

# Report

## Cabinet

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### Part 1

Date: 16 November 2022

**Subject** Corporate Plan 2022-2027

**Purpose** To agree the Council's Corporate Plan 2022-27 and recommend for the report to go to full Council in November.

**Author** Executive Board  
Head of People, Policy and Transformation

**Ward** All

**Summary** The Well-being of Future Generations Act requires all public bodies to carry out sustainable development to improve Wales' economic, social, environment and cultural well-being. To meet this statutory requirement, Newport City Council must set and publish its Well-being Objectives to maximise its contribution to each of Wales' Well-being Goals through its Corporate Plan. The Plan also builds upon the achievements of the last Corporate Plan and the Council's response to the challenges faced by Newport as we move forward from the Covid pandemic, respond to the cost-of-living crisis, and creating new opportunities for communities across Newport.

Over the next five years the Council's mission will be working to deliver *an Ambitious, Fairer, Greener Newport for everyone*.

To achieve this goal, the delivery the Council's Corporate Plan, will focus on four Well-being Objectives supported by strategic priorities:

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.

The delivery of the Corporate Plan will be supported by a Transformation Plan of key programmes and projects as well as service area plans. The Council will have rigorous monitoring and reporting of progress against the Plan throughout the next 5 years. Once the Corporate Plan has been agreed by Cabinet it will be recommended to be formally approved and adopted by Full Council in November.

**Proposal** To agree the Corporate Plan and recommend it to go to Full Council for adoption.

**Action by** Executive Board  
Corporate Management Team

**Timetable** Immediate

This report was prepared after consultation with:

- Cabinet
- Overview Scrutiny Management Committee
- Public
- Strategic Directors
- Corporate Management Team

**Signed**

## Background

The [Well-being of Future Generations Act](#) requires all public bodies to carry out sustainable development to improve Wales' economic, social, environment and cultural well-being. To meet this statutory requirement, Newport Council must set and publish its Well-being Objectives to maximise its contribution to each of Wales' Well-being Goals. There are seven Well-being Goals set out in the Act:

1. A Prosperous Wales
2. A Resilient Wales
3. A Healthier Wales
4. A More Equal Wales
5. A Wales of Cohesive Communities
6. A Wales of Vibrant Culture and Thriving Welsh Language
7. A Global Responsible Wales

In addition to this, Newport City Council is also required to fulfil other statutory and non-statutory roles to support citizens, businesses, and other stakeholders in Newport. To prioritise the Council's long term strategic focus and to meet the requirements of the Well-being Act, the Council publishes a five-year Corporate Plan. This report provides an overview of the Council's Corporate Plan 2022-27 and why it has decided on the four Well-being objectives to focus on over the next five years.

### [Corporate Plan 2017-22](#)

The Previous [Corporate Plan](#) was agreed in 2017 with a commitment to Build on Success and Build a Better Newport. The Plan was delivered against four Well-being objectives. In the last 2 years of the Plan's delivery, Covid and more recently the cost-of-living crisis has significantly impacted and changed the way the Council delivers its services but also the needs and expectations of citizens, businesses and other stakeholders in the services to support them. The Council's annual Corporate Well-being and Self-Assessment report provides an overview of how the Council has performed against the delivery of this Plan and will be published in November.

### **Corporate Plan 2022-27 Development**

The development of the Corporate Plan has been undertaken through a series of workshops with senior officers and the Council's Cabinet Members to identify and understand the short and long term opportunities and risks of the Council, its residents, economy and environment. The development considered the impacts of the Covid pandemic and the current cost of living issues. Additionally, the Plan has considered priorities including:

- **National** – Welsh Government Programme of Governance, legislation changes (Welsh Government and UK Government).
- **Regional** – Cardiff Capital Region, Gwent Regional Public Services Board, Regional Partnership Board and Western Gateway.
- **Local** – Cabinet priorities, Newport Council strategic plans such as Climate Change Plan, Digital Strategy, Strategic Equalities Plan as examples.

