

Agenda



Pwyllgor Craffu ar Berfformiad – Lleoedd a Materion Corfforaethol

Dyddiad: Dydd Llun, 11 Gorffennaf 2022

Amser: 4.00 yp

Lleoliad: Siambr y Cyngor, Canolfan Ddinesig

At: Cynghorwyr: J Cleverly (Cadeirydd), J Harris, G Horton, M Howells, M Linton, B Perkins, C Reeks, J Reynolds and K Thomas

Eitem	Wardiau Dan Sylw
1	<u>Ymddiheuriadau</u>
2	<u>Datgan diddordeb</u>
3	<u>Cofnodion y Cyfarfod Diwethaf (Tudalennau 3 - 8)</u>
4	<u>2021/22 Adolygiadau Diwedd Blwyddyn Cynllun Gwasanaeth (Tudalennau 9 - 82)</u> .
5	<u>Casgliad Adroddiadau Pwyllgorau</u> Ar ôl cwblhau adroddiadau'r Pwyllgor, gofynnir i'r Pwyllgor ffurfioli ei gasgliadau, ei argymhellion a'i sylwadau ar eitemau blaenorol i'w gweithredu.
6	<u>Adroddiad Cynghorydd Craffu (Tudalennau 83 - 88)</u> a) Cynllun Gweithredu (Atodiad 1)

Mae'r dudalen hon yn wag yn

Minutes



Performance Scrutiny Committee - Place and Corporate

Date: 28 February 2022

Time: 4.00 pm

Present: Councillors J Cleverly (Chair), M Al-Nuaimi, Y Forsey and J Richards

In Attendance: Councillors Jane Mudd (Leader of the Council and Cabinet Member for Economic Growth and Investment) and Jason Hughes (Cabinet Member for , Tracey Brooks (Head of Regeneration, Investment and Housing), Matt Tribbeck (Regeneration Manager), Ross Cudlip (Carbon Reduction Manager), Neil Barnett (Scrutiny Adviser) and Louise A Thomas (Governance Officer)

1 Apologies

Councillors Martyn Kellaway, Graham Berry and Mark Whitcutt.

2 Declaration of Interest

None.

3 Minutes of the previous meeting held on 24 January 2022

The minutes of the meetings held on 24th January 2022 were **approved** as a true and accurate record.

4 Economic Recovery Strategy - Update Report

Invitees:

- Councillor Jane Mudd – Leader of the Council Cabinet Member for Economic Growth and Investment
- Tracey Brooks – Head of Regeneration, Investment and Housing
- Matt Tribbeck – Regeneration Manager

The Leader gave a brief overview of the report before the Committee. The pandemic had intensified the need to focus on outcomes for people that promoted resilience and sustainability, rather than just focus on growth. She reported that the Council had done a lot of work aligning the objectives of our economic growth strategy to recovery whilst ensuring how to best focus on the economy going forward. Targets and priorities had been set and we had been able to distribute significant amounts of money through rate relief and various grant schemes. This had involved a huge effort across a number of Service Areas. Newport's economic response to the pandemic had also relied on collaboration with partners to find the most innovative solutions, and businesses were involved in decisions that affected groups such as Newport BID. Collaboration remained key to delivering the Council's Well-being Objectives around improving skills, educational outcomes and employment opportunities. Some important actions to date had been the securing of over £15m from the

Welsh Government's Transforming Towns framework, and some significant projects had progressed such as the restoration of the Market Arcade and the redevelopment of the indoor market.

The Empty Property Group, a multi-disciplinary group led by the Regeneration, Investment & Housing service, was set up and sought to bring about the re-use or demolition of key vacant properties in the City. In 2020, officers and elected members participated in training sessions facilitated by Welsh Government on how to tackle long-term empty properties through enforcement action. An action plan, since approved by Welsh Government, had now begun to be implemented which targeted specific, problematic properties in the city. Newport Council also supported organisations to apply to the UK Government's Community Renewal Fund. This enabled local organisations and groups to access funding up to the value of £3 million pound to deliver various schemes focused on investment in skills, local businesses and communities while supporting people into employment. 7 bids were successful and awarded funding, and would be primarily focused on skills, employment and rejuvenation of areas in Newport, and tertiary education. A successful bid to this fund saw a programme to link young people in Newport to a range of career opportunities in the screen sector, provided placements and work experience opportunities for Coleg Gwent students and created strong, ongoing links between education in Newport, screen sector employers and organisations and Careers Wales. Also, the Newport Youth Academy programme which offers a range of vocational qualifications and careers pathways for 16 and 19 years olds identified as NEET (Not in Education, Employment or Training) enrolled a number of students and of those who had left the programme, the vast majority were successful in gaining positive destinations and achieved accredited qualifications.

The Head of Regeneration, Investment and Housing stated that the recovery strategy in the original report had stood the Council in good stead for the position in which we were currently. The replacement Local Development Plan embodied the need to ensure the right developments in the right place. It provided the opportunity to re-look at how Newport would grow in the future and whilst not a quick process, would provide significant engagement opportunities. This would not be in isolation as we worked closely with a number of partners such as Newport BID and regional partnerships and this enabled us to take opportunities that came our way.

The Regeneration Manager highlighted some of the financial support given to businesses during this period. A total of 3233 businesses had been assisted with 74 start-ups assisted. 350 expression of interest forms have been received for the Business Development Fund and £100,000 awarded to date. The roll out of rates relief and grant support to businesses had seen 7312 grants delivered across the 4 Covid Business Rate grants at a total of £46,785,201.00 and they had processed Covid Extended Business Rates Relief of £20,004,058.24 for 1411 businesses in total.

The Chair invited comments and questions from Members

- A member welcomed the report and commented that there appeared to be assumption of enthusiasm from traders with small businesses in particular occupying business units throughout the City, which was a welcome sign of recovery.
- Members asked about the communication channels between local businesses and the Council.

The Leader and Regeneration Manager replied that there was a high level of 2 way communication with small business throughout the City. We had representation on a number of groups and engaged with freelancers asking how we could assist them, taking on board any feedback provided. The Business Support team also

circulated a newsletter, which had been vital during the pandemic. We were members of business clubs and our website dedicated to business was also an important tool in engagement.

- A member queried how we had protected the Council against fraudulent claims for Business Support grants during the pandemic. The Head of Regeneration, Investment and Housing confirmed that the team that processed application for grant assistance had been extremely diligent in making all the necessary checks. While people were desperate for immediate financial aid, we attempted to work quickly whilst ensuring robust checks were carried out. No grants were awarded without all the necessary paperwork and we were confident we had strong procedures in place to prevent fraud.
- A member commended the resilience demonstrated in the business area in continuing support for small businesses over the previous 2 years. The member then asked for further information about the Empty Property Group.

In response, the Leader commented that the elected members referred to in the report were the Cabinet and they had received joint training with officers to examine what options were available to tackle the issue of empty or derelict properties. One of the properties was the former TJs in Clarence Place and another property in the Stow Hill ward had just gone to auction. The Head of Regeneration, Investment and Housing stated that the group had a priority list of 6 properties to focus on with the objective being to firstly encourage the owners to work with the Council in seeking solutions. CPO was not the only option, enforcement powers being another, along with grant funding to encourage re-use.

- Members asked about future prosperity and how we would maximise and exploit securing inward investment.

The Leader commented on our successes to date such as Monks Ditch, the Welsh Government collaboration with Celtic Manor Group and investment in the International Convention Centre but stressed we would continue to push forward to secure inward investments. We were able to do this through our partnerships such as the Cardiff Capital Region City Deal, the first significant investment being £37m into the Compact Semi-Conductor plant in Newport alongside the largest data centre in Europe being based here also. Moving forward it was also important to focus on the economic wellbeing of the whole of the region and further afield. Success depended on what we did in partnership, whether at the regional level or based on our economic geography with our partners across the River Severn such as our partnership with the Western Gateway region which could impact us positively in terms of jobs and construction initiatives etc.

In response to a question about the University and Coleg Gwent relocation proposals in the City Centre, the Leader said that together with the National Wellbeing Centre this represented £100M of public sector investment coming into the City Centre, which was very welcome. The University were developing significant expertise in cybersecurity and the knowledge transfer work that the university carried out supported internships and businesses. Newport had a really strong cluster of small businesses starting to build up here and attracted significant contracts and we were keen to support the University in this aspect. By bringing all of that knowledge together in the heart of our City Centre would help us to build economic resilience for the future.

The Chair thanked the Leader and officers for attending

Conclusion - Comments to the Cabinet

The Committee noted the Carbon Management Plan- Progress Monitoring report and agreed to forward the minutes to the Cabinet as a summary of the issues raised. The Committee wished to make the following comments to the Cabinet:

- The Committee Members thanked the Leader and senior officers for attending and praised the commitment and work of the service area. Members noted that after two years of serious disruption due to the pandemic we have shown resilience as both a council and a city in relation to regeneration and economic growth and this should be recognised. Members also praised the ambition and excellent transformation of the Indoor Market, which a couple of the committee Members visited last week.
- Member were pleased to hear that the Council have good communication with local businesses, and commented that it is important that there is good two way communication and hopefully some of the increased contact because of the pandemic will be continued as we try to recover.
- Members commented regarding page 31 of the reports pack, Newport Intraregional Commuting and advised would be interesting to know how these journeys are made – car, bus, train, bicycle etc and to be able to compare this with 2020, 2021. The Committee think this data should be tracked so that we can see if we are making progress in terms of increasing sustainable travel.
- Members were pleased to see progress with the Empty Property Group, which has improved since before the pandemic. Members also noted their happiness with the successes of the youth academy, and request if the committee could have a list of the achievements made by the youth academy such as whether they go into employment or go into higher education.
- The report briefly abated that the Council must exploit and maximise the opportunities for bringing inward investment into the city. The Committee requested to have more details of how we can actually achieve both of these aims in the wake of the pandemic. Members also spoke of the importance that there is good two way communication between businesses and hopefully some of the increased contact because of the pandemic will be continued as we try to recover.

5 Carbon Management Plan – Progress Monitoring

Invitees:

- Councillor Jason Hughes – Cabinet Member for Sustainable Development
- Ross Cudlip – Carbon Reduction Manager

The Cabinet member for Sustainable Development introduced the item stating that this was Committee's first consideration of the Council's Carbon Management Plan 2018-2022. He acknowledged the challenges ahead and said we had built a strong foundation and could be proud of our achievements to date. The Carbon Reduction Manager gave a Powerpoint

presentation setting out the Council's vision, mission, objectives and strategy for carbon reduction from 2018 until 2022 and beyond.

Key points highlighted were:

- The ultimate target of the CMP is for the Council to achieve Carbon Neutrality by 2030 with plans running from 2018-2022, 2022-2026 and 2026 until 2030.

- Aim to be a globally responsible organisation by decarbonising our buildings, fleet and operations while reducing our costs and environmental impact for the benefit of future generations.

- Progress against 5 key objectives :-
 - Reduce total carbon emissions in the shortest possible timeframe - *Currently ahead of target*
 - Make our buildings more energy efficient and improve user comfort - *Draught-proofing and new lighting has improved user comfort in some buildings. This will to be replicated across the entire estate.*
 - Reduce our total energy demand and dependence on imported energy through the use of on- site renewable energy generation - *7% of the electricity we consumed in 2020/21 was generated from solar PV panels on our roof. In the future we will need to maximise this proportion.*
 - Reduce our business travel, fuel consumption and transition our fleet to electric or alternatively fuelled vehicles - *All of these metrics are being progressed as we move to video conferencing and an electric fleet.*
 - Where opportunities arise, engage with and support external organisations working to reduce carbon emissions in the Newport area - *We have supported diocese schools with community solar installations and engaged with other public sector organisations on a range of matters.*

Members then asked the following:

- Members commented that it was pleasing that we had a dedicated Carbon Reduction Manager post for this very important issue. It was then asked that in order to achieve 100% reduction in carbon emissions would require some offsetting. How could reduction be maintained each year?

The Carbon Reduction Manager responded that the reduction levels were not linear but rather a reduction each year. We were now at the stage of delivering retrofits for our buildings that had greatest consumptions and this would give us a reasonable idea of the measures we could take to achieve reductions each year. The ambition was to remove as much gas use from our estate so that we would be able to bring in zero carbon electricity to replace it.

- If our street lighting columns were LED and were there any grants available for domestic solar panel installation?

The Carbon Reduction Manager explained that not all the lighting columns had suitable fittings for LED lighting but the vast majority of our stock was now LED lighting. In regards to solar panels, there were no longer grants available, but householders with solar panels fitted were able to sell back their energy to suppliers and recoup installation costs in that way.

- A member asked about the use of heat pumps to replace gas boilers and the feasibility of this in households.

The Carbon Reduction Manager explained that much of our Council estate generally had space to accommodate heat pump paraphernalia such as on the roof of buildings or within grounds of existing sites. Whilst some of these could be fairly complex installations taking heat from the environment outside, for domestic properties these could be from the ground or water which could be much more inconspicuous.

