prescribing and care closer to home. • Alongside traditional day opportunities we will offer different activities in a wider range of different settings. • We will support community initiatives which seek to reduce social isolation, improve neighbourhood networks and support older people and adults with complex needs to live independently (e.g. good gym, casserole club). • We will extend the Older Person’s Stay Well Plan Project across Newport
2	<p>Prototype work to establish Community Investment Zones which transform the service offer in Newport’s four most deprived areas is underway</p> <ul style="list-style-type: none"> • Establish prototype Community Investment Zones which catalyses community-owned and community-driven support to enable people to improve their lives
3	<p>A default presumption in favour of community asset transfer is in place – meaning that citizens can develop a vision for building on their own community assets</p> <ul style="list-style-type: none"> • Review Assets Policy and embed new approach through Community Investment Zone prototypes (See commitment 2)
4	<p>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.</p> <ul style="list-style-type: none"> • Using best practice materials from the Alzheimer’s Society and elsewhere create a simple toolkit and online training module for staff and businesses to use. • Develop our internal Care Homes and day opportunities to specialise in Dementia care.

Commitment		What will we do?
5	The City has modern, increased tertiary education capacity that meets the needs of Newport's future economic and social challenges	<ul style="list-style-type: none"> • By 2022 we will develop a business case which increases tertiary education capacity in Newport • This will align with political commitments to develop Newport's Knowledge Quarter enabling a seamless transition from school to college to university.
<i>Aspirational People</i>		
6	The Newport Children's Charter sets out our commitment to children and families, including headlines commitments to children in care and care leavers	<p>The Newport Children's Charter sets out our promises to children and families including headline commitments that we will:</p> <ul style="list-style-type: none"> • Reduce the number of children on the Child Protection Register from 95 to 85 • Improve placement stability, including achieving permanence for 85% (up from 75%) and reducing the number of children accessing more than three placements to 5% • Ensure 85% of care leavers enter employment, education or training (up from 60%) providing them with tailored opportunities through the Newport Work Discovery Programme and exempting them from council tax until they are 25 • Build three new state of the art schools and improve and increase tertiary education capacity. • Ensure fewer than ten children are educated outside of the City and reduce out of county children's social care placements by 25%
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"> • Using funds associated with house building we will build three new schools in Newport
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"> • We will coordinate a work discovery week which brings 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 • We will offer at least 15 apprenticeships at the council each year and require our major suppliers to offer apprenticeships as well. • We will offer care leavers work experience and apprenticeship opportunities and we will ensure similar opportunities are offered through major tenders. • We will encourage partner organisations to

Commitment		What will we do?
		also offer opportunities to care leavers. Our success will be measured by Newport recording skills levels in the City (including the proportion of residents with no qualifications) in line with the Welsh average and by the progress we make on the Newport Guarantee (where every young person will leave school with a job, training or further education opportunity).
9	Increasing educational and social care capacity, so that fewer than ten children will be educated out of the city, and the number of out of county social care placements will reduce by 25%	<ul style="list-style-type: none"> • We will fully utilise existing skills and capacity. • We will build further internal capacity to meet future need.
10	Newport will improve the number of pupils achieving at least five GCSEs A*-C including English and Maths in line with the Welsh average.	<ul style="list-style-type: none"> • We will facilitate school improvement through on-going support to school clusters and alliances.
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"> • A Heritage discovery centre, tourist trail and garden trail in the city will be launched • We will actively encourage sports events, and other cultural events in the City through a festival of democracy and exploring opportunities for sponsorship. The festival will celebrate the best of Newport's heritage offer building on existing, popular city centre events like the Food Festival and Big Splash'
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.	<p>Repurpose the Newport Economic Network and create an Economic Growth Partnership which helps to:</p> <ul style="list-style-type: none"> • Drive the Work Discovery Week and Festival of Democracy, • Establish Newport as a regional hub for SME development and digital and technological enterprise in particular. • Gain purple flag status for our night time economy • Inform the 10 'pathways to work' which the council will develop • Shape the City's on-going regeneration (see commitment 13)
13	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	<ul style="list-style-type: none"> • The next phase of Newport's physical regeneration will be delivered • Strategies to proactively encourage businesses to come to the City (to be based here and for conferences) will be being implemented.