Through this work, the Council has drafted four Well-being Objectives that are focused on the following areas to meet its overall mission for Newport working to deliver '*an Ambitious, Fairer, Greener Newport for everyone*':

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

To deliver each objective, the Council has identified strategic priorities that it will focus on over the next 5 years. Further detail on the Council's strategic priorities are outlined in Corporate Plan attached at Appendix one of this report. Each of these Well-being Objectives support the Well-being of Future Generations Goals. Following the approval of the Corporate Plan by Full Council, the Plan will be designed for Publication.

### **Delivery of the Corporate Plan 2022-27**

The delivery of the Council's Corporate Plan cannot be delivered by Newport City Council alone. For each objective and strategic priority Newport Council will be collaborating together with its strategic partners, other public bodies, not for profit and private sector organisations to deliver the Plan. Additionally, the Council will also be involving residents, businesses, and service users to support decision making as the Council delivers the Plan over the next 5 years. To ensure the Council adopts a consistent approach in the delivery of the Corporate Plan, the following principles have been adopted:

**Fair and inclusive** – We will work to create fairer opportunities, reduce inequalities in our communities, and encourage a sense of belonging.

**Empowering** – We will work with and support communities, groups, and partners to thrive.

**A listening council** – The views of communities, service users and partners will shape the services we deliver and the places you live in.

**Citizen Focussed** – Everyone who works and represents Newport City Council will put the citizen first, focusing on our core organisational values

The Corporate Plan will be underpinned by a Transformation Plan that will deliver the Council's key programmes and projects which will improve the communities and economy of Newport and the delivery of services by the Council. Additionally, each of the service areas in the Council will develop a service plan that will outline their own strategic priorities to support the delivery of the Corporate Plan and deliver continuous improvement of Council services.

Both the Transformation Plan and service plans will be regularly monitored throughout the 5 years and will be reported to the Council's Scrutiny Committees, Cabinet and Council eg. Annual Corporate Well-being Self-Assessment report, Mid-Year and End of Year service plan reports. The Council will also report its progress against its key strategies and plans which are specific to different services and priorities such as the Council's Climate Change Plan, Welsh Language Plans and Digital Strategy as examples.

### **Workforce Development**

To support the delivery of the Corporate Plan, the Council will be developing a new People Plan. This will align and support the Corporate Plan in how we will achieve the highest quality service delivery for the people of Newport.

### **Financial Summary (Capital and Revenue)**

The Corporate Plan will be delivered alongside the Council's Medium Term Financial Plan (MTFP). The MTFP sets out the funding available to the Council to deliver services and, in addition, to support the key programmes and projects that will transform how the Council delivers its services, improve opportunities for communities, the economy and the environment.

The external considerations impacting on the Council are a significant factor in the overall approach to financial planning and the financial resources available to the Council. From an economic context, unprecedented inflationary increases, the ongoing energy crisis, and weak economic growth has had a significant impact both globally and at a UK level. As a result, budget preparations present a distinct set of challenges that build on the unprecedented circumstances of the last few years.

Whilst, for the next two years, the Council has received indicative funding allocations from Welsh Government, the worsening economic outlook poses some risk that these allocations may change, in

conjunction with a changing set of Government priorities. In response to these challenges and the significant uncertainty that results the Council must ensure the effective planning and management of the Council's finances both in the current year and over the medium term. It is therefore critical that the plans set out above are afforded within the resources available to the Council and deliverable over the period of the Plan.

The Corporate Plan will be delivered alongside the Council's Medium Term Financial Plan (MTFP). The MTFP sets out the revenue and capital funding that the Council will have to deliver its services but also to support the key programmes and projects (revenue and capital) that will transform how the Council delivers its services, improve opportunities for communities, the economy, and the environment.