The Chair thanked the Officers for their contribution and responses to Members questions.

Conclusion - Comments to the Cabinet

The Committee noted the Carbon Management Plan- Progress Monitoring report and agreed to forward the minutes to the Cabinet as a summary of the issues raised. The Committee wished to make the following comments to the Cabinet:

- The Committee thanked the officers for attending and praised the precise and information presentation. Members were happy with the information received in the Carbon Management Plan and the progress that has been made against the targets. Members also praised the ambition and aspiration for the city to be carbon neutral by 2030.
- The Committee also wished to voice their pleasure of the appointment of a Carbon Reduction Manager so Members and officers are able to readily get advice.

6 Live event

The meeting terminated at 5.29 pm



Scrutiny Report

Performance Scrutiny Committee – Place and Corporate

Part 1

Date: 11th July 2022

Subject 2021/22 Service Plan End of Year Reviews

Author Scrutiny Adviser

Responsible Cabinet Member / Officer:	Area / Role / Subject
Councillor Jane Mudd	Leader of the Council and Cabinet Member for Economic Growth and Strategic Investment
Councillor Jmes Clarke	Cabinet Member for Strategic Planning, Regulation and Housing
Councillor Debbie Harvey	Cabinet Member for Community Well-being
Councillor Laura Lacey	Cabinet Member for Infrastructure and Assets
Councillor Yvonne Forsey	Cabinet Member for Climate Change and Bio-diversity
Paul Jones	Strategic Director - Environment and Sustainability
Stephen Jarrett	Head of City Services
Tracey Brooks	Head of Regeneration and Economic Development
Silvia Gonzalez-Lopez	Head of Environment and Public Protection
Caroline Ryan-Phillips	Head of Prevention and Inclusion

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is asked:

- 1.1 To consider the following Service Plan Year-End Reviews in relation to their performance for 2021/22. Each Year-end review report includes an Executive Summary, 2021/22 Budget and Forecasted Expenditure, Q4 Service Areas Risks, Executive Summary, Analysis of Performance against Service Plan Objectives and Performance Measures as at end of Quarter 4 (31st April 2022) for:
- **Appendix 1** – Regeneration Investment and Housing
 - **Appendix 2** – City Services

2 Context

Background

- 2.1 Each Service Area has set a Service Plan to support the delivery of the Council's Corporate Plan 2017-22 and now the Strategic Recovery Aims which were endorsed by the Council's Cabinet in

June 2020. Annually, each service area reviews their plans and updates accordingly based upon resources (finance and human resources), strategic objectives and risks.

Service Plans for 2021/22 include:

- Key programme and project work being undertaken by the service area;
- Service Plan Objectives and planned actions including links to the Strategic Recovery Aims;
- Performance measures including National (Welsh Government / Public Accountability Measures) and locally set measures; and
- Service area risks.

2.2 Service Plans were originally approved by Cabinet Members in 2018/19 and have been annually reviewed and updated as the Council has progressed in the delivery of the Corporate Plan. The 2021/22 service plans has been approved by the relevant Cabinet Member, following the Member consultation process. This report presents Members with the Year-end Reviews for each Service Plan.

2.3 At the start of this financial year, the Council’s Cabinet endorsed the Council’s Strategic Recovery Aims in response to the Covid-19 crisis and to enable service areas to focus on recovering their services and adapting to the changes as a result of the current restrictions in place. A copy of the Strategic Recovery Aims will be linked into the Report.

2.4 The Local Government and Elections (Wales) Act 2021 requires Newport Council to Self-Assess:

- The effectiveness of its functions.
- Consider if it is using its resources, economically, efficiently and effectively.
- Whether the governance arrangements are effective for securing these areas.

This report will be used to support the Council’s Self-Assessment and will be integrated into the Council’s Annual Well-being / Corporate Self-Assessment Report published in 2022. Any recommendations raised by the Council’s Scrutiny Committee(s) and service area will be considered as part of the Council’s assessment.

3 Information Submitted to the Committee

3.1 This year’s report for Year-end reviews cover the period 1st April 2021 to 31st March 2022 and include: 2021/22 Budget and Forecasted Expenditure, Service Areas Risks, Executive Summary, Analysis of Performance against Service Plan Objectives and Performance Measures.

The updates are structured into the following sections:

Introduction and Financial Summary	Each report provides an introduction to each service area and their main objectives, budget and forecasted expenditure for the financial year 2021/22.
Executive Summary	The Executive Summary of the Head of Service is provided as an overview of performance for the first six months of the financial year. Heads of Service will also provide a summary of the impacts that Covid-19 has had on the service area and will also be looking forward for the remaining six months of the financial year.
Service Area Risks	Overview of corporate and service risks including risk scores for Quarter 4 and the previous three quarters. Also included is a glossary for the objective updates and risk scores. Note: Corporate and Service Risks are reported quarterly to the Council’s Audit Committee and Cabinet.
Analysis of Progress against Objectives / Actions	Each service plan will have an overview of progress made in the first six months (1 st April 2021 to 31 st March 2022) against the objectives and their actions. For this years’ service plan, actions will also indicate where they support the Council’s Strategic Recovery Aims.

	<p>Each action has a start date and an end date. Actions that are commencing from 1st October 2021 onwards will be included but not performance reported against it. Performance against each action will be based upon Red / Amber / Green (RAG) status based upon whether the action is anticipated to be delivered by the agreed date or not. Each action also has a percentage of completion to enable Members to understand the current progression against the action.</p> <ul style="list-style-type: none"> • Green C / 100% - Action has been completed • Green % - Action is on target to complete by agreed timescale • Amber % - Issues are identified which could impact on the delivery of the action by the agreed timescale. • Red % - The action is not going to be able to deliver by agreed timescale and immediate action is required. • ? – Unknown – Data missing.
<p>Performance Measures</p>	<p>Performance measures reported in the review are for the first six months of the financial year. Not all performance measures will be reported as they may be reported annually and therefore will be included as part of the End of year review process. Additionally, this year due to Covid-19 there may also be some performance measures that cannot be reported due to the measure being suspended or for other reasons the service area is unable to collect the data. Where this occurs the service area will indicate this in the report.</p> <p>For performance measures that are reported the figure will indicate whether it is achieving its target or if it is under achieving. Where measures are under achieving against the target (Amber / Red) the service area will provide commentary to explain the reason(s) and what action is being taken to improve performance. Performance of the Measures is ranked using the following:</p> <ul style="list-style-type: none"> • Green - Performance is above Target • Amber - Performance is below Target (0-15%) • Red - Performance is under achieving (+15%) • ? – Performance is unknown (data missing) <p>The report will also include the performance measures previous performance in the last three years for comparison.</p>

4. Suggested Areas of Focus

4.1 Role of the Committee

The role of the Committee in considering the report is to:

Assess and make comment on:

- **Finance** – Based upon current forecasting and considering the impacts of Covid-19, is the service area projected to be under spent or over spent by the end of the financial year?
 - Is there sufficient assurance that service delivery is not impacted?
- **Objectives and Actions** – Is the service area making good progress against the actions identified in the service plan?
 - For actions that have been completed, has the service area demonstrated what the outcome(s) of delivery are and what impact it has had on the service area.
 - The impact(s) of Covid-19 on the capacity and capability of the service area to deliver its objectives.
 - For actions still in progress, are these actions still projected to be completed on time and are there any areas where further clarification is required.
 - Do Members have sufficient assurance that good progress is being made by the service area to support the overall delivery of the Corporate Plan and the Strategic Recovery Aims.
- **Performance Measures** – Are there any performance measures that are under performing and is there reasonable explanation and sufficient action being taken to address performance both in the short term and long term.

In drawing its conclusions, the Committee should assess:

- Is the Committee satisfied that the service areas are making good progress against their objectives, actions and performance measures at the end of quarter 4?
- What was the overall conclusion on the information contained within the reports?
- Are there any areas in the report that are missing and/or require further clarification?
- Does the Committee wish to make any Comments / Recommendations to the Cabinet?

4.2 Suggested Lines of Enquiry

In evaluating Service Plan performance, the Committee may wish to consider:

- Analysing the Service Plan Mid-Year Reviews and evaluating how well Service Areas performed in the first half of the financial year against the objectives, actions, recovery aims and performance measures in their service plans;
- Has the service area fully considered the impacts of Covid-19 in the delivery of their objectives?
- Is the service area taking demonstrating sufficient steps to innovate or change the way they deliver services to meet the long term needs of its users?
- Are targets sufficiently challenging and balanced between being realistic and robust especially in light of the Covid-19 crisis?
- Are actions appropriately contributing to the Well-being objectives and Strategic Recovery Aim(s) listed?
- Is any underperformance being addressed and are associated risks being mitigated?
- What is being done to improve performance for the second half of this financial year (taking ongoing Covid-19 impacts into consideration)?
- Are there any emerging risks / issues and lessons learned as result of Covid-19 on the service area both short term and long term?
- Are there any barriers to improving performance of objectives, actions and performance measures in the Service Plans?
- Is the Service Area on target with its budget? If not what mitigations are planned to reduce overspends within this financial year?

4.3 Well-being of Future Generations (Wales) Act

5 Ways of Working	Types of Questions to consider:
Long-term The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Do the objectives and actions of the service area take into account the long-term trends that will impact services areas?
	Do the objectives and actions consider the needs of service users and future trends of service delivery? E.g. What is the demographic forecast of young people living in Newport services required to support needs of future service users?
Prevention Prevent problems occurring or getting worse.	Do the objectives and actions undertaken prevent issues being faced by service users / communities now and in the future?
	Are the solutions being provided today having an impact on the root causes of the problem(s)?
	Is the service area addressing areas of underperformance that will improve service delivery in the short term and long term?
Integration Considering how public bodies' well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	Are service areas considering the goals of strategic partner organisations, the Public Services Board and wider regional / national objectives?
	Is the progress of delivery against objectives aligned with that of other Council service areas, strategic partners and that of other organisations?
Collaboration Acting in collaboration with any other person (or different parts of the organisation itself).	Who does the service area collaborate with (Internal / external) to deliver objectives and actions?
	What are the lessons learned and benefits from collaborative working?
	How does collaboration benefit the Council and service users in the long term? E.g. resource, knowledge, expertise, value for money, outcome(s) for the service user.
Involvement The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	How are the views of the service user / wider community and partners being considered in the delivery of services and activities?
	How does the feedback of service users, citizens and businesses improve their experience and ensure lessons are learned?
	How do you ensure the views of vulnerable and marginalised communities taken into consideration on decision making?

Section B – Supporting Information

5 Links to Council Policies and Priorities

- 5.1 Service Plan End of Year Reviews directly support the delivery of the Council's Well-being Objectives set in the Council's Corporate Plan 2017-22 and the Strategic Recovery Aims. Furthermore, the four Well-being Objectives contribute towards the delivery of the Public Services Board 'One Newport' Well-being Plan 2018-23 and ultimately the Well-being Goals set in the Well-being of Future Generations Act 2015. An overview of the strategic alignment is highlighted in the table below.
- 5.2 Members of the Committee should also consider the statutory duties that service areas are required to deliver and comply with necessary legislation. These are outlined in the Council's Constitution and where necessary stated in the report.

Well-being Objectives	Promote economic growth and regeneration whilst	Improve skills, educational outcomes &	Enable people to be healthy,	Build cohesive & sustainable communities
------------------------------	---	--	------------------------------	--

	protecting the environment	employment opportunities	independent & resilient	
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

6. Background Papers

- [The Essentials – Well-being of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017-22](#)
- [Strategic Recovery Aims](#)
- Regeneration Investment and Housing Service Plan (2021-22)
- City Services Service Plan (2021-22)

Report Completed: July 2022

Regeneration, Investment and Housing End of Year Review 21/22



Tudalen 15

Leader of the Council and Cabinet Member for Economic Growth and Strategic Investment – Councillor Jane Mudd

Cabinet Member for Strategic Planning, Regulation and Housing – Councillor James Clarke

Cabinet Member for Climate Change and Bio-diversity – Councillor Yvonne Forsey

Cabinet Member for Community Well-being – Councillor Debbie Harvey

Cabinet Member for Infrastructure and Assets – Councillor Laura Lacey






Chief Executive - Beverly Owen

Head of Service- Tracey Brooks

Introduction

This is the **Regeneration, Investment and Housing** update on the progress being made against the objectives, actions, performance, and risk for the period 1st April 2021 to 31st March 2022. Service plans have been designed to support the delivery of the [Council's Corporate Plan 2017-22](#). As one of the 44 public bodies, Newport Council must consider the Well-being of Future Generations Act in the delivery of its plans and the sustainable development principle of meeting our duty under the Act.

Tudalen 16

Long term		The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
Prevention		How acting to prevent problems occurring or getting worse, may help public bodies meet their objectives.
Integration		Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
Collaboration		Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
Involvement		The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area, which the body serves.

