

# DRAFT Corporate Plan Themes 2022-27



## **INTRODUCTION**

The development of the Corporate Plan allows us to build on the successes and learn from the challenges of the previous five years, including our response to the Covid pandemic.

To achieve this goal, we have four draft well-being objectives that will prioritise our focus over the next five years and will support our longer-term vision for Newport:

- 1. Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.**
- 2. A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.**
- 3. Newport is a supportive city where communities and care are at the heart of what we do.**
- 4. Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.**

## Draft Well-being Objective 1 – Economy, Education and Skills

***Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.***

### Wales' Well-being Goals Supported



**A prosperous  
Wales**



**A more equal  
Wales**



**A Wales of  
cohesive  
communities**



**A Wales of vibrant  
culture & thriving  
Welsh Language**



**A globally  
responsible Wales**

### Why did we choose this objective?

*For the last two years Newport City Council has been supporting the recovery of the city's economy following the Covid pandemic and responding to wider global impacts on businesses. Newport is on the cusp of repositioning itself as an economic powerhouse in south east Wales. Over the next 20 years, we will support initiatives to attract major investment into the city, kickstart and nurture homegrown entrepreneurs, celebrate our heritage and culture, and revitalise the city centre.*

*As the fastest growing city in Wales, the council will ensure Newport's growth remains sustainable for its communities. Working collaboratively with residents and developers we will ensure Newport's city centre and wider communities are inclusive places for families, visitors, and businesses to access the services they need, build connections with each other, and participate in shaping the environment around them.*

*To support our economic growth, we must also provide opportunities for all our citizens to develop the skills and routes into employment that tackle inequality whilst also providing our businesses with a skilled and effective workforce. Over the next five years, Newport will develop an education system that maximises the potential of our young learners providing the life skills they need to enter the labour market and support their communities. We will also continue to support people to re-enter the job market and access long-term employment through training, skills development, and confidence building.*

### Some ways that we will achieve this...

<b>1</b>	Newport will have a robust economic strategy and replacement Local Development Plan to support sustainable economic growth and strong placemaking across Newport's communities.
<b>2</b>	Lead and collaborate to attract major investment into the city and support our local entrepreneurs to thrive and bring prosperity to Newport's communities.
<b>3</b>	Re-vitalise its city centre and wider communities to benefit families, businesses, and visitors.
<b>4</b>	Become a destination that celebrates cultural diversity, heritage and delivers elite sporting events.
<b>5</b>	Develop education facilities that support future generations to achieve their potential and positively contribute to their communities.
<b>6</b>	Work towards eliminating education inequality faced by young learners that are from disadvantaged, Black, Asian, and Minority Ethnic backgrounds, low-income households, and/or have additional learning needs.
<b>7</b>	Increase the number of Welsh speakers in Newport by improving access to Welsh education, supporting businesses, and promoting the Welsh language.
<b>8</b>	Become a living wage city helping people out of poverty and provide opportunities to retrain, learn new skills and find long-term work.

## Draft Well-being Objective 2 – Newport’s Environment and Infrastructure

***A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.***

**Supports:**



**A Prosperous  
Wales**



**A Resilient  
Wales**



**A more Equal  
Wales**



**A Wales of  
Cohesive  
Communities**



**A Healthier  
Wales**



**A Globally  
Responsible  
Wales**

### Why did we choose this objective?

*Climate change is the defining issue of our generation, and we must act now to protect our planet, our city, and our communities. It is also important for the council, our partners, and our communities to do everything we can to protect and enhance the environment and biodiversity around us such as our parks, open spaces, woodlands, and our urban areas across the city.*

*There is a requirement for the council to become net zero carbon neutral by 2030 and for the city to be net zero carbon neutral by 2050. This objective will focus on how we will deliver our Organisational Climate Change Plan and our Local Area Energy Plan. We will be working towards these aims and ensuring placemaking is integrated in new and existing buildings, homes, and services for the long term. Over the next five years, alongside our Organisational Climate Change Plan, we will continue our commitment to meet Welsh Government’s target of zero waste by 2050. This will mean providing more support and opportunities for households and businesses to recycle and use more sustainable products.*