**Appendix 1 – Draft Newport City Council Corporate Plan 2022-27**

**Appendix 2 – Fairness and Equality Impact Assessment**

## Risks

<b>Risk Title / Description</b>	<b>Risk Impact score of Risk if it occurs* (1-5)</b>	<b>Risk Probability of risk occurring (1-5)</b>	<b>Risk Mitigation Action(s)</b> What is the Council doing or what has it done to avoid the risk or reduce its effect?	<b>Risk Owner</b> Officer(s) responsible for dealing with the risk?
Corporate Plan does not align to the Well-being of Future Generations Act.	1	1	Corporate Plan has been developed and aligned to the Well-being Goals.	Director of Transformation and Corporate.
Newport City Council does not have the resource (finance and Staff) to deliver its strategic priorities.	4	2	The Council's MTFP is continuously monitored and reported with plans aligned to strategic and statutory priorities.  The Council is developing a new people plan to support the development staff to deliver the Plan.	Director of Transformation and Corporate. Corporate Management Team

\* 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.

- Well-being of Future Generations Act

### Options Available and considered

1. To approve the draft Corporate Plan and recommend it to Full Council for approval
2. To propose amendments to the Corporate Plan.

### Preferred Option and Why

**Option 1** is the preferred option to recommend the Corporate Plan to be presented to full Council for approval.

## **Comments of Chief Financial Officer**

The draft Corporate Plan 2022-27 sets out the Council's strategic priorities and objectives over the next 5 years and are set within the agreed four well-being objectives set out in the plan. More detailed 'service and other plans' will identify the key actions and deliverables to implement the key objectives outlined in the Corporate Plan.

As noted, the plan sits alongside the Council's MTFP and Capital Programme which will need to support the delivery of the plans with the identification and inclusion of funding where necessary to deliver on specific projects and programmes, as appropriate. This work is on-going and will require the finalisation of service and other detailed plans in the first instance. The effective planning of, and then the on-going management of the Council's finances over this period are crucial for the effective delivery of the Corporate plan.

In noting the above, the Corporate and Service/Other Plans are being agreed within a challenging financial context. The well-known issues around inflationary costs and demand pressures on services as we come out of the Covid pandemic period are very significant and have accelerated very significantly over the last 4-5 months. This is impacting on all parts of the economy and in particular on public services and all Councils across the UK and Wales. It is not known at this point what, if any, additional funding may be made available to deal with these increasing costs.

As with all similar long term plans, but particularly during this challenging financial period outlined, these plans will therefore need require regular reviews to ensure they are affordable and deliverable over the period and appropriate actions taken as needed.

The development of a Transformation Plan to accompany the Corporate Plan is essential to both help in the delivery of some aspects of the plans but in particular to contribute cost savings towards the financial challenges. A strategic and medium term approach will be important as will be the identification of programmes of work and projects to deliver these savings.

## **Comments of Monitoring Officer**

There are no specific legal issues arising from the Report. The draft Corporate Plan 2022-27 sets out the Council's strategic priorities and objectives over the next 5 years. The four over-arching well-being objectives set out within the plan are consistent with the sustainable development duty and the well-being goals set out in the Well Being of Future Generations (Wales) Act to improve economic, social, environment and cultural well-being. The strategic objectives set out in the Corporate Plan will inform and will flow-through into the Transformation Plan, individual service plans and other strategic plans and policies. The delivery of the actions and objectives set out within the Corporate Plan will also be underpinned by the Transformation Plan, the MTFP and the Council's People Plan and progress will be monitored in accordance with the Council's performance management framework. The delivery of the Corporate Plan will also form the basis of the Annual Corporate Well-being & Self-Assessment Report, which will set out progress in meeting the well-being objectives set out in the plan as well a self-assessment of performance in accordance with the Local Government and Elections (Wales) Act 2021. The Corporate Plan is a policy framework document under the Constitution and, as such, it will need to be formally approved by full Council.

## **Comments of Head of People, Policy and Transformation**

The development of the Council's Corporate Plan sets the Council's strategic priorities for the next 5 years. The Well-being Objectives and Strategic Priorities support the Council's contribution towards the Well-being of Future Generations Act and to meet its statutory duties to the residents and businesses of Newport.