The Local Government and Elections (Wales) Act 2021 requires Newport Council to Self-Assess:

- The effectiveness of its functions.
- Consider if it is using its resources, economically, efficiently and effectively.
- Whether the governance arrangements are effective for securing these areas.

This report will be used to support the Council's Self-Assessment and will be integrated into the Council's Annual Well-being / Corporate Self-Assessment Report published in 2022. Any recommendations raised by the Council's Scrutiny Committee(s) and service area will be considered as part of the Council's assessment.

Regeneration, Investment and Housing [Service Plan 2021/22](#)

The Regeneration, Investment and Housing service plan focuses on the delivery of the following Wellbeing Objective(s) in the Corporate Plan 2017-22:

- **Wellbeing Objective 1** – To improve skills, education and employment opportunities
- **Wellbeing Objective 2** – To promote economic growth and regeneration whilst protecting the environment.
- **Wellbeing Objective 3** – To enable people to be healthy, independent and resilient; and
- **Wellbeing Objective 4** – To build cohesive and sustainable communities
- **Strategic Recovery Aim 1** - Understand, and respond to, the additional challenges which Covid19 has presented, including loss of employment, impact on business and on the progress, achievement and wellbeing of both mainstream and vulnerable learners.
- **Strategic Recovery Aim 2** – Understand and respond to the impact of Covid-19 on the city’s economic and environmental goals to enable Newport to thrive again.
- **Strategic Recovery Aim 3** – Promote and protect the health and wellbeing of people, safeguarding our most vulnerable and building strong, resilient communities.
- **Strategic Recovery Aim 4** – Provide people with the resources and support that they need to move out of the crisis, considering in particular the impact that Covid-19 has had on our minority and marginalised communities.

Tudalen 17

The 2021/22 Service Plan has 7 objectives that are focused on:

Objective 1 – Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.

Objective 2 – Regeneration Investment and Housing will make Newport a 'Thriving City'.

Objective 3 – Develop a collaborative approach to modernise service delivery to residents across the city.

Objective 4 – Children's and Community Grant: Changing the way in which a number of grants are delivered to streamline services and deliver better outcomes for residents and the city.

Objective 5 – Enhance community wellbeing through improved housing offer.

Objective 6 – Promote the decarbonisation of our operations, support sustainable travel and clean air measures, in the interests of tackling climate change.

Objective 7 – Effective and sustainable management of NCC properties and assets

NCC Restructure

From 2022/23 Newport City Council has implemented a new structure that will support the Council's new Corporate Plan 2022-27 and deliver the manifesto aims of the Council's Cabinet. The below provides an overview of the teams and functions that will be moving from Regeneration Investment and Housing:

Service Area Team / Function	Moving To
Strategic Housing, Housing Needs & Homelessness.	Moving to Communities and Housing
Community Regeneration (Libraries, Community Hubs, and community centres)	Moving to Communities and Housing
Climate Change	Moving to Environment and Public Protection
Families First, Flying Start, Youth Services, Early years, Play Services, Private Sector Housing Support	Moving to Prevention and Inclusion
Assets	Moving to People, Policy and Transformation

Cabinet Member(s) / Head of Service Executive Summary

Overview of services and teams in Regeneration Investment & Housing

In RIH our aim has been to create safe, sustainable, and resilient communities in which to live, visit, work and learn. Placemaking and regeneration is a key focus of the Council and 2021/22 has been an important year for the City Centre in particular with the completion of the four-star Chartist Hotel and the opening of the newly refurbished Indoor Market. Ongoing issues with Covid-19 and increasing costs for construction work has resulted in delays in the delivery of other strategic projects but it has been encouraging to see these projects progressing despite these challenges. Work on the historic Market Arcade has also nearly completed and work is expected to commence this year on the refurbishment of the Grade I listed Transporter Bridge and the construction of a new visitor centre; the development of a new Leisure and Well-being centre on Usk Way and also the delivery of a co-working incubator hub at the Information Station. With all of these schemes due to commence, and in some cases complete, in the next 12 months, this makes 2022/23 a very exciting year for Newport.

Supporting our residents and communities also remains at the heart of the service and the Community Regeneration teams have continued to support residents and families with a range of support from Early Years through to Youth and work and skills. Our Housing team have also worked extremely hard to reduce homelessness and ensure that people have a safe place to sleep. This has been extremely challenging, and remains so due to the lack of both available and good quality housing stock, but with the support of partners and Welsh Government funding, we are improving supply and delivering more supported and move on accommodation.

In support of our regeneration and growth aspirations for the City, we have formally commenced with the replacement Local Development Plan in order to ensure that adequate land and opportunity is available for residents, investors and visitors to make Newport their location of choice.

Other services delivered by RIH included:

Development and Regeneration provides the land use planning function to enable the City to grow in a sustainable manner and ensure the delivery of the Council's regeneration priorities. The service includes planning policy and development management along with historic building conservation and the building control function. The Regeneration Team develop and deliver a variety of grant funded regeneration programmes and provide support for businesses and inward investors. Covid-19 has not affected our ability to process planning and building control applications remotely but there have been challenges with recruitment which has put the team under pressure and resulted in slower determinations as they manage larger caseloads. The regeneration team have also been actively bidding for Levelling Up funding for the Northern Gateway area as well as bidding to be the next City of Culture in 2025. Whilst we were unsuccessful with these bids, it has highlighted the rich and diverse culture which exists in the City which needs to be recorded and celebrated, and this will be key area of focus in the coming year.

Housing & Property Services provides the strategic housing function, disabled facilities grants and homelessness functions. This service area also oversees the Newport Norse property services joint venture which manages the strategic planning and operational delivery of the council's land and buildings, including operational services of building maintenance, cleaning and facilities management. Covid-19 has had a significant impact on the Housing & Assets service area, most notably the homelessness, home options and temporary accommodation services. A suspension of Disabled facilities grants (non-

urgent) during lockdown periods in 20/21 resulted in a significant backlog of cases which the Team have remained committed to dealing with in 21/22 and also the coming year. Homelessness continues to see a significant increase in demand for temporary accommodation as the duty to provide accommodation remains in place. This has seen the development of new Phase 2 funded accommodation at Central Chambers and Hill Street. The Civic Centre and other Council buildings have cautiously re-opened to the public and we have continued to develop the Council's 'new normal' operating model.

Community Regeneration oversees a number of community-based services. Skills and work programmes, together with community development (including Communities First) are delivered to enable communities to become more resilient and enable individuals to increase skills levels and assist people into work. Alongside programmes such as Flying Start, Families First, Play Development and the Youth Service, Community Regeneration provide a package of support which increases the impact of support provided. This service area continued to play a critical role during the pandemic and all four neighbourhood hubs remained operational during lock down periods and continued to be a source of support for some of our most vulnerable residents. Work and skills support has remained central to our support for residents and young people as the aftereffects of the pandemic are played out.

Cultural and Library Services provide front-line services for Newport's residents and visitors. Functions and teams include: Statutory Library and Information services, Adult and Community Learning, Museums and Heritage comprising the Museum and Art Gallery, the Transporter Bridge and the Newport Medieval Ship Project. As lockdowns have eased we have been able to re-open libraries and visitor facilities. Work will begin in July on the refurbishment of the Transporter Bridge following an increase in funding from the National Heritage Lottery Fund and support from Cabinet.

The recent Senior Management Restructure has seen some significant changes to the services provided by the RIH team. Most young people and youth services are moving to the new Prevention and Inclusion service and Council assets is being realigned as a corporate function. Housing and other community services form a service area in their own right and will be able to focus on the delivery of integrated and cohesive community focussed work. The remaining RIH services form the new Regeneration and Economic Development (RED) service and essentially focus on the physical, economic and cultural growth of the City.

Executive Summary from the Head of Service

The last year has presented us with ongoing and unique challenges. As services have started to re-open and we have cautiously tried to resume 'business as usual', the RIH team have been balancing the need to provide on-going support for residents and businesses still feeling the effects of Covid 19 at the same time as trying to manage the effects of Brexit, the war in Ukraine and the escalating cost of living crisis. Once again RIH services have stepped up and supported not only our Newport businesses but also our communities and some of our most vulnerable residents.

The Neighbourhood hubs have remained at the heart of our communities and have continued to support residents in need of food, advice and support. The Flying Start team continued to provide early year's services and parenting support and the play scheme which has been provided during all school holiday periods has hugely benefitted some of our most vulnerable young people.

Demand for temporary accommodation has not eased and Welsh Government guidance to accommodate anyone at risk of, or sleeping rough remains in place, despite changes in Covid -19 restrictions. As a result we have strengthened partnerships with other departments,

stakeholders, external agencies and the third sector to provide accommodation and support to those most vulnerable. Despite defraying £16.5m of Social Housing Grant for new affordable housing, demand for temporary accommodation continues to far exceed supply and we have worked tirelessly to source further accommodation and consider new and innovative ways of supporting service users through joint working, an example being the development of new units of accommodation at Central Chambers and Hill Street using Phase 2 Welsh Government funding. There does not appear to be any reduction in pressure for accommodation as we start to see the impact of the national Ukrainian refugee crisis.

The Carbon Reduction team have made a significant contribution towards the Council's commitment to climate change and sustainability through the delivery of a Local Area Energy Plan and the Climate Change Plan. They have also secured over £1m of funding for low carbon heating schemes and continue to work on the roll out REFIT scheme.

The Business Support Team continued to help businesses access advice and financial support through Welsh Government discretionary grant funding at a time when most businesses were struggling to keep afloat. The Regeneration team have been working hard to maintain momentum in respect of project delivery and inward investment. Construction work on the Market Arcade redevelopment is nearing completion and the Indoor Market opened for business in March 2022. Transforming Towns funding has been awarded for the development of a co-working/business incubator space within the Information Station building and also the development of a new Leisure and Well-being Centre which will enable Coleg Gwent to build a new City Centre campus on the site of Newport Centre.

Tudalen 21

Our key challenge going forward is addressing the backlog of cases in areas such as Planning and Disabled Facilities Grants as well as preparing for potential surges in caseloads in housing prevention and community support as people find themselves in difficulty as the cost-of-living increases. We also need to continue delivering key strategic projects such as the Information Station co-working/incubation space, the Transporter Bridge project and new Leisure and Well-being Centre. Securing levelling up funding for the provision of a new National Technology Institute alongside attracting new inward investment remains at the heart of our efforts to support sustainable and resilient economic growth and ensure our residents have access to good quality jobs. We need to ensure that our work and skills teams continue to support people who need to find employment and that our residents can access the right skills and training provisions to meet the needs of post Covid employers.

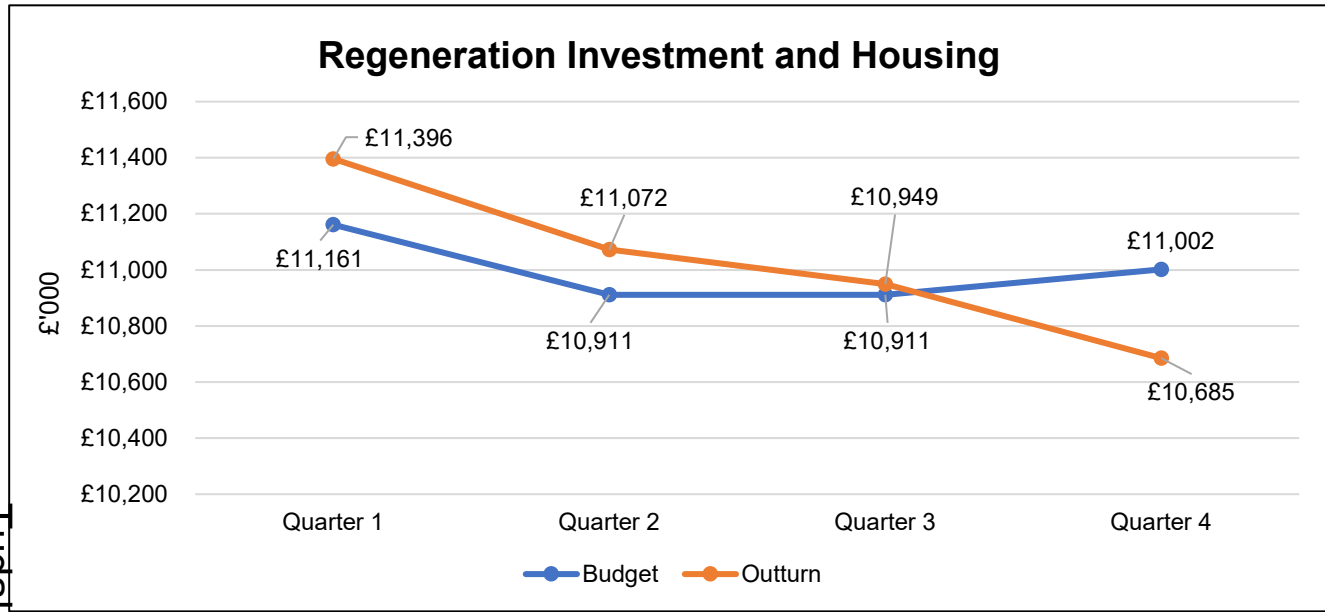
The focus will also be on the development of a regional and local Investment Plan for Shared Prosperity Funding and once the overarching regional interventions have been approved by UK Government, we will begin to engage with our residents, communities and stakeholders on local priorities and delivery. Newport also aspires to being awarded Freeport status as we continue to encourage and support expansion and growth of our existing businesses, as well as inward investment from new investors.