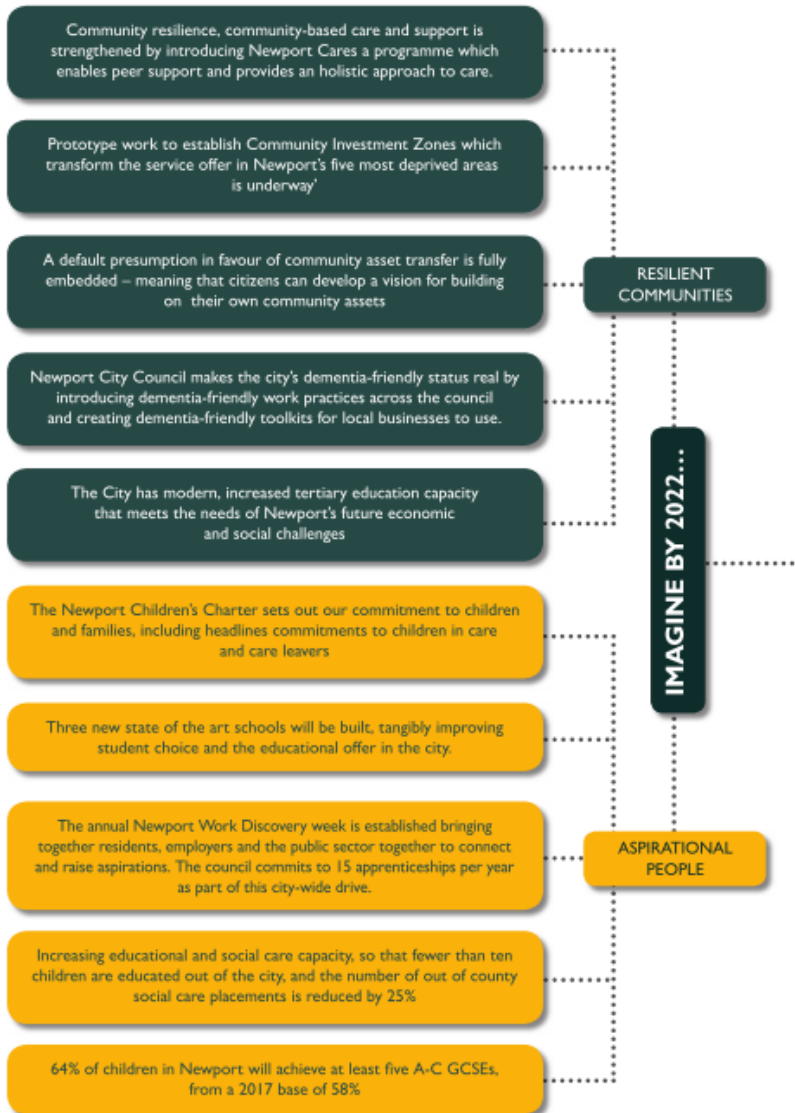
Commitment		What will we do?
		<ul style="list-style-type: none"> • Empty buildings and shops will be opened to meanwhile uses and new start-ups and we will and facilitate the development of high grade offices
14	Illegal city centre parking dramatically reduced through a step change in behaviour and enforcement	<p>We will review and develop our approach parking enforcement, reviewing the need for decriminalised parking in the city centre recognising that parking, traffic management, business access and respect for pedestrians are essential to future economic success.</p> <ul style="list-style-type: none"> • We will develop a series of actions designed to incentivise legal parking, and reduce illegal parking
15	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.	<ul style="list-style-type: none"> • Work with higher education to support the rapid expansion of the national software and cyber academies; • Proactively engage existing digital businesses and new start-ups to collaborate and co-produce via the Newport Business Collaborative; • Create bespoke incubation and co-working space for new digital and technological companies, • Continue free Wi-Fi across the city, and develop a digi-buddy scheme in public buildings to enable people to access digital services.
A Modernised Council		
16	Develop the Newport Intelligence Hub to create a one stop shop for spatial and geographic data, data analytics, info graphics and open access data to support the drive for Evidence-based working.	<p>Re-align our existing resources to become an integral part of our business processes</p> <ul style="list-style-type: none"> • Identify key public, private and third sector partners to work with to enhance the quality and accessibility of these services • Integrate citizen engagement into these processes • Utilise the data development benefits of the LoRaWAN Internet of Things
17	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"> • We will launch a new recycling plant to meet statutory targets. • We will encourage re-use and recycling • We will support and incentivise community groups to look after their own area (giving them tools and materials to paint, clean, maintain and improve things they care about)
18	Four multi-agency neighbourhood	<ul style="list-style-type: none"> • Four hubs will be established, based in