*The infrastructure and transport system of the city is vital to enable people and our communities to connect with each other and more widely across Wales, UK and globally. Having accessible transport and infrastructure to travel easily, into and out of the city, is vital for the economy, well-being, and health of our communities. We also need to move away from the reliance on cars and provide alternatives for people to use. Infrastructure is not just about how we travel, but about our digital networks and how we connect with businesses, families, and public services. It is important for our communities to have easily accessible digital services and support. This also includes ensuring our most vulnerable and low-income households have access to digital technology to engage and support each other.*

### Some ways that we will achieve this

<b>1</b>	Become a net zero carbon council and city through the delivery of the Council’s Organisational Climate Change Plan and Local Area Energy Plan.
<b>2</b>	Collaborate and involve developers, communities, and businesses to create buildings for working and living in that are sustainable, affordable and enhance the environment.
<b>3</b>	Continue our progress as a world-leader for recycling contributing towards Wales’s net zero waste goal.
<b>4</b>	To protect and enhance the biodiversity and environment of Newport’s urban and rural communities, improving well-being and health.
<b>5</b>	Transform Newport’s highways and transport system to improve air quality and safety. Promote active travel across the city and south east Wales region.
<b>6</b>	Collaborate and support investment into a digital infrastructure which will provide equitable access for residents and businesses across Newport.
<b>7</b>	Support and champion reputable businesses that comply with environmental and regulatory requirements and take action against organisations that do not.

## Draft Well-being Objective 3 – Preventative and Equitable Community and Social Care

***Newport is a supportive city where communities and care are at the heart of what we do.***

**Wales' Well-being Goals Supported:**



**A Healthier  
Wales**



**A Wales of  
Cohesive  
Communities**



**A Wales of  
thriving Culture &  
Thriving Welsh  
Language**



**A more Equal  
Wales**

### **Why did we choose this objective?**

*Newport has diverse and rich cultural communities which come together, support each other to improve the areas they live in, and safeguard our most vulnerable citizens. Over the next five years we are aiming to have a more co-operative approach with service users, families, carers, health, landlords, community, and social care sectors to work together to tackle inequality. This will ensure communities remain safe places and contribute towards making Newport a great place to live, work and enjoy.*

*We will also seek to have a sustainable social care sector, one that is able to ensure people including carers can get early intervention and access to the services they need. We also want to ensure people can be supported to live independent lives that are appropriate to their needs. This means supporting more providers that are focused on the well-being of their residents, service users, carers, and staff, not on profit.*

### **Some ways that we will achieve this**

<b>1</b>	Create sustainable adult, children's and prevention services through a co-production model with providers, service users, and carers to meet our statutory duties, future demands, and eliminate profit from children's social care.
<b>2</b>	Safeguarding our children, young people, vulnerable adults and families so that future generations can maximise their potential and have control over their lives.
<b>3</b>	We will support individuals and carers to maintain their independence and support them when they need help by providing equitable access to early intervention and prevention support.
<b>4</b>	Strengthening our investment in early intervention and prevention with a range of youth, play and community based activities supporting families and individuals to live positive and healthy lives
<b>5</b>	Reduce the number of people that are and/or at risk of becoming homeless through the provision of a holistic housing and preventative multi-agency support services.
<b>6</b>	Newport will be a City of Sanctuary which supports Asylum Seekers, refugees and our global community to settle and become part of our community.
<b>7</b>	Promote positive community inclusion and culture by engaging with key stakeholders and communities to address issues of anti-social behaviour and crime.

## Draft Well-being Objective 4 – An Inclusive, Fair and Sustainable Council

**Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.**

### Wales Well-being Goals Supported



**A more Equal  
Wales**



**A Wales of  
Cohesive  
Communities**



**A Wales of Vibrant  
Culture & Thriving  
Welsh Language**



**A Globally  
Responsible Wales**

### Why did we choose this objective?

*The long-term well-being and sustainability of Newport City Council is essential if we are to deliver services to communities and businesses across Newport. The sustainability of the council is about ensuring that our finances provide value for money to the citizens of Newport and that we invest in opportunities that support socio-economic improvements. We must also ensure our assets (e.g. buildings, fleet and procurement) are suitable for future generations to use and support the council's commitment to be net zero carbon by 2030.*

*Residents will be at the centre of our aspirations to improve our service delivery. This means residents can access our services however they want, whether face to face or online. We also want communities and groups to be able improve the places where they live through volunteering, taking on and using council buildings or deciding how funding is awarded to projects across the city.*