We have our sights firmly set on the future Newport and we are progressing with the development of the Replacement Local Development Plan. This presents us with a timely opportunity to review and reset our strategy for growth and protection of our important assets in a post Covid world. This is a long process spanning 3.5 years but involves extensive engagement with our key stakeholders and residents to ensure

that we take Newport forward in a resilient, robust and sustainable way. We are also able to start developing a cultural strategy which identifies Newport's artistic, creative and cultural strengths and embed this within our new LDP and Corporate Plan.

The biggest success throughout this last year remains the way our staff have responded and reacted to unprecedented events and ongoing pressures with such positive professionalism, trying to find solutions to any problems posed and going the extra mile in support of their colleagues. Whilst RIH will no longer exist in its current configuration, wherever the teams sit, we continue to work together and remain committed to ensuring that we meet the needs of our residents, businesses and visitors.

Regeneration, Investment and Housing - Revenue Outturn 2021/22

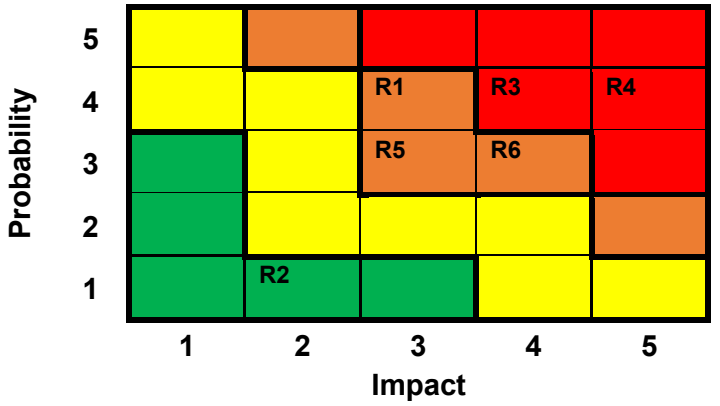


This provides an overview of the service area outturn revenue position at the end of the financial year.

Revenue and Capital Finance reporting can also be found in Cabinet reports for 2021/22 using the link [here](#).

Tudalen 23

Service Area Risks at 31st March 2022



Service Area Risk Heat Map Key (Quarter 4 2021/22)	
R1 – Climate Change (Corporate Risk)	R4 – Pressure on Housing & Homelessness (Corporate Risk)
R2 – Market Arcade – Failure to deliver project scope	R5 – Replacement LDP is not delivered on time / budget
R3 – NCC Property Estate (Corporate Risk)	R6 – Transporter Bridge / Visitor Centre

Corporate and Service Risks are reported to the Council's [Governance and Audit Committee](#) and [Cabinet](#) every quarter.

Glossary

Actions (Red / Amber / Green)

C	Green RAG – Completed
%	Green RAG – Action is on course to be completed within timescale
%	Amber RAG – There are potential issues which unless addressed the action might not be achieved within agreed timescales.
%	Red RAG – The action requires immediate action to achieve delivery within agreed timescales.
?	Unknown RAG (Data missing)

Programmes and Projects

This provides an update on the delivery of key programmes and projects that contribute towards the delivery of the Corporate Plan 2017-22. This covers the progress of delivery from 1st April to 31st March 2022.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completed	Q4 % of Project Completed	Commentary
Neighbourhood Hubs	<p>Development of 4 Hubs across Newport that will provide an integrated offer of neighbourhood based, voluntary accessed services. Range of services offered are tailored towards the demands of the areas served using wellbeing profile data to support decision making processes. The Ringland hub has been completed and opened in November 2019. This was a pathfinder project to establish the appropriate model for the remaining three hubs. Work will commence on reviewing the Ringland hub model and developing proposals for the remaining three hubs.</p>	Quarter 4 2022/23	35%	35%	All four neighbourhood hubs are open and operational but the continued roll out of the original Neighbourhood hubs project was paused due to the diversion of resources to focus on community support during the pandemic. This project will be progressed through the new Housing and Communities Service area.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completed	Q4 % of Project Completed	Commentary
Transporter Bridge/ Visitor Centre	The delivery of this action will see the development of the Visitor Centre which will open in Spring 2023. This will attract visitors into the city generating income and promoting economic growth. This will contribute towards the long term objectives of supporting the maintenance of the Transporter Bridge and expanding upon the cultural heritage of Newport.	Quarter 4 2022/23	5%	5%	The Visitor Centre designs are complete, and contractors engaged. The project is now aiming for a revised start date of July.
Vacant and Derelict Properties Tudalen 2	Additional Funding has been provided to enable us to tackle some of our long standing vacant and derelict properties. A priority list will be agreed and work will commence on tackling these properties with a view to seeing them brought back into use.	Quarter 4 2022/23	30%	50%	A priority list has been developed and one enforced sale has been completed. Relevant legal notices have been served on other properties and buildings and negotiations are on-going. The Housing Strategy team also continues to engage with owners of empty residential dwellings to encourage owners of empty properties to bring them back to use.
Market Arcade	The Heritage Lottery Funding Townscape Heritage Funding will enable architectural details to be restored, reconnecting owners, traders and visitors to the role of the Market Arcade in the growth of Newport. This will also support the Council's Economic Growth Strategy and Corporate Plan commitment to transform the city centre.	Quarter 2 2021/22	80%	85%	Majority of works are complete, and the transformation of the Arcade so far is readily visible. Final completion is awaiting delivery of materials for part of the exterior and a newly added unit. Internal works are also planned. The delivery of Heritage Discovery element of the project is being progressed.
IAC Building	Refurbishment of the building to provide high spec office accommodation.	Quarter 3 2021/22	90%	90%	Development works are nearing completion but have stalled over the past 12 months due to the impact of the pandemic and uncertainty over office market requirements.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completed	Q4 % of Project Completed	Commentary
Newport Indoor Market	Refurbishment of the building to provide new market and retail, and offices. The redevelopment will include creation of co-working space.	Quarter 4 2021/22	70%	85%	Market opened in March and has been incredibly popular to date. Some works still remain on Upper Dock Street and some refurbishment works to enable Tramshed Tech to occupy Griffin House.
Chartist Tower Tudalen 26	Redevelopment of Chartist Tower into a 4 star hotel, offices and retail scheme. This will attract retailers, South Wales Argus and restaurants to the site. This contributes towards the regeneration of the city centre and job creation for Newport. Affected by the pandemic but progress expected once the hospitality industry has re-established as the pandemic eases.	Quarter 4 2021/22	80%	85%	Internal works progressing to complete guest areas and 90+ bedrooms. Planned opening mid May.
Information Station	Relocation of the Council's Customer Services to the Central Library and redevelopment of the office space into co-working / incubation space. This builds on the existing presence of the National Software Academy in the same building to attract start-ups, tech and digital businesses and act as a space to generate economic growth.	Quarter 4 2021/22	40%	40%	This project has been delayed due to difficulties dealing with the landlord of the property and agreeing the sublease arrangement for the Info Station building. This is a critical step and the funding package to enable the building improvements to be delivered at the Central Library Museum building cannot be released until the sublease is completed.
Carbon Phase 1	Neutral- To deliver schemes to reduce carbon within the council's estate, fleet and more widely where possible including development of energy generating schemes.	Quarter 4 2021/22	90%	C	Carbon reduction target for 2022 achieved. Targets for next phase being reviewed in 22/23.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completed	Q4 % of Project Completed	Commentary
Social Housing Grant Programme	Secure funding for new affordable housing development through management of the new SHG programme.	Quarter 4 2021/22	50%	C	Newport received £12.4m Social Housing Grant during 2021-22, plus additional slippage from other LAs who did not spend their allocations. This resulted in a total £16.5m spend of Social Housing Grant in Newport for 2021/22. Developments at Coverack Road and Treberth are due to complete shortly with developments at Emlyn Street, Tredegar Court and Hubert Road completing later this year.
Phase 2 Homelessness Capital Programme	Delivery of the Phase 2 homelessness capital programme.	Quarter 3 2021/22	50%	90%	Project is on track to deliver 12 units of accommodation at Hill Street, 10 units of accommodation at Central Chamber plus the housing support hub.
Newport Replacement Development (RLDP) Local Plan	Creation of an LDP is a statutory duty. The plan will include policies used to determine all planning application in Newport. It will also identify land for development, helping with economic growth, and it will protect and enhance our best environmental and historical assets.	Quarter 4 2024/25	10%	10%	Engagement sessions on the Draft Vision, Issues and Objectives for the replacement LDP has been completed and the responses are being analysed before being reported to Cabinet.
DWP Kickstart Programme	The Kickstart Scheme funding will support employers to provide 6 months of work for young people at risk of long term unemployment in the 16-24-year-old age group. It will be regular	Quarter 3 2021/22	85%	C	The Kickstart programme has been very successful. We have offered 28 placements throughout the programme with 4 participants going on to secure internal roles and roles being successful by the end of the programme. All participants have gained valuable experience and skills to enable them to access wider work opportunities.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completed	Q4 % of Project Completed	Commentary
DWP Programme Restart	The new £2.9 billion Restart scheme announced at the Spending Review on 25 November 2020, will give Universal Credit claimants who have been out of work for at least 12 months enhanced support to find jobs in their local area. Restart will break down any employment barriers that could be holding them back from finding work. Providers will work with employers, local government, and other partners to deliver tailored support for individuals.	Quarter 4 2025/26	10%	25%	Restart continues to focus on participants with complex barriers to employment and require multi-agency support prior to moving closer to the labour market. In the first year of Restart (August 21 – March 22) 191 referrals were received and 28 participants moved into employment – a further 37 outcomes were also achieved.
Youth Homelessness	To deliver a programme of support for Young People at risk of becoming Homeless.	Quarter 4 2021/22	50%	C	Programme for 21/22 is complete and comprised events such as the Youth Homelessness Preventive Workshops using Shelter Cymru Opening Doors Pack in High Schools and alternative education. The youth homelessness preventive workshops have also been completed from referrals from Social Services. These workshops are carried out as one to one work in Newport Community Hubs, High Schools, or alternative education settings. We also receive referrals from Social Services for young people who are homeless or leaving care and involves supporting the young people

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completed	Q4 % of Project Completed	Commentary
					in their new accommodation, providing home starter kits, setting up bank accounts and accessing money. Since January 2022 34 young people have been supported to receive starter packs.

Workforce Planning

To support the delivery of the Service Plan and Corporate Plan objectives, service areas in collaboration with the Council's Human Resources team have identified three key actions to improve the capacity and capability of its workforce in 2021/22

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary
Regeneration, Investment and Housing to review the areas to identify opportunities for development and introducing new apprenticeship, trainee and graduate schemes.	Improve RIH resilience and future succession planning.	1 st April 2021	31 st March 2023	25%	Reviews are ongoing as part of the rollout of the restructure, but graduate placement opportunities already identified with Regeneration and Culture teams.
Regeneration Investment & Housing Service Managers in collaboration with Human Resources undertake a review of job descriptions to	This review will identify the future skills and needs required to deliver RIH services and support any future strategic structure reviews.	1 st April 2021	31 st March 2023	20%	Opportunities continue to be identified and discussed as part of Check Ins. Staff movement has also released some posts which allows staff progression.

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary
identify future skill and knowledge gaps.					
Regeneration, Investment & Housing in collaboration with Human Resources review succession plans in the service area.	Build up resilience in the service area and as part of its talent management encourage and develop skills of staff to enable succession planning.	1 st April 2021	31 st March 2023	20%	Work on going as part of restructure work.

Objectives and Action Update (31st March 2022)

This is an update on the progress against service objectives and actions to the end of quarter 4 (31st March 2022). The tables below also include the RAG status and % completion reported at the Mid-Year Review point. A link to the report can be found [here](#)

Objective 1- Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Encourage inward investment and support growth of new and existing businesses within the City and as part of Regional partnerships.	Through collaboration this contributes towards the regeneration of Newport attracting new businesses into the City and encouraging existing businesses to grow. This will provide long term growth and improve the business mix and resilience across the city.	1 st April 2019	31 st March 2022	80%	90%	Over 38 City of Newport grants have been offered to date. Existing businesses such as SPTS have announced large expansion plans and Microsoft have announced that they will have a large presence at Imperial Park.
Tudalen 31	Develop a Strategic Development Plan for the Cardiff Capital Region (Growing the economy as part of the region).	Through collaboration we shall contribute towards the development of the Strategic Development Plan for the Cardiff Capital Region.	1 st April 2019	31 st March 2022	6%	6%	Corporate Joint Committee has been formed and progress expected in 22/23.
3	Secure Funding from Targeted Regeneration and Investment fund for key regeneration projects	Through collaboration with the Council's Finance team we shall look to secure capital funding that will support key regeneration projects.	1 st April 2019	31 st March 2022	65%	75%	Drawdowns for funding for projects such as the Information Station and thematic grants continue and over £7m of funding has been secured for the new Leisure and Well-being Centre.
4	Working in partnership with public and private sector business support providers to increase the number of	Key projects such as the Information Station, IAC, Indoor Market and Market Arcade will support existing and new businesses to the	1 st April 2019	31 st March 2022	10%	25%	Over 38 City of Newport grants have been offered to date and a number of new businesses have opened in Newport Market.