Commitment	What will we do?
<p>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</p>	<p>areas of highest demand and will provide 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.</p> <ul style="list-style-type: none"> • These hubs will work closely with the Community Investment Zone prototypes to provide holistic council and non-council based support.
<p>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 innovation</p>	<ul style="list-style-type: none"> • We will reduce the number of buildings we operate out of by 50%. • We will operate on average a 2:1 desk ratio with many staff working flexibly from home on a regular basis • We will reduce costs of delivering back office functions through regionalisation where this is appropriate. • We will offer the space made available through these changes to new businesses, growing businesses and organisations undertaking work with social value.
<p>20 Each citizen in Newport has access to a MyAccount- an individual online portal which allows them to do business with the council and online</p>	<ul style="list-style-type: none"> • We will establish a 'my account' facility to improve access to services and improve and expand the 'report it' facility. • Some of our services will only be accessed online. Where this is the case, citizens who need it can access support to help them use online services at community hubs and libraries

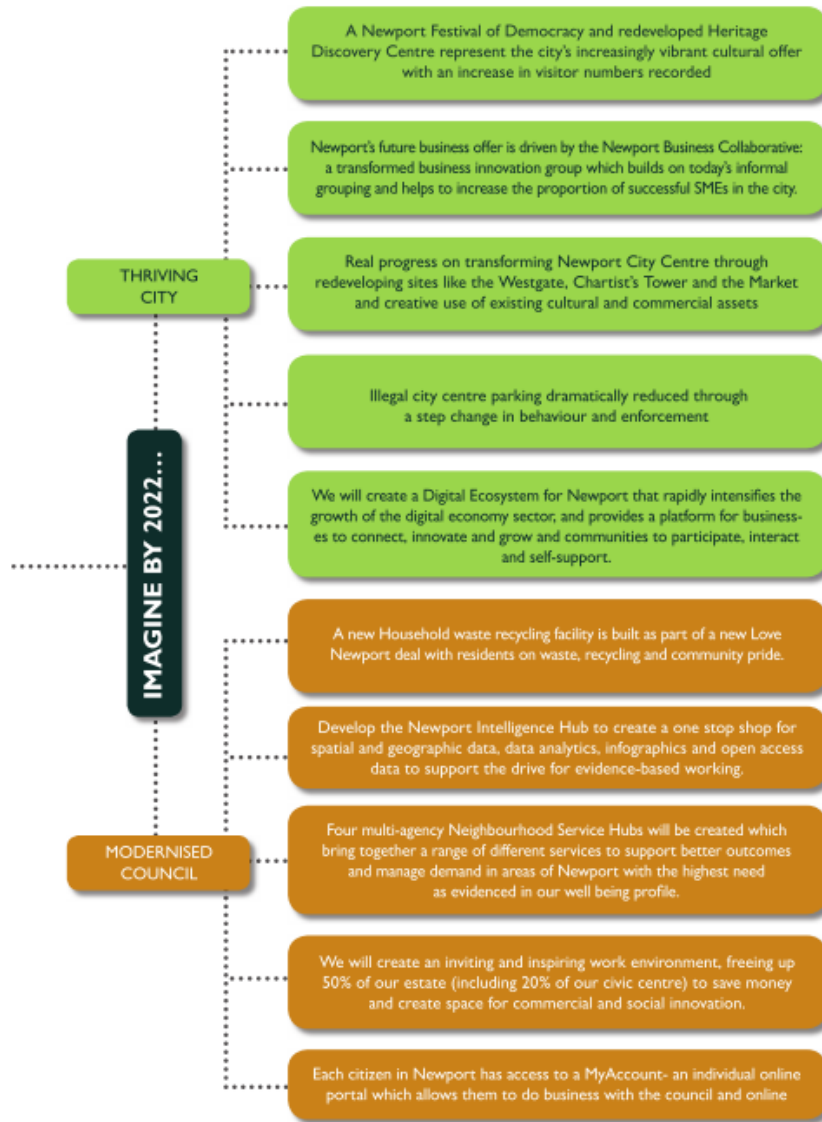
Enabling and capacity building



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 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, which can be seen in the diagram. Our council is not alone in providing services to the people of Newport and works in partnership with other agencies to continue developing a collaborative, integrated approach to service provision

This 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.

