

Standing Up for Newport



CORPORATE PLAN 2012-2017



Introduction

The Corporate Plan sets out Newport Council's strategic direction and improvement ambitions for the next five years.

The majority Labour Group's 2012 election manifesto, *Standing Up for Newport*, sets out a clear set of priorities which we hope will deliver a positive future for our city. These ambitions form the basis of this Corporate Plan and provide the framework that ensures the council is best placed to weather the testing times we are all living through.

Alongside responding to the unprecedented levels of cuts to public sector funding, we will be focusing primarily on how best to deploy our efforts to make sure the city thrives and prospers - with projects underpinned by our determination to improve the well-being of all Newport's citizens and ensure that public service is at the heart of our programme of work.

We will support the old and vulnerable, tackle health inequalities and continue to work hard to reduce youth unemployment and continue to increase educational aspirations. We will also be focusing on anti-social behaviour and keeping our streets clean - because residents tell us these are the things that matter to them and affect their daily lives.

We are approaching these challenges by looking at changes to ways in which our services are provided, by introducing new and innovative methods of delivery and working more in partnership with other agencies. Making sure our workforce is fully supported and engaged in this process will be essential to delivering this agenda.

We will also make sure that equality and fairness are central to how we plan and monitor services with the establishment of a Fairness Commission and a strengthened

scrutiny framework.

We will be asking residents and service users for their views about the services they access and how those services could be delivered in the future. This will ensure that everyone has an opportunity to air their views and have them taken into account.

Although there will be tough times ahead, we also have much to be optimistic about and much to celebrate.



Councillor Bob Bright
Leader, Newport City Council

July 2012



Part One: Our Vision for Newport

“ Standing up for Newport will release the potential of our smart and connected city, making it a great place for all to work, live and stay”

a Caring city

A Caring City

Everyone benefits from living in neighbourhoods where people trust and respect each other, especially younger, older and vulnerable people.

People should have the opportunity to play an active role in local life, ensuring that the talent and experience of residents of all ages is encouraged for the benefit of the city.

Our ambition is to ensure that Newport builds a reputation as a caring city which means giving people of all ages and backgrounds, with a wide range of needs, the opportunity to lead an independent life in their own homes.

Key outcomes include:

- People live in sustainable communities
- People lead independent lives and are supported when appropriate



a Fairer city

A Fairer City

We know that our residents do not all have the same life chances. There are significant inequalities in outcomes between areas and communities in Newport, including health issues, unemployment, educational attainment and experiences of crime. We want to continue to narrow the gap between the outcomes of our most vulnerable groups and the city average, while also increasing the opportunities for all.

The council recognises the importance of making the most of scarce resources. By working with the Welsh Government we intend to get the best deal for Newport in terms of capital investment and development funding.

We will work in our communities to support the lowest earners and those in receipt of benefits to ensure that those entitled to benefits receive them, and make sure that alternative financial options are available to those most in need and vulnerable to financial exclusion.

Key outcomes include:

- Decisions are tested and monitored for fairness
- The council makes the most of its resources





**a Learning
& Working
city**

A Learning & Working City

As well as the UK as a whole, Newport is facing a time of unprecedented change, challenge and also opportunity.

The world economy has been through a major recession and we are still feeling the effects, with confidence in the economy uncertain. Private finance is difficult to obtain and public spending is being reduced in order to address the budget deficit.

It is therefore more vital than ever that people have the best life chances and also make the most of a wide range of opportunities available to them. This includes actions to support individuals and communities being able to enrich their own lives by taking part in cultural and leisure activities, as well doing all that we can do to encourage thriving neighbourhoods and deliver the right environment where people can access quality and sustainable employment.

Key outcomes include:

- The life chances of children and young people are improved
- Adults in Newport are successful and realise their potential
- The local economy is strong and confident

**a Greener &
Healthier
city**

A Greener & Healthier City

We recognise that a quality environment is key to enhancing and sustaining our personal quality of life.