Objective 1- Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	new business start-ups in Newport.	city. This will support the Council's objective for generating long term economic growth and provide opportunities generating new jobs.					
Tudalen 32 6	To develop area based vision strategies for key areas within the adopted city centre masterplan.	This will enable architectural details to be restored, reconnecting owners, traders and visitors to the role of the Market Arcade in the growth of Newport. This will also support the Council's Economic Growth Strategy and Corporate Plan commitment to transform the city centre.	1 st April 2020	31 st December 2022	40%	60%	A Northern Gateway vision strategy was developed as part of the Round 1 Levelling Up bid. Further strategies will need to be developed as part of a new placemaking plan.
	Delivery of the Market Arcade project through collaboration with private sector and Heritage Lottery Funding Townscape Heritage Funding.	This will enable architectural details to be restored, reconnecting owners, traders and visitors to the role of the Market Arcade in the growth of Newport. This will also support the Council's Economic Growth Strategy and Corporate Plan commitment to transform the city centre.	1 st April 2020	31 st March 2022	80%	85%	Majority of works are complete, and the transformation of the Arcade so far is readily visible. Final completion is awaiting delivery of materials for part of the exterior and a newly added unit. Internal works are also planned. The delivery of Heritage Discovery element of the project is being progressed.

Objective 1- Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
7	Delivery of co-working/incubation at the information station building	Relocation of the Council's Customer Services to the Central Library and redevelopment of the office space into co-working / incubation space. This builds on the existing presence of the National Software Academy in the same building to attract start-ups, tech and digital businesses and act as a space to generate economic growth.	1 st April 2019	31 st December 2022	40%	75%	Landlord consent has been agreed in principle and lease documents are being finalised with Tramshed Tech.
Tudalen 33	Review of the Council's Local Development Plan.	In order to facilitate the City's growth aspirations, the Council will commence the review of the current Local Development Plan. This will include involvement / consultation with key stakeholders and alignment with future Strategic Regional Plans.	1 st October 2020	31 st March 2025	C	N/A	Review of current LDP completed. Full Council made the decision in May 2021 to commence a replacement LDP. Delivery agreement approved by Welsh Government. Replacement LDP process underway.
9	Delivery of business support events for local businesses in Newport.	The delivery of these events will enable the Council to encourage and develop new start-up businesses across the city whilst providing opportunities for existing businesses to grow. These events will also provide opportunities for local businesses to build networking opportunities and collaborate with each other and Council Services	1 st September 2020	31 st March 2022	10%	15%	Return to normal delivery is starting as restrictions ease. First Business Breakfast has been held. Programme of events being developed for 22/23,

Objective 1- Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		to ensure that they are meeting necessary regulatory and legislative requirements in light of Covid regulations and future post Brexit trade negotiations.					
Tudalen 34	Support the delivery of the Newport Knowledge Quarter through the redevelopment of a new leisure and well-being centre and the transfer of the Newport Centre site for the development of a new campus by Coleg Gwent.	Re-provision of the Newport Centre facilities on land adjacent to the USW campus on Usk Way will release the Newport Centre site for the development of a City Centre Campus for Coleg Gwent. The provision of a new, modern, state of the art leisure and well-being facility will meet the needs of Newport residents and visitors in a more sustainable and accessible way.	1 st April 2021	31 st March 2023	20%	20%	Leisure project progressing and work ongoing to ensure building energy solutions are carbon neutral. Survey work ongoing at Newport Centre and progression ongoing with Coleg Gwent in relation to the Agreement for Lease.
11	Bring back some of the City's long standing vacant and derelict properties using additional funding provided to the Council.	A priority list will be agreed and work will commence on tackling these properties with a view to seeing them brought back into use. Enforcement powers and legal powers will be used to ensure that we achieve positive outcomes for targeted properties, and enforced sales pursued where necessary. This aligns with well-being objective 2, to promote economic growth and regeneration whilst	1 st April 2021	31 st March 2023	30%	50%	A priority list has been developed and there is ongoing engagement with Welsh Government and property owners to address priority vacant and derelict properties. Relevant legal notices have been served on other properties and buildings and the first enforced sale is expected on site at 153 Commercial Road.

Objective 1- Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		protecting the environment and objective 4, to build cohesive and sustainable communities.					

Objective 2- Regeneration Investment and Housing will make Newport a 'Thriving city'

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Tudalen 35	Transporter Bridge project delivery through the development of the visitor centre and refurbishment of the bridge.	The delivery of this action will see the development of the Visitor Centre which will open in Spring 2023. This will attract visitors into the city generating income and promoting economic growth. Collaborative working with Welsh Government, Heritage lottery Fund and other charitable trusts and funds. In the delivery of the Visitor centre we will be involving local communities, schools and the Transporter bridge trust.	1 st April 2021	31 st March 2023	6%	15%	The Council was awarded a grant uplift of £1.95 million in March by National Lottery Heritage Fund. The remaining gap through guarantees and further applications to external funding bodies.
2	To deliver a programme of fundraising activities that will support the delivery of the Transporter bridge visitor centre and the future maintenance works.	Through the delivery of various fundraising activities we will be able to support the development of the visitor centre and also ongoing maintenance of the bridge for future generations to use.	1 st April 2019	31 st March 2022	86%	95%	We continue to work with the Friends of the Transporter Bridge with fundraising through activities such as abseiling and 'over the top' access, all of which make an important contribution to project funding.

Objective 2- Regeneration Investment and Housing will make Newport a 'Thriving city'

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
3	To collaboratively develop a long term strategy for the medieval ship that will support the Newport Offer in attracting tourists and businesses.	Through collaboration with Welsh Government and other strategic partners we shall develop a long term strategy that will secure a location for the medieval ship as a key tourist attraction for the City. This will contribute towards the regeneration and preservation of the cultural heritage of Newport.	1 st April 2020	31 st March 2024	40%	50%	A plan is in place to complete the Freeze drying this financial year. Completion of this work package will represent a significant milestone regarding completion for the post excavation process. This will allow further research and feasibility work regarding the re-assembly of the ships timber and enable a full understanding of the challenges arising for post conservation timber deformation to be understood.
Tudalen 36 4	A review of the destination management plan and collaborative place marketing to address the devastating effects of COVID on the visitor economy – key recovery action.	Better promotion of Newport using the Place website and collaborative marketing. This will support inward investment and the visitor economy	1 st April 2021	31 st December 2022	49%	54%	A new aspect of Destination Management has come forward to consider in the Plan, which is Culture. This is now a legal requirement of the Well-being of Future Generations Act. An Expression of Interest was submitted to the City of Culture competition which highlighted the importance of this sector to Newport. The effects of COVID are still being assessed. How each venue can be used and risk assessments for the future are still part of the planning process. This is especially the case for Business Event venues.
5	Successful delivery of corporate events and support to strategic city and major events, to raise the profile of Newport in 2021/22.	Depending on Covid 19, events can be delivered in Newport though collaboration with national organisations and stakeholders to give the City a positive vibrancy. Greater resilience with a wider team.	1 st April 2021	31 st March 2022	61%	70%	New corporate events were also delivered this year as COVID restrictions allow City to the Royal British Legion, a new 999 Emergency Services day and a full remembrance service. The ABP Marathon was also delivered in partnership with

Objective 2- Regeneration Investment and Housing will make Newport a 'Thriving city'							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							Run4Wales and the Welsh Government. The HSBC British National Track cycling event also took place and it has been announced that the Newport Food Festival will take place in October 2022.

Objective 3- Develop a collaborative approach to modernise service delivery to residents across the city							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Tudalen 37 1	Undertake a review of the hub model to develop and shape a phase 2 of the Neighbourhood Hub project. The Ringland hub has been a pathfinder for the Neighbourhood Hub model and has been pivotal to the support delivered to our most vulnerable residents during the pandemic. Before we develop the next phase of the hubs, it is important to reflect on the success of the operating model of the hub and ensure that future hub developments remain effective in meeting the needs of service users and are resilient and adaptable to change.	The delivery of this action supports delivery of the Council's Corporate Plan to develop a modernised council and integrate Council services that will collaborate together and involve the communities to develop tailored services to meet their needs.	1 st April 2020	31 st March 2022	35%	35%	All four neighbourhood hubs are open and providing invaluable support for local residents and communities but the continued roll out of the original Neighbourhood hubs project was paused due to the diversion of resources to focus on community support during the pandemic. As restrictions ease this project will be progressed through the new Housing and Communities Service area.

Objective 3- Develop a collaborative approach to modernise service delivery to residents across the city

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
2	Review the central library offer and explore opportunities to provide a new and larger shared service.	The provision of a City Centre library will be unaffected but it is important to explore opportunities to provide shared services in a central location. This would support the Council's commitment to develop a modernised council and integrate services that will collaborate together and involve the communities to develop tailored services to meet their needs.	1 st April 2021	31 st March 2022	25%	C	The proposal to move the Central Library to a new Newport Knowledge Quarter as part of a new Coleg Gwent inner city campus project has now been evaluated in terms of cost and it has been concluded that the proposal does not offer value for money and therefore the Library will remain part of a reformatted and refurbished Central Library and information point offer
Tudalen 38	Delivery of the regional early years Pathfinder project with Public Health Wales, local authorities and Children Services.	Services and Flying Start for early years prevention for 0-7 year olds including improved parenting, anti-natal support.	1 st April 2020	31 st March 2022	C	N/A	Project completed and in mainstream delivery.
4	Delivery of the childcare offer for 3-4 year olds through the medium of Welsh.	The delivery of this action is looking at increasing and improving the childcare provision for parents of 3-4 year olds that wish to have their children taught through the medium of Welsh. This supports the wellbeing objective of building cohesive and sustainable communities through increasing the number of Welsh speakers and promoting the Welsh language in all parts of life.	1 st April 2020	31 st March 2022	65%	65%	Ringland Hub is being used as the focal point for the delivery of childcare through the medium of Welsh. The centre has recently been accepted as a Welsh education providing centre to augment the childcare being delivered. Recruitment of staff able to deliver through the medium of Welsh is ongoing and staff are being supported to upskill to increase the support for service delivered through Welsh
5	Delivery and expansion of the Newport	Through the Newport Commitment we will look to	1 st April 2020	31 st March 2023	60%	60%	The roll out of this project was paused due to the diversion of resources to

Objective 3- Develop a collaborative approach to modernise service delivery to residents across the city

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	Commitment digital platform to connect children, young people and long term unemployed with public, private and third sector organisations.	expand the platform and attract more private, public and third sector organisations to join and offer opportunities for children, young people and long-term unemployed. This will contribute towards the economic growth of the city and ensure that Newport citizens are able to reach their full potential.					focus on front line community support during the pandemic. As restrictions ease this project will be reassessed and progressed through the new work and skills section of Regeneration and Economic Development..

Objective 4- Children's and Community Grant: Changing the way in which a number of grants are delivered to streamline services and deliver better outcomes for residents and the city.

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
39 1	Implement the review findings of the Children's & Community Grant review.	As per Objective Description.	1 st April 2019	31 st December 2021	60%	C	The CCG review findings were undertaken by Wavehill. A new governance structure supporting the CCG has been developed and the review findings will be considered as part of this structure moving forward in addition to other reviews undertaken of CCG activity.
2	Implementation of the Welsh Government Outcome Framework to support the delivery of the Children's & Community Grant.	Welsh Government has established an Outcome Framework that supports the delivery of the Children's & Community Grant in the short / medium and long term.	1 st April 2020	31 st March 2022	60%	60%	Welsh Government have halted further progress on this initiative

Objective 4- Children's and Community Grant: Changing the way in which a number of grants are delivered to streamline services and deliver better outcomes for residents and the city.

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
3	Set up governance structure for CCG.	Modernised Council, Resilient Communities.	1 st April 2021	31 st September 2021	20%	C	The CCG governance board has been appointed and is meeting to set priorities, agree spending and new contracts and offer challenge to decision making.