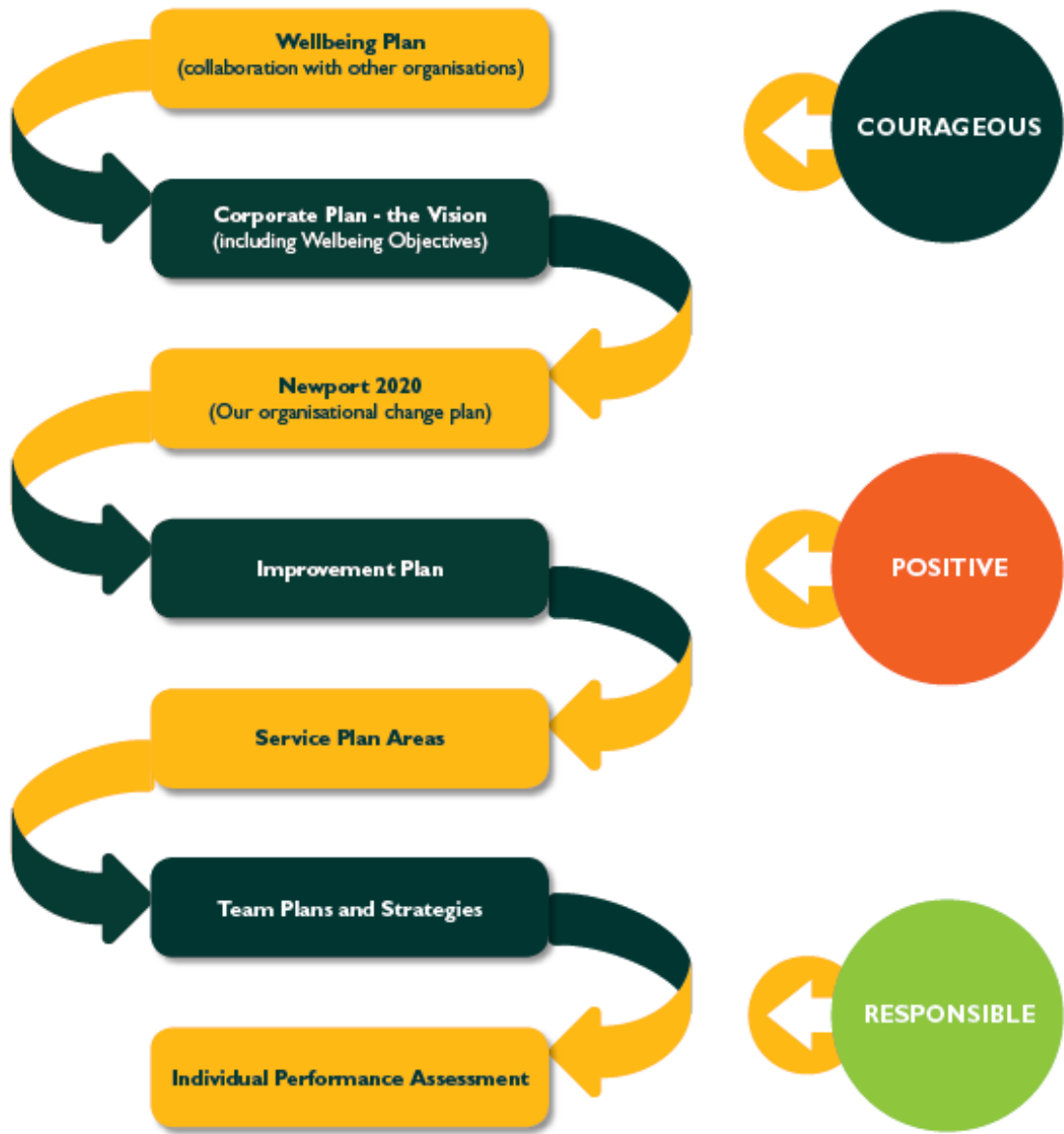
This is a time of great political and legislative change. It is important that through risk management and well thought out strategic planning, that the work of our council continues to provide improved outcomes for citizens and communities. Our council also works to ensure compliance with the current 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.

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.

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 service 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)