The impact of “big” issues like climate change and the effects of globalisation, as well as pressures caused by congestion, waste management and environmental pollution all continue to affect our local environment. Despite these challenges we are determined to pass onto succeeding generations an environment that is in better shape than the one we inherited.

Closely linked to environmental factors is the whole issue of health and well-being. It goes without saying that we want everyone to be well – this involves supporting people to lead healthier lives whilst tackling health inequalities. We know that decent housing, education, employment, community safety, transport and leisure provision all have a significant impact. We can help ensure these are provided to a high standard.

Key outcomes include:

- The attractiveness of the city is improved
- Environmental sustainability is promoted
- People lead healthier lives



A Safer City

We want a community where people feel safe and secure. Working to reduce crime levels and make the streets safer for everyone continues to be a top priority for residents. This aim also includes the council's wider public protection responsibilities which include a range of environmental health and licensing services.

Fear of crime and antisocial behaviour directly affect people's quality of life, limiting their ability to become involved in their local community. This fear is influenced by many different variables, and understanding and effectively engaging local communities will be central to our approach.

In order to improve public perception, we must tackle behaviour that is most visible in our communities and therefore has the most impact on how residents feel. Work to encourage active citizenship and social cohesion and promote interaction between different groups and ages of people is also key to developing safer communities.

Key outcomes include:

- People in Newport live in a safe and inclusive community
- Newport is a vibrant, welcoming place to visit and enjoy



Part Two: Delivering the Plan

Improvement

This is an ambitious programme, requiring a high performing council to deliver it.

Newport has a record of improvement alongside delivery of excellent services and we believe we have the right staff with the skills and commitment to achieve our priorities. Our aim is to be a leading council, working with partners, delivering efficient, responsive and high quality services that make a real difference to people's lives by:

- Thinking customer
- Building capacity and capability
- Driving efficiency
- Transforming and improving
- Managing performance

Developing the Workforce

We will put improving services by maximising the potential of our staff at the heart of what we do, and will ensure that training and development opportunities are available across the organisation. We believe that people are our greatest asset, and that without committed, enthusiastic and skilled individuals and teams we will not be able to achieve the ambitions set out in this Plan. These attributes are captured in the staff values, values which staff themselves directly contributed to developing:

- Can do
- Accountable
- Open
- United

Financial planning

Ensuring the ongoing stability of budgets remains a critical task and ensures that viable, effective services can continue to be provided to local people. It also ensures that managers can plan long-term for their services and ensure that resources are deployed in the best way – to achieve greater efficiency and to align their resources with the priorities of the council.

The Medium Term Financial Plan drives the council's financial planning and annual budget preparation. A key objective of the plan is to ensure that council priorities and plans are funded. It is updated annually and enables the council to review the financial challenges over the medium term – these include the need to balance the council's budget and the cost of financing the capital programme. The capital programme is published each year and consists of the major projects and works that are planned in order to maintain and improve existing council facilities and also to provide new facilities.



Risk Management

In order that the Corporate Plan is effective and provides clear focus and direction for the organisation, risks and threats need to be managed. This ensures:

- Strategies, policies and services are aligned
- Employees understand how their role fits into the council's work
- Local people are confident in the council's ability to deliver quality services and support communities and individuals
- The council continues to build on its positive assessments from external regulators

Managing risks are an integral part of departmental delivery plans, decision-making arrangement and staff development.

Challenge

Effective challenge is also integral to how the city council and its partners manage services. It ensures that the partnership and constituent organisations remain focused on improvement and achievement. Challenge helps to identify areas for benchmarking and the development of best practice. Similarly it supports individuals and teams to further develop their own skills and capacity. Challenge also includes learning and sharing best practice with other councils and organisations, performance management, scrutiny and risk management.

The strategic corporate priorities set out in this Plan are delivered via an annually produced Improvement Plan which is monitored by the city council's cabinet on a quarterly basis.





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