*We also want Newport City Council to be an inclusive organisation which represents the people of Newport. The council must be an employer of choice that offers employees equitable opportunity to work and deliver high quality services for the people of Newport. The council must also be involved in decisions made at a regional and national levels to ensure we can maximise the opportunities for Newport and benefit from major investment.*

### Some ways that we will achieve this

1	Become an inclusive organisation that represents the citizens of Newport, providing equitable opportunity for people to succeed and places the citizen at the centre of decision making.
2	Transform our neighbourhood and community services to enable communities to make best use of land and property through community asset transfer.
3	Deliver our organisational Climate Change Plan to become a net zero organisation by 2030.
4	Provide fair access to the council's in-person and digital services, including digital skills training and support.
5	Promote and improve the way in which residents and businesses can interact with the council's democratic process and decision making.
6	Rationalise, protect, and enhance our buildings and assets enabling co-productive working environments with our strategic partners, public sector bodies and other organisations.
7	Generate opportunities to build wealth across Newport's communities through progressive procurement of goods and services and other initiatives such as participatory budgeting

## Wales's National Well-being Goals - DRAFT

The delivery of our well-being Objectives supports Wales' Well-being of Future Generations Act (the Well-being Act) which requires all public bodies in Wales to think about the long-term impact of our decisions and to work with our communities, people, and each other to prevent persistent problems such as poverty, health inequalities and climate change.

The Well-being Act has put in place seven well-being goals that all public bodies, including Newport City Council must work towards in this Corporate Plan:



A prosperous Wales	A Wales of cohesive communities
A resilient Wales	A Wales vibrant culture and thriving Welsh Language
A healthier Wales	A globally responsible Wales
A more equal Wales	

In developing our objectives we considered these to have the widest impact and generate the best opportunities for Newport to become an exciting place to live. Each objective in this Plan will outline why this is a priority for Newport City Council and the strategic priorities that will contribute towards the achievement of the objective. Below we have outlined how our vision and objectives will contribute towards Wales' Well-being Goals:

 <p><b>Long Term</b></p>	<p>The last five years have demonstrated how quickly the world is changing and the need to respond to the short term needs of our communities and meet the longer term challenges in Newport, Wales and globally. It will be important to ensure the Council is in a position now and in future to deliver sustainable services to the residents and businesses of Newport.</p> <p>This Corporate Plan will look to deliver positive changes that will create a vibrant and resilient economy and creating places for communities to feel safe, enjoy and access the services they need. This also includes working towards breaking down the structural inequalities faced by disadvantaged and vulnerable groups in Newport through providing equitable access to services, education, training and jobs now and over the next 20 years.</p> <p>We are committed to becoming net carbon neutral by 2030 and to enhance the unique bio-diversity that our future generations can enjoy. It is important that we start making these changes over the next 5 years and enable Newport's communities and partners to reduce their carbon emissions and adapt to the impacts of climate change. This Plan will also take opportunities to start changing the way which we travel across Newport and the region ensuring people and businesses are able to connect and contribute towards a resilient and vibrant economy.</p> <p>It will be essential to address the short term impacts of the Covid pandemic, poverty and cost of living across our communities. This means ensuring people have access to early intervention and prevention services and ensuring that that they have control over their lives and can contribute towards their communities.</p>
 <p><b>Collaboration</b></p>	<p>We recognise that we cannot achieve many of our objectives and priorities alone and that we will need to work collaboratively locally, regionally and nationally to make these changes a reality. Each objective will be overseen by the Council's Cabinet and Executive Board ensuring that we will collaborate together to provide best value and maximise the opportunities across the Council.</p> <p>This means using our existing networks such as the BID Newport, schools, Public Services Board, Cardiff Capital Region, Regional Partnership Board and Welsh Government as well as developing new networks and approaches across a variety of sectors and organisations. Many of the priorities, programmes and projects in the Plan are building on what the Council has set out in its strategies and plans as well as the priorities set at national and regional levels in Wales.</p> <p>As we progress in the delivery of this Plan we will be working across all sectors whether this is private, public sector, not for profit and voluntary groups to share ideas, find innovative and sustainable solutions to tackle the many issues faced by the Council, communities and businesses.</p>
	<p>The achievement of our objectives, programmes and projects will be delivered with the service user and citizen at the centre of decisions. This means involving those impacted throughout the process to help us shape the way services are delivered and the way our communities can contribute creating exciting places to live, work and enjoy.</p> <p>The development and delivery of this Plan will use a variety of methods and opportunities for people to become involved in Council activities whether this is taking part in consultations, contributing towards the democratic process, or providing your feedback on the way we have delivered our services.</p>