As the report has outlined, the development of the Corporate Plan has considered a wide variety of views from the Council as well as the public and Elected Members of the Council. Furthermore, as the FEIA demonstrates, this Plan will also support the Council's other strategic priorities and statutory duties. The delivery of the Corporate Plan will be subject to rigorous monitoring and reporting throughout the next five years and will be a Plan that will evolve and respond to the needs and expectations of Newport.

## Scrutiny Committees

The Corporate Plan draft Well-being Objectives and Strategic Priorities were presented to the Council's Overview and Scrutiny Management Committee on 30<sup>th</sup> September. The comments and recommendations of the Committee included:

- The Committee noted the draft Well-being Objectives and strategic priorities of the Council, and the development of a Corporate Plan which delivers on key priorities for the citizens of Newport. Members were pleased with the objectives.
- The Committee appreciated that consultation has continued via buses and internet surveys but requested that there be more independent research on various groups in the city. Members felt that it would be beneficial to have officers in the city centre to consult with different demographics on a face to face basis. They felt that this would allow more properly structured consultations to be carried out in order to have a complete view of both the issues and concerns which affect a lot of residents across the city. Members also felt that it could be good to be able to see the results of future consultations.
- The Committee requested if some of the terminology within the Plan, such as 'to become' and 'to create' could be amended to more accurate language relating to actions being undertaken to enhance understanding of what has been done.
- The Committee felt that more consideration could be given to the Heritage Offer given Newport's many heritage sites, including the Roman sites in Caerleon, the Transporter Bridge and the medieval ship etc as heritage is strongly linked with the aims of the Plan.
- The Committee raised concerns regarding a lack of university students in Newport despite the funding given and asked that these concerns be forwarded to relevant areas and for a response to be issued.

The feedback from OSMC will be considered prior to the submission of the final version of the Corporate Plan to Full Council in November.

## Fairness and Equality Impact Assessment (FEIA):

A copy of the Council's Fairness and Equality Impact Assessment is attached as appendix 2 of this report. The FEIA has considered the impact of the Corporate Plan across the Equality Act 2010, Socio-Economic Duty, Welsh Language and Well-being of Future Generations Act. There were no negative impacts identified.

## Summary of impact - Socio-economic Duty


The Corporate Plan is anticipated to reduce inequalities of outcome for several groups that are likely to experience socio-economic disadvantage against the areas of education, work, living standards, health, participation, physical environment, justice and community safety.





## Summary of impact - Welsh Language (Wales) Measure 2011

The Corporate Plan will align with the Council's Welsh Language Strategy and the Welsh in Education Strategic Plan. The Plan will consider the consultations that have already been undertaken in 2021/22 to support the development of the Corporate Plan.

## Wellbeing for Future Generations (Wales) Act 2015

As outlined in the body of the report, the development and delivery of the Corporate Plan is undertaken as part of the Council's legislative requirement for all public bodies to carry out sustainable development to improve Wales' economic, social, environment and cultural well-being. Corporate Plan (appendix 1) includes how the Council's Vision and Well-being Objectives will contribute towards Wales' Well-being Goals:

 <p>Long Term</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>
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	<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><b>Involvement</b></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>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>



	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.
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## Consultation

A public consultation was undertaken in September 2022 asking people for their views on the Well-being Objective themes and what they consider to be priority for the Council. 865 residents (266 Citizens Panel and 599 Bus wifi) responded to the survey. Residents were asked the how important each theme was for Newport over the next 5 years. Out of 865 residents, the percentage of respondents stated the objectives were either 'very important' or 'important' for Newport over the next 5 years:

Well-being Objective 1 – 74.7%  
Well-being Objective 2 – 72.7%  
Well-being Objective 3 – 71.25%  
Well-being Objective 4 – 70.7%

Throughout the delivery of the Corporate Plan, the Council will continue to involve and engage with residents, businesses and staff on the priorities of the organisation in addition to involvement with key strategic decisions made by the Council. Full details of the consultation are included in the attached FEIA (Appendix 2).

## Background Papers

Well-being of Future Generations Act  
Corporate Plan 2017-22  
Cabinet Report – October 2022

**Dated: 10 November 2022**