Objective 5- Enhance community wellbeing through improved housing offer

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Tudalen 40	Develop a strategy framework for private sector housing, bringing together the Adaptations Policy, Private Sector Leasing scheme, Housing Loans Policy.	The Strategy Framework provides coordination and clarity in how NCC delivers its services to Newport citizens. This will make it easier for staff and stakeholder to understand the different policies and procedures that are adopted.	1 st April 2019	31 st March 2021	60%	75%	A number of initiatives have been completed in relation to the private rented sector which include the survey of both landlords and tenants, the Landlord Forum and the ongoing administration of the private sector loans scheme.
2	Manage and maintain the Common Housing Register and Newport Housing Options service in 2021/22	To ensure the CHR remains up to date with a partnership approach to allocating affordable housing in the City. The provision of housing advice and information to the public and residents of Newport.	1 st April 2021	31 st March 2022	60%	C	Policy review and upgrade of system ongoing, to be completed mid 22/23. Quarterly Common Housing Register steering group meetings and operational meetings have taken place to ensure there is a collaborative approach to managing allocations across the City
3	Participate in community events to promote Grant funding that enables the public to remain independent in their homes.	Through promotion and further communications we will look to increase the number of applications made to access the grant funding and contribute towards the Council	1 st April 2020	31 st March 2022	16%	C	Several public events were attended to promote Grant funding that enables the public to remain independent in their homes. Following the events, additional referrals were received which contributed towards the Council

Objective 5- Enhance community wellbeing through improved housing offer							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		objective of ensuring people can live independent lives in their own homes.					objective to ensuring people can live independently in their own home.
4	Produce an updated Gypsy Traveller Accommodation Assessment.	Assessment produced and submitted to Welsh Government in line with statutory requirements.	1 st April 2020	31 st March 2022	26%	C	Assessment completed and submitted to Welsh Government
5	Carry out further research into the extent and nature of private rented sector accommodation in Newport.	Greater understanding of the nature and extent of the PRS allowing for the development of appropriate strategic policy interventions.	1 st April 2021	31 st March 2022	60%	C	First phase of research completed.
Tudalen 41 6	Produce a housing prospectus for Newport in line with Welsh Government guidance.	Housing prospectus produced setting out the nature of housing need in Newport.	1 st August 2020	31 st March 2022	C	N/A	Prospectus has been completed and submitted to Welsh Government.

Objective 5- Enhance community wellbeing through improved housing offer							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
7	Review of the Community Housing Protocol to ensure that it remains fit for purpose and delivers the expected outcomes.	Revised CHP and review of Common Allocations Policy	1 st April 2021	31 st March 2022	10%	50%	Meetings with RSL partners are ongoing. The protocol needs to be revised to take account of requirements within the Welsh Government's Ending Homelessness Action Plan and Rapid Rehousing Transition Plan. This will be completed during 2022-23.
8 Tudalen 42	Review of Gwent Homelessness Strategy.	Revised Action Plan on local and regional basis to ensure that the Strategy remains fit for purpose, in the interests of building cohesive and sustainable communities and enabling people to be healthy, independent and resilient.	1 st April 2021	31 st March 2022	26%	C	Work on a new Housing Support Programme has been completed and will be put forward for approval in 22/23. Homelessness strategic priorities have been incorporated into the documents which will inform both the service plan and team action plan for 22/23 and beyond.

Objective 6- Promote the decarbonisation of our operations and support sustainable travel and clean air measures in housing programmes							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Support the completion the Welsh Government supported Local Area Energy Plan (LAEP) Pilot to develop a decarbonisation action plan for the City of Newport in collaboration with NCC Policy &	Newport have their first Local Area Energy Plan and a roadmap to decarbonising the energy system by 2050 with a 2035 interim target, aligning with the Cardiff City Capital Region Energy Plan.	1 st April 2020	30 th June 2022	60%	90%	The proposed LAEP is complete and is due to be reported to cabinet in June 2022.

Objective 6- Promote the decarbonisation of our operations and support sustainable travel and clean air measures in housing programmes

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	Partnership team and external stakeholders.						
2	Support the NCC Climate change group in the development of an organisation climate strategy.	NCC will have developed a climate strategy to measure and target the goal of a Carbon Neutral organisation by 2030.	1 st April 2020	31 st March 2022	80%	C	Newport City Council's organisation climate change plan is now adopted.
3 Tudalen	Select a building decarbonisation delivery partner (Via RE:Fit) and complete a phase of decarbonisation works on the NCC estate.	A partner will be selected to deliver decarbonisation works over the coming years and deliver circa £2m of decarbonisation projects in a first phase of works which will achieve significant reportable carbon savings against our carbon neutral 2030 target.	1 st April 2021	31 st March 2022	60%	60%	A £2m phase of works is in development but was delayed due to the carbon reduction team successfully obtaining over £1m of funding for low carbon heating schemes which had to be procured / delivered by March 31 st , 2022. Efforts have now returned to the development of the £2m of phase of works.
4 43	Ebbw West Solar Farm Development	Planning permission will be achieved and a delivery method will be identified for the construction of the scheme in summer 2022.	1 st April 2021	31 st March 2022	30%	40%	Planning permission has been granted but due to constraints on the Local Electricity network, the solar scheme cannot be directly connected to the grid. Alternative options are now being considered and this scheme will be paused until the required upgrade to the grid has been undertaken.
5	Support NCC Fleet Decarbonisation via the correct implementation of charging infrastructure and associated energy systems.	NCC have adequate charging infrastructure for a fleet of eRCVs.	1 st April 2019	31 st March 2022	61%	C	A charging system for up to 8 vehicles has been procured and the associated electrical infrastructure future proofed.

Objective 6- Promote the decarbonisation of our operations and support sustainable travel and clean air measures in housing programmes

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary

Objective 7- Effective and sustainable management of NCC properties and assets

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Tudalen 44	A programme of estate rationalisation to see which properties and assets are of strategic value to the Council and those that can be designated for alternative use	Newport have their first Local Area Energy Plan and a roadmap to decarbonising the energy system by 2050 with a 2035 interim target, aligning with the Cardiff City Capital Region Energy Plan.	1 st April 2021	31 st March 2023	60%	75%	In depth proposals are being developed and work will continue in 22/23 under the new service area.
2	Ensure that the property and assets held by NCC sustain and support the corporate plan through the Strategic Asset Management Plan (SAMP).	Implement the 5 year plan of the SAMP	1 st April 2021	31 st March 2025	C	N/A	The SAMP has been approved and assets are being managed in accordance with the Plan.
3	Adherence to the Corporate Landlord Policy and ensuring that all Premises Managers are accountable and responsible.	Ensuring there is an up to date and comprehensive list of premise managers and that all premise managers have received NCC training. There is also a need to ensure that all service	1 st April 2021	31 st March 2022	75%	75%	Health and Safety Premises Manager is programmed for delivery in 22/23. The Premises Manager handbook has been made available to all.

Objective 7- Effective and sustainable management of NCC properties and assets							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		departments and schools adhere to the corporate landlord policy. Any instances of non-adherence are evidenced and reflected upon for future reference and learning.					
4	Develop contract management arrangements with Newport Norse	Implement a renewed governance framework and key performance indicators to allow greater contract monitoring control of the joint venture partnership	1 st April 2021	31 st March 2022	60%	C	This action was paused whilst the new senior organisational restructure was undertaken and will now be delivered by the new service area in 22/23.
Tudalen 45	Establish the Civic Centre investment requirements to provide a suitable office environment for NCCs "new normal".	A list identifying the works needed to the Civic Centre to make it a suitable office environment for staff	1 st April 2021	31 st March 2022	26%	C	An options report has been completed.

Performance Measures (31st March 2022)

This is an update on the quarterly, half-yearly and annual performance measures for the service area to 31st March 2022. The Performance reported in the table below is also compared to the last four years (where data is available). Commentary is provided for all red and amber measures and discretionary for Green measures.

Key

Green	Green – Performance is above Target
Amber	Amber RAG – Performance is below Target (0-15%)
Red	Red RAG – Performance is Under achieving (+15%)
?	Unknown RAG (Data missing)

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
National - Percentage of all planning applications determined in time Green 47	62.4%	80%	67.1%	77.8%	87.5%	88.6%	Performance has been significantly impacted due to staffing and recruitment issues. There have been a number of vacancies within the Team as a result of less people entering the profession. This is an issue for all Local Authorities at the present time and we are considering alternative ways of supporting graduates into the profession.
National - Percentage of all planning appeals dismissed	76.9%	70%	74.1%	62.2%	75.7%	88.9%	Despite there being a delay in determining applications, it is clear that we are making good quality decisions which are being upheld at appeal.
National - Percentage Quality Indicators (with targets) achieved by the library service	60%	75%	70.3%	80%	80%	Not Applicable	The Welsh Public Library Standards contain 10 quality indicators with targets which are used to calculate the percentage score. Due to Covid the Welsh Government reduced the QIs within the 20/21 return from 10 to 4. Newport operates a lean staffing model and an efficient service with

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
							lower revenue costs compared to other Authorities. As 2 of the revised QI's were dependent upon amount of revenue used to operate the service, this resulted in a lower percentage score overall. This is not reflective of the quality and efficiency of the service being delivered.
National - The percentage of households for whom homelessness was prevented	40.1%	50%	43.5%	50%	47.2%	55.8%	The pandemic resulted in a cohort of 'hidden homeless' accessing services. A lack of available, affordable accommodation and measures to prevent evictions have resulted in reduced prevention rates.
National - The percentage of empty private properties brought back into use	2.02%	1.52%	0.9%	0.53%	0.6%	1.3%	The Housing Team have targeted persistent empty properties and offered support to bring them back into beneficial use.
National - Number of additional dwellings created as a result of bringing empty properties back into use.	3	9	0	21	39	38	The rising costs of materials and availability of contractors has caused delays to projects which would in-turn bring empty properties back into use.
National - Average calendar days to deliver a DFG Note: Target subject to change as impact of Covid restrictions not fully known and a backlog of cases has accrued throughout the various lockdowns.	381 days	350 days	321 days	239 days	218 days	171 days	Increased rate of referrals continue to be seen and current backlog has meant the target KPI was not achieved. External capital investment has been received for 22/23 to assist with reducing the current backlog and improve KPI.

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
National - Number of additional affordable housing units delivered per 10,000 households	11.42 per 10,000 households	33.54 per 10,000 households	47.11 units per 10,000 households	31.46 units per 10,000 households	18.76 units per 10,000 households	Not Available	The authority was able to fully spend its Social Housing Grant allocation for 21/22. However, the numbers of units delivered were less than anticipated because a number of larger schemes slipped into the 22/23 grant programme due to the rising costs and availability of materials and labour, as well as sub-contractors going into administration.
Local - Number of businesses supported through the provision of advice and guidance	3,922	400	4,114	144	113	116	Ongoing lockdowns and restrictions saw the number of businesses seeking advice, guidance and accessing discretionary funding significantly exceed the normal target.
Local - Number of new business start-ups supported through the Business Development Fund.	15	50	4	27	38	88	The launch of the City of Newport Business Grant was deferred until the Covid-19 discretionary business support funding was defrayed. A total of 15 grants were awarded prior to the end of financial year; however a further already 39 have been awarded in 22/23, based on applications submitted in 21/22 - which indicates the target would have been met if further restrictions funding had not been introduced.
Local - Number of people improving skills & qualifications	293	350	239	994	487	Not Available	Covid related restrictions during 21/22 hindered the delivery of classroom based training courses and therefore the target for this year was not met.
Local - Number of people supported into employment	348	350	221	451	434	Not Available	Due to Covid restrictions around open access we have been unable to support participants in the usual way with face to face services and this has impacted the number of people supported.
Local - Number of young people (11-	331	600	579	333	88	Not Available	Again, Covid has affected the way services have been delivered but referrals have

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
25) supported (ACES)							continued to be received from Space, Schools, learning providers, education etc and young people have been supported through a variety of engagement methods such as: - <ul style="list-style-type: none"> • Open access youth clubs • Job clubs • Information, advice and guidance sessions Signposted for specialist support.
Local - Number of children (0-10) supported (ACES)	817	900	758	848	2,553	Not Available	Engagement during Covid restrictions has been challenging but children 0-10 have continued to be supported by a range of interventions, these include: - <ul style="list-style-type: none"> • Play • Flying Start • Family Intervention
Local - Number of families supported with interventions*1	3,862	2000	1,326	313	794	No Available	This as seen a significant increase on the basis that during 2021/22 families engaged for a variety of different reasons, which they would not have previously, for example, gas/electricity tokens, food parcels, baby bundles. A number of new grants and initiatives were also made available to address the effects of the pandemic on families, children and young people, such as Early Help support, Summer of Fun and Winter of Wellbeing – these opportunities have also increased interventions
Management Information - Number of people approaching authority for housing	1,849	2,000	1,778	1,926	1,814	1,999	The number of people presenting to the council for housing advice and assistance has increased as a result of guidance during the pandemic by Welsh Government to accommodate all those at risk of rough sleeping. This guidance has

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
advice and assistance							not been repealed but the Housing Team are working hard on prevention measures in an attempt to avoid residents having to present to the Authority with Housing difficulties.
Management Information - Percentage of people seeking housing assistance who are determined as statutorily homeless Note: Target subject to Welsh Government review of Local Authority Statutory Duty.	17.6%	30%	21.6%	19.2%	30.3%	15.7%	Homelessness prevention has increased steadily throughout the year and remains on par with 20/21 despite an 85% increase in cases owed a prevention duty (786 cases compared to 382 in 20/21). The flow of homeless applications that reach a full duty has remained below the 30% cap which is positive.