<p><b>Involvement</b></p>	<p>It is important to Newport Council that we will ensure that views can be provided equitably and that the voices of everyone can be heard. Delivery of the Council's Strategic Equality Plan, and Participation Strategy are already enabling people from disadvantaged and protected characteristic groups to participate in the decisions that we make. Building on this positive approach, we will build on this work becoming an inclusive organisation which represents citizens of Newport. We have outlined in the Plan the Council's principles in involving and delivering the Well-being objectives.</p>
 <p><b>Integration</b></p>	<p>The development of the Corporate Plan has considered how each of the objectives and priorities will contribute towards Wales' Well-being Goals. The Plan outlines each Goal which they will be supporting over the next 5 years. As we progress with the delivery of the Corporate Plan we will be working with our local and regional partners to help support the achievement of ours and their vision and objectives. For example, Newport Council will be working with Cardiff Capital Region, Gwent Public Services Board, Regional Partnership Board and the individual organisations to ensure there is synergy in our aims for Newport and to ensure Newport maximises the opportunities offered through integrated approaches that will benefit Newport's communities. In the development of this Plan we have integrated the priorities of our strategic plans, service area priorities and the priorities of the Council's administration. As we deliver against our Well-being Objectives and priorities, the Corporate Plan will evolve, considering the ongoing external and internal changes of the organisation and the city. As an organisation we regularly review and challenge ourselves on our objectives, priorities and Plans to ensure they reflect the priorities of communities and the Council. This will also mean considering and integrating the Well-being Act's sustainable principle and of 5 ways of working, Equality Impact Assessment including Socio-economic duty, and Marmot principles in the decisions we make.</p>
 <p><b>Prevention</b></p>	<p>Each of the objectives have considered the actions that we will need to take now to prevent problems from taking place or getting worse across our communities and Council services in the long-term. The Corporate Plan provides many opportunities to tackle the increasing demand faced by our services and getting to the root causes of these pressures. The last 3 years has seen the impact which Covid, subsequent restrictions and cost of living have had on many communities in Newport. We are fully aware of the challenges faced by our economy, social care system, education and communities and have already taken steps to prevent the immediate impacts. This plan builds on the work delivered during this period and will be working collaboratively to provide prevent these areas from getting worse and improving the long term outcomes in health, socio-economic position and life expectancy in Newport. There is significant evidence that the changing climate is already having an impact on our communities, bio-diversity and environment in Newport. We will be working across all sectors to prevent further impacts on our ecosystem ensuring we find different ways to reduce our carbon emissions but also to enhance and protect our environment. This will not only provide opportunities for long term employment and economic benefits but will also contribute towards improving the health and well-being of citizens in Newport. Through involvement and collaboration with our partners, communities and businesses we will be designing and delivering early intervention and prevention services for people to take control of their lives and improve their outcomes but also as necessary for the Council to provide the additional help when they need it.</p>

## Delivering the Corporate Plan

The delivery of the Corporate Plan cannot be achieved by Newport City Council alone. For each objective, strategic priority, and project, we will do our part alongside our strategic partners, other public bodies, charities, not for profit organisations and the private sector. But we will also need you, the people of Newport, communities, groups, and businesses to help us make these become a reality. We need you to tell us what is important to you and where we can do better make Newport a great place to live, work and enjoy.

Further information on how you can contribute can be found on '*How you can get involved*'.

### Principles of Delivering the Corporate Plan

Over the next five years we will ensure that the decisions we make involve the people, communities and groups that use our services and live in our city. To achieve this, we have outlined a set of principles which are aligned to our statutory duties of fairness and equality (including socio-economic duty, sustainability principles, five ways of working, Marmot and Fairness Commission principles). These principles are:

**Fair and inclusive** – Ensuring everyone has the same opportunities. People feel like they belong and are included in decisions and services delivered by the council.

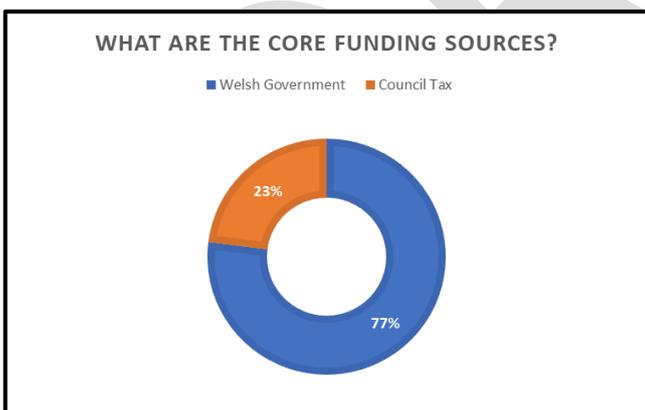
**Empowering each other** – We will collaborate and enable communities, groups and partners to thrive, providing them with the tools they need to improve Newport.

**A listening council** – The views of communities, service users and partners will be used to understand the priorities of the citizen, improve the services we deliver and to shape the places you live in for future generations.

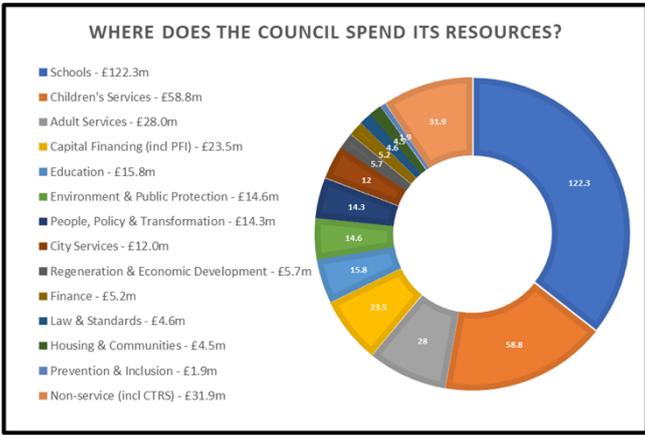
**Newport's values** – Everyone who works and represents Newport City Council will put the citizen first, focusing on our core organisation values, expected behaviours, accountability and ability to innovate.

### Finance - Revenue and Capital.

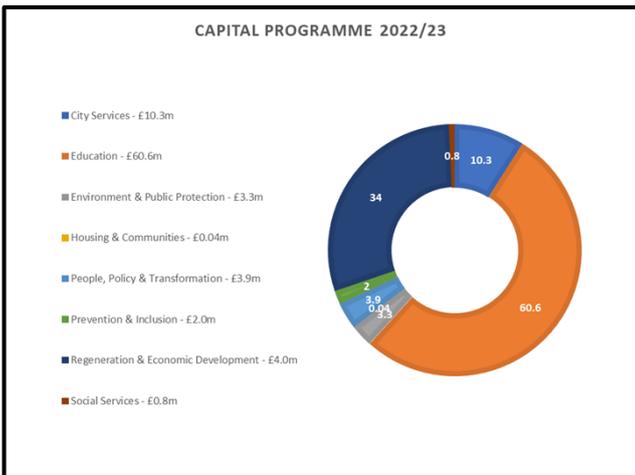
The Corporate Plan will be delivered alongside the Council's Medium Term Financial Plan (MTFP). The MTFP sets out how much funding the Council may have available to it and the needs of the services to be funded.



The day to day costs of the Council is delivered through the Council's revenue budget. This is funded from the Welsh Government Revenue Support, Council Tax and Business Rates.