***1 (Interventions)** - Cover several community and preventative activities across the Council's Youth, Flying Start, Families First and Play services. The figure represents the overall intervention work across these services undertaken in the last financial year.

Table 51

Mae'r dudalen hon yn wag yn

City Services

End of year Review 21/22



Cabinet Member Infrastructure and Assets – Councillor Laura Lacey

Cabinet Member for Climate Change and Bio-diversity – Councillor Yvonne Forsey

Director- Paul Jones






Head of City Service - Stephen Jarrett

Head of Environment and Public Protection – Silvia Gonzalez Lopez

Introduction

This is the **City Services** update on the progress being made against the objectives, actions, performance, and risk for the period 1st April 2021 to 31st March 2022. Service plans have been designed to support the delivery of the [Council's Corporate Plan 2017-22](#). As one of the 44 public bodies, Newport Council must consider the Well-being of Future Generations Act in the delivery of its plans and the sustainable development principle of meeting our duty under the Act.

Tudalen 54

Long term		The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
Prevention		How acting to prevent problems occurring or getting worse, may help public bodies meet their objectives.
Integration		Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
Collaboration		Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
Involvement		The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area, which the body serves.

The Local Government and Elections (Wales) Act 2021 requires Newport Council to Self-Assess:

- The effectiveness of its functions.
- Consider if it is using its resources, economically, efficiently and effectively.
- Whether the governance arrangements are effective for securing these areas.

This report will be used to support the Council's Self-Assessment and will be integrated into the Council's Annual Well-being / Corporate Self-Assessment Report published in 2022. Any recommendations raised by the Council's Scrutiny Committee(s) and service area will be considered as part of the Council's assessment.

City Services Service Plan 2021/22

The City Services service plan focuses on the delivery of the following Wellbeing Objective(s) in the Corporate Plan 2017-22:

Well-being Objective 1 – To improve skills, education and employment opportunities

Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment

Well-being Objective 3 – To enable people to be healthy, independent and resilient

Well-being Objective 4 – To build cohesive and sustainable communities

The 2021/22 Service Plan has 5 objectives that are focused on:

Objective 1 – Delivery of the South East Wales Transport Commission (SEWTC)/ Burns Recommendations for the City

Objective 2 – Continuous improvement of recycling performance

Objective 3- Improve travel and connectivity across the city

Objective 4- Newport has sustainable, clean and safe environments for people to use and enjoy

Objective 5- Develop customer focused services that are Digital by Design

Tudalen 55 NCC Restructure

From 2022/23 Newport City Council has implemented a new structure that will support the Council's new Corporate Plan 2022-27 and deliver the manifesto aims of the Council's Cabinet. The below provides an overview of the teams and functions that will be moving to and from City Services:

Function	New Service Area	Function	New Service Area	Function	New Service Area
Highways	City Services	Flooding	City Services	Cemeteries & Crematorium	Environment & Public Protection
Drainage	City Services	Active Travel	City Services	Parks & Recreation	Environment & Public Protection
SAB	City Services	Fleet	City Services	Customer Services	Finance
Car Parks	City Services	Waste & Recycling	Environment & Public Protection	Corporate Complainants	People, Partnerships & Transformation
CPE	City Services	Street Cleansing	Environment & Public Protection	Newport Live	Regeneration & Economic Development
Road Safety	City Services	Grounds	Environment & Public Protection		
Passenger Transport	City Services	Countryside	Environment & Public Protection		

Cabinet Member(s) / Head of Service Executive Summary

With the former City Services service area now being split across several Heads of Service and service areas, this End of Year Review will be the final one on the original City Services structure.

For most of our operational services, 2021-22 was operated largely in the shadow of the pandemic, with restrictions and staff absence significantly increasing the cost of operation and reducing income. Fortunately, these costs were met through the Welsh Government hardship fund, however it should be noted that this funding ended in April which creates a financial risk in the 2022/23 financial year for many of the services that previously formed City Services.

Whilst enhanced cleaning and social distancing costs have now been fully eliminated, particular concern remains from loss of income related to long term behaviour change. For example, trade waste and car park income. The last quarter of 2021/22 saw the start of the unprecedented rise in inflation, with the cost of goods and services and especially fuel, causing pressure on budgets and service delivery.

Recruitment and retention of qualified and experienced engineering staff continues to be challenging for City Services. This, together with the impact of Covid 19, has resulted in an inability to deliver on some of the service area objectives through 2021/22. Although the impact of Covid 19 on services has reduced, the staffing difficulties look to be continuing for the foreseeable future.

The Free Bus Travel initiatives were implemented in December and March of 2021/22, with the pilot scheme in December promoted and funded by the council through an in-year revenue underspend. The initiative was well received in the city and following this success, the authority was able to secure Welsh Government grant funding to fully fund an additional period of free bus travel in March.

Officers continue to work on the delivery of the transport improvement recommendations set out by the Burns Commission, though the council's positions on the Burns Steering Group and Delivery Unit. Initial focus is on designing options for bus and active travel corridors in and between Newport and Cardiff and improving bus and active travel access to proposed and existing rail stations in the city.

Significant progress and improvements have been made across the city in facilitating and encouraging people to actively travel, with new or improved high-quality routes provided at locations such as Tredegar Park, Monkey Island and Gaer Fort. Safer Routes in Communities funding has also enabled pilot schemes to be trialled at three city schools looking at removal of barriers to learner Active Travel to and from school.

Works to deliver the long-awaited Devon Place Active Travel Bridge, that spans the South Wales Mainline linking Queensway and Devon Place has commenced, with the main span lifted in during a track possession over the Christmas period. The project has been and remains challenging due to the complexities and restrictions when working over and in such close proximity to the busy mainline. The lifting in of the remaining structural elements is now imminent with a programmed completion (including public realm improvements) of Autumn 2022.

Welsh Governments decision to introduce a 20mph default speed limit on restricted roads across Wales has been a focus for the services area, with significant progress being made in preparing for the new legislation which is currently expected to come into force September 2023. Whilst all legal, staff and infrastructure costs will be funded by Welsh Government, its implementation has and continues to place pressure on available staff resources.

There remains significant concern around the condition of some of the highway assets, not least the declining condition of the carriageways and significant highway structures. Whilst every effort is made to maximise the benefits of available capital maintenance funding, we are currently failing to maintain condition “steady state” across all asset groups.

Completion of Service plan Objectives and Actions has been good this year with only two considered Amber regarding the inability to deliver the Household Waste Recycling Centre and a Housing Benefits IT solution. Both these actions were impacted on by the Covid 19 pandemic.

Performance though 2021/22 was also good considering the challenges around the pandemic and staff availability, with only two Red performance indicators regarding customer contact centre wait times and transaction requests at the City Contact Centre. Both these services were heavily impacted during the pandemic.

As mentioned above the revenue budget was largely protected by the Welsh Government Hardship fund, with the original budget recording a small underspend £231K (0.9%), this includes the following notable variances:

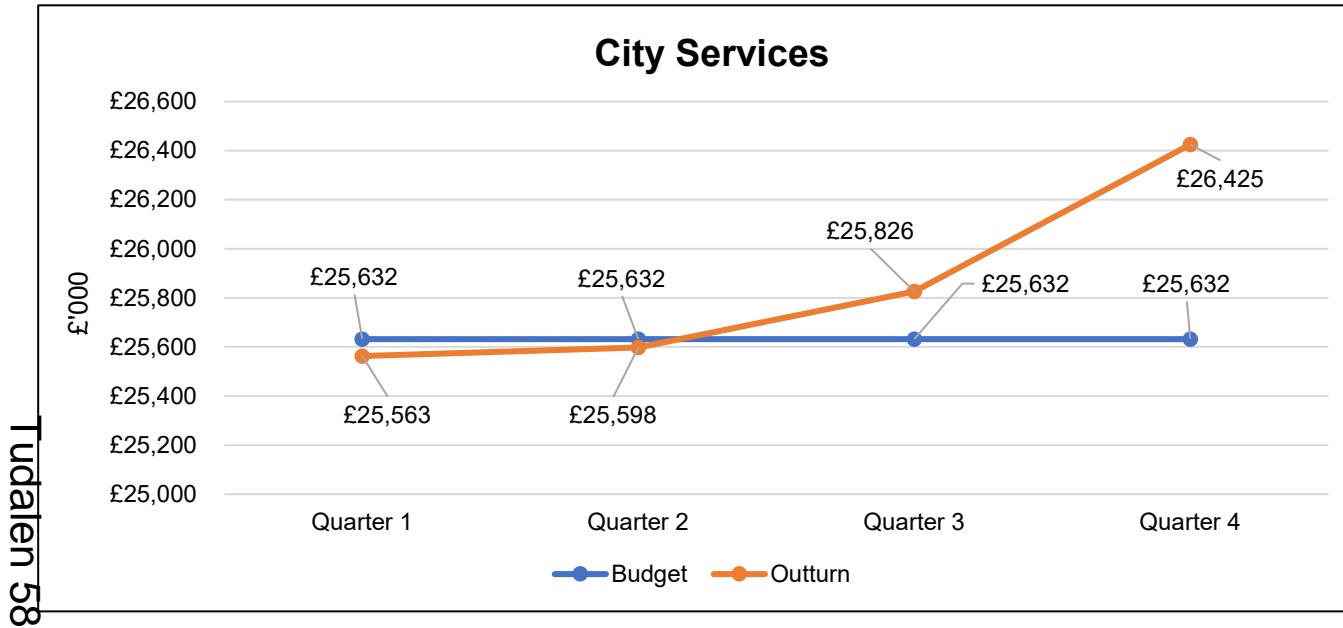
- Composting Site (£78K underspent) – Additional contract income
- Benefits (£189K underspent) – additional grant income for administering various WG initiatives not budgeted for
- Management (£166K Underspent) – delaying in recruitment due to restructure
- Recycling (£107K Underspent) – Late additional WG grant
- Highways (£167K overspent) – Increase in cost of supplies and materials and additional unbudgeted emergency works
- Fleet (£135K overspent) – Increase in fuel costs
- Countryside (£121K Overspent) – Unforeseen costs regarding landslip remediation and damage to other assets

Tudalen 57

It should be noted that the Revenue Outturn graph below includes a reallocation of £277k of general council underspend to fund the free bus initiative and a £747k contribution to landfill provision.

The landfill provision covers estimated cost of capping and ongoing monitoring of closed landfill sites up to 2085. There is an accounting requirement for this figure to be reviewed every 5 year to rebase. The figure represents the latest review carried out in May 2022.

City Services Revenue Outturn 2021/22

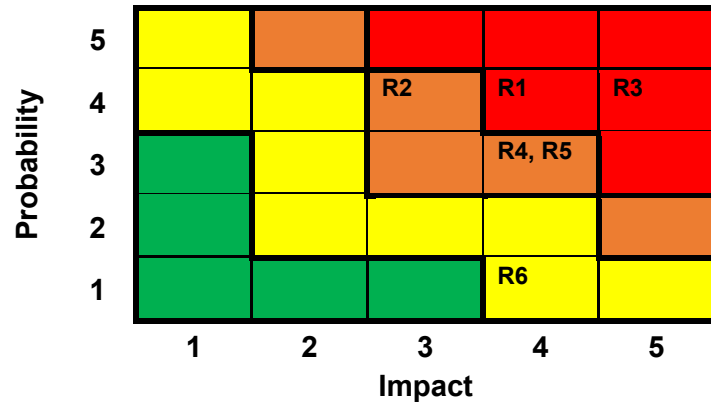


This provides an overview of the service area outturn revenue position at the end of the financial year.

Revenue and Capital Finance reporting can also be found in Cabinet reports for 2021/22 using the link [here](#).

Tudalen 58

Service Area Risks at 31st March 2022



Service Area Risk Heat Map Key (Quarter 4 2021/22)	
R1 – Ash Die Back Disease (Corporate Risk)	R4 – Pressure of demand on City Services
R2 – Extreme weather Events	R5 – Pressure on the City’s cemeteries
R3 – Highways Network (Corporate Risk)	R6 – Welsh Government Recycling Target

Corporate and Service Risks are reported to the Council’s [Governance and Audit Committee](#) and [Cabinet](#) every quarter.