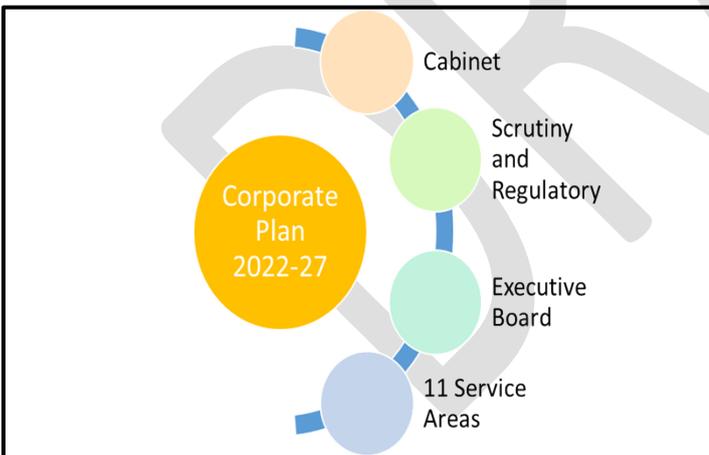


The budget is allocated across the Council's service areas including schools to ensure that we deliver our statutory duties and ensure best value is provided to residents and businesses across Newport.



To deliver and maintain the City's new facilities, major repairs and maintenance, we have a Capital account. The Council's five year Capital Programme sets out how the Council will deliver the major projects and programmes throughout the delivery of this Corporate Plan.

## Governance and Structure



The council's Cabinet will lead and have oversight over the delivery of the Corporate Plan including key organisational strategies, transformation plan and service plans.

The council's scrutiny and regulatory committees will review and monitor the progress of delivery against the council's Corporate Plan, strategies, and statutory services.

The council's senior team led by the Chief Executive will oversee the strategic delivery of the council's Corporate Plan, Transformation Plan, and service area delivery.

The Heads of Service will be responsible for the operational delivery of their services and delivering the Corporate Plan and transformation programme.

## **Monitoring and Reporting against the Corporate Plan**

To ensure that we are progressing against our objectives in the Corporate Plan, we will be undertaking regular monitoring and reporting which is supported through the Council’s Planning, Performance and Risk management Framework. This will be embedded throughout all levels of the organisation to ensure that we promote and champion where we are doing well and take action where we need to improve. Some of our monitoring and reporting includes.

<p><b>Annual Corporate Well-being &amp; Self-Assessment Report</b></p>	<p>Every year we will publish our Annual Corporate Well-being &amp; Self-Assessment Report. This report provides an overview of the Council’s progress against the Corporate Plan Objectives, our performance and the improvements that we are going to make in future years.</p> <p>We will also conduct an independent peer review. This will provide assurance on the effectiveness and robustness of our governance and performance arrangements in place to deliver our Well-being Objectives and the council services.</p>
<p><b>Transformation Plan</b></p>	<p>The Transformation Plan and Reporting will oversee the delivery of our key programmes and projects set in this Corporate Plan that will change how we deliver our services and improve the communities of Newport.</p>
<p><b>Service Plans</b></p>	<p>The Council’s 11 service areas will have a service plan which will outline how they will contribute and deliver the Corporate Plan, and improve the services they provide. Copies of the Service Plans 2022-24 can be accessed here.</p> <p>Each service area will provide six monthly (Mid-Year and End of Year) updates on the progress of their service plans to the Council’s performance scrutiny committees.</p>
<p><b>Strategy and Statutory Monitoring and Reporting</b></p>	<p>The Council has several strategic plans and statutory requirements which it reports annually. Some of these include Strategic Equality Plan, Welsh Language Strategy, Climate Change Plan, Welsh Education Strategic Plan, Digital Strategy.</p> <p>The performance against these strategies and statutory requirements are reported to the Council’s scrutiny, regulatory and cabinet meetings through our democratic process.</p>
<p><b>Staff Performance Management</b></p>	<p>The Council’s staff undertake regular staff performance and wellbeing meetings in the form of Check-ins. Checking-in with our staff on their performance and health and wellbeing enables our staff to contribute effectively towards the achievement of this Plan and to ensure we provide the best possible services to our residents, businesses and visitors in Newport.</p>

## **People Plan**

Delivery of our 5-year Corporate Plan relies on our workforce’s ability to achieve the aspirations set within. Once our Corporate Plan is agreed the Council will create a new People Plan that aligns and supports our Corporate Plan and contributes to how we will achieve the highest quality service delivery for the people of Newport.

Our People Plan will support our aspiration to become an employer of choice by enhancing the relationship between the Council and its workforce. As well as underpinning and enabling our workforce to successfully deliver on the aspirations in our Corporate Plan, our people plan will drive inclusive employee engagement, productivity, and the Councils workforce potential to achieve for the next 5 years.