Glossary

Actions (Red / Amber / Green)

C	Green RAG – Completed
%	Green RAG – Action is on course to be completed within timescale
%	Amber RAG – There are potential issues which unless addressed the action might not be achieved within agreed timescales.
%	Red RAG – The action requires immediate action to achieve delivery within agreed timescales.
?	Unknown RAG (Data missing)

Programmes and Projects

This provides an update on the delivery of key programmes and projects that contribute towards the delivery of the Corporate Plan 2017-22. This covers the progress of delivery from 1st April to 31st March 2022.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completed	Q4 % of Project Completed	Commentary
South East Wales Transport Commission (SEWTC) Recommendations	In accordance with the final SEWTC report (Burns) and through the Joint Unit comprising of Welsh Government, Transport for Wales, Newport City Council and other stakeholders, deliver the short, medium and longer term recommendations for the city	Quarter 4 2026/27	20%	C	<p>Long Term Burns Recommendations</p> <p>Council representatives, Transport for Wales, Welsh Government and other partners continue to push forward on delivering the wide spectrum of long-term transport interventions recommended by the Burns Commission report.</p> <p>Design bus priority and AT measures (Short/Medium Term)</p> <p>Work continues in partnership with the Burns Delivery Unit in designing the bus priority walking and cycling measures for the main strategic</p>

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completed	Q4 % of Project Completed	Commentary
Tudalen					<p>routes into and around the city centre.</p> <p>Good progress has been made with the proposed Cardiff to Newport active travel and bus corridor improvements, with the proposals currently at stage 2 (outline business case) of the Welsh Transport Appraisal Guidance (WelTAG).</p> <p>The proposed Newport Central improvements, which include the Old Green Roundabout and its strategic links, are also progressing well with the proposals currently at stage 2 (outline business case) of the Welsh Transport Appraisal Guidance (WelTAG).</p>
My Newport Development	<p>Maximising the My Newport platform to support City Services in delivering against the Council's aims and objectives under the Modernised Council board.</p> <ul style="list-style-type: none"> • Mobile working • Paperless processes • Robust management information • Rationalisation of systems • Customer accounts • Self-service 	Quarter 4 2021/22	40%	C	Capital funding has now stopped for this project, discussions are ongoing as this now needs to move to a more "business as usual" module. There are still some tasks outstanding from the project that will be carried over along with a new list of service area work that has been requested.
Active Travel Programme	This programme is the delivery 11 projects across Newport as part of the Active Travel grant programme. The delivery of these projects is to provide citizens alternative modes of travel	Quarter 4 2021/22	50%	C	All projects due for completion at year end have been completed. Phased projects being developed over multiple years have achieved required stage completion.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completed	Q4 % of Project Completed	Commentary
	across the city and to move away from using cars. The benefits of these projects is wide ranging including health, improving air quality, community safety, tackling poverty and contribute towards improving the economy of the city.				
Active Travel Network Map	Key project for 2021 is the development consultation and submission of a new Active Travel Network Map, which will define the Active Travel development programme for the next five years. The ATNM will be the basis of all the funding application to 2026.	Quarter 4 2021/22	60%	C	ATNM for Newport was submitted to Welsh Government just before Christmas ahead of the 31 st December deadline. Awaiting confirmation of acceptance of the map prior to publication in 2022.
New Waste Facility Localen 61 Household Recycling	The Council has a long-term Waste Strategy aligned with the Welsh Government's overarching strategy 'Towards Zero Waste'. The development of a second waste recycling facility will support the Council's Corporate Plan commitment, contribute towards achieving Welsh Government targets and ease congestion on the SDR road.	Quarter 4 2021/23	0%	0%	Delays due to covid mean that the project is not ready yet to move to the design/construction stage yet.
City Centre Leisure Centre	New leisure centre facility to be constructed on Riverside site adjacent to the City centre and knowledge quarter. Building will include fully accessible leisure pool facility and sports venues with café and room hire availability. Design innovation will help achieve BREEAM excellence Project is being supported with a grant from Welsh Government and will maintain the offer of swimming, sports and leisure within the city centre.	Quarter 4 2022/23	10%	20%	The Project has achieved full planning approval and has reached detail design stage. As with all our construction projects the most significant risk is the impact of inflation in this sector. As a significant consumption of energy, our design team are working closely with the council's decarbonisation team to ensure that the facility is fit for the future.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completed	Q4 % of Project Completed	Commentary
Devon Place to Queensway Footbridge Tudalen	Devon Place footbridge project to design and install a new Active Travel bridge to join Devon Place and Queensway across the mainline railway at Newport station. This will link the communities of Allt Yr Yn and Barrack Hill with the City Centre and facilitate active travel journeys to the city centre and the main transportation hubs, providing citizens with the option of sustainable modes of travel across the city.	Quarter 3 2022/23	50%	80%	Completion of ground works footings and installation of the main spans over the railway were achieved during Christmas closure. Works to install footings and supports or ramps and stairs continued as per programme
Electric Vehicle (EV) Charging Programme	To support the Council's decarbonisation commitment by 2030 the Council will be delivering several projects throughout the year to install new EV charging points and decarbonisation of the Council's fleet vehicles. These projects include EV infrastructure across Council sites, on-street charging and other EV initiatives.	Quarter 4 2021/22	50%	C	Significant progress has been made this year in enabling further transition of the fleet, with infrastructure improvements that will see the provision of a 1 mw transformer and increased refuse vehicle charging capacity early in 2022 at the Waste Disposal Site. Telford Street depot has also seen its capacity increased with the provision of 10 additional 7 kw chargers and 11 14kw chargers to support the transition of the fleet to electric vehicles. Electricity supply and infrastructure works have been completed for the provision of 9 fast charging facilities to be provided at residential areas

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % of Project Completed	Q4 % of Project Completed	Commentary
Tudalen 63					<p>that are not currently within a 5 minute walk from an existing publicly accessible charger and have a low/ no proportion of off street parking to facilitate private charging.</p> <p>The site are now awaiting third party install and commission of the chargers which will be undertaken May 2022.</p> <p>Four locations have been identified for the provision of publicly accessible rapid chargers, with two programmed for commissioning in May 2022. The remaining two locations are dependent on further funding being made available in the future.</p>

Workforce Planning

To support the delivery of the Service Plan and Corporate Plan objectives, service areas in collaboration with the Council's Human Resources team have identified three key actions to improve the capacity and capability of its workforce in 2021/22

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary
Ensure suitable skills in each area and amend processes to minimise hand offs. Functional specialism resulting in multiply hand offs for approval and/or processing.	Services are able to carry out activities directly with minimal need for approvals to references elsewhere.	1 st April 2021	31 st March 2023	0%	This relates to the restructure of the service areas, which is largely delivered in 2022-23
Improve the ability to recruit suitable staff more efficiently to ensure rapid redeployment to cover gaps and re-prioritised functions. Recruitment of suitably skilled staff is hindered by pay and reward policies. Delays in recruitment impact on the service and other staff needing to cover multiple functions.	Recruitment of suitably skilled staff is completed more quickly that enables rapid redeployment.	1 st April 2021	31 st March 2022	0%	Recruitment remains increasingly challenging in current environment.
Rolling out of rapid problem solving training to front line staff and supervisors to better enable problems to be resolved at source	Frontline staff and middle/lower level management are empowered to problem solve and improve the efficiency of services and activities delivered by City Services.	1 st October 2021	31 st March 2023	0%	Delivery of this will commence once management structure is complete.

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary

Tudalen 65

Objectives and Action Update (31st March 2022)

This is an update on the progress against service objectives and actions to the end of quarter 4 (31st March 2022). The tables below also include the RAG status and % completion reported at the Mid-Year Review point. A link to the report can be found [here](#).

Objective 1 – Deliver of the South East Wales Transport Commission (SEWTC)/Burns recommendations for the City							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Secure Newport's input into the Joint Units delivering the recommendations	Establish appropriate representation on both the steering and delivery units to act on behalf of Newport.	1 st April 2021	31 st May 2021	C	N/A	A steering group has been established that comprises of all strategic stakeholders which includes representative officers from NCC.
Tudalen 66 2	Design Active travel measures	Work with members of the Joint Unit to identify priority active travel within the recommendations for Newport. Bring to detailed design and consultation stage.	1 st April 2021	31 st March 2022	40%	C	<p>Devon Place Footbridge Delivery of this complex project has been to programme with the main link spans and supports installed over the Christmas period and final foundation supports now in place. Overall completion anticipated to be late summer 2022, which will also include improvements to the public realm.</p> <p>Long Term Burns Recommendations Council representatives, Transport for Wales, Welsh Government and other partners continue to push forward on delivering the wide spectrum of long-term transport interventions recommended by the Burns Commission report.</p>
3	Delivery Active Travel Measures	Work with members of the Joint Unit to deliver the active travel and bus priority measures Construction Stage	1 st April 2022	31 st March 2023	Not Applicable	Not Applicable	Action to commence from 2022/23.

Objective 1 – Deliver of the South East Wales Transport Commission (SEWTC)/Burns recommendations for the City

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
4	Prioritise, design and deliver the medium and Longer term infrastructure projects.	Work with members of the Joint Unit to deliver the medium/longer term measures within the SEWTC (Burns) recommendations for Newport.	1 st April 2021	31 st March 2022	20%	C	As per Action 3 commentary.

Objective 2 – Continuous improvement of recycling performance

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
-Tudalen 67 2 3	Waste Strategy to 2024/25: yearly monitoring of annual actions plans	Review overarching waste strategy to measure progress and results over time, as well as monitor the implementation and impact of the different activities and actions deriving from it.	1 st April 2019	31 st March 2025	42%	50%	Recycling performance for the quarter and end of year 21/22 is ahead of target.
	Improve trade waste services: Implement fully source segregated outsourced recycling collections Explore options to maximise sales activity for the trade waste services Explore options for improving trade waste collections within Newport City Centre	The delivery of this action will enable the Council to: • Contribute towards meeting landfill diversion targets. • Provide extensive recycling services for businesses and trade waste. • Collaborate and involve the business sector to identify opportunities and barriers to improving recycling rates for trade waste.	1 st June 2021	30 th September 2023	0%	0%	For changes to be implemented, there needs to be legislation in place to regulate separate recycling collections from businesses. WG Regulations were initially expected in 2021 but there have been delays in developing legislation and approval is still pending. Until then, this project cannot be developed.
	Build a new household waste recycling centre: Finalise site search	The delivery of this action contributes towards the Council's Corporate commitment of building a new household waste facility	1 st January 2020	31 st March 2023	0%	0%	Delays due to covid mean that the project is not ready yet to move to the design/construction stage yet.

Objective 2 – Continuous improvement of recycling performance

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Tudalen 68	Finalise design and determine final project costs Approval for final project and financing options Construction phase	and delivery of the Council's Waste Strategy. This will enable the Council to: <ul style="list-style-type: none"> • Increase recycling performance and work towards achieving the Welsh Government zero waste target. • Improve access for Newport citizens to recycle their waste and build on community pride in the city. • Supports the Council's Waste Strategy to provide extensive recycling services. 					
	4	Increase recycling from flats collections.	In delivering this action, we will involve and enable citizens living in flats across the city to increase their contribution towards improving their recycling performance. This will also contribute towards: <ul style="list-style-type: none"> • Improve the environment, and community cohesion of residents living in flats and surrounding areas. • Reduce the impact of fly-tipping around flats and surrounding area. • Enable the Council to achieve its recycling targets. 	1 st April 2020	31 st March 2022	85%	85%

Objective 3– Improve travel and connectivity across the city							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Undertake actions to discharge duties placed on local authorities under the Active Travel Act including publishing and promoting the integrated network map.	The Council is required to maintain and update the Existing Route Map (ERM) and the Integrated Network Map (INM). This enables the Council to promote Active Travel routes across the City and enable citizens and visitors to use alternative travel links other than the car.	1 st April 2021	31 st March 2022	50%	C	Final Mapping submitted to Welsh Government prior to Christmas and publication will follow WG approval in 2022.
Tudalen 69	Undertake and deliver Active Travel projects for 2021-22 across Newport agreed as part of the local transport fund allocation.	All works agreed as part of funding allocation will be delivered in year. Bid submissions for funding in 2021 to 2022 have been submitted. The delivery of these projects across the city will contribute towards enabling the city to use more public transport, walking and cycling over the use of the car.	1 st April 2021	31 st March 2022	50%	C	All projects due for completion at year end have been completed. Phased projects being developed over multiple years have achieved required stage completion.
3	Work collaboratively with partners and the community to achieve regional and local improvements that will deliver long term health and environmental benefits.	Working collaboratively with Public Service Board partners including the Public Health Board, and other regional groups e.g. Sustainable Travel Group, Cardiff Capital Region to design and develop sustainable plans to improve travel links and connectivity across the region.	1 st April 2021	31 st March 2022	50%	C	Active Travel projects for 21/22 have been completed, with involvement of regional groups and local community, but work continues with a new program for 22/23 to keep improving travel links.

Objective 3– Improve travel and connectivity across the city

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		This also contributes towards local projects such as Active Travel, Sustrans, 21 st Century Schools to improve access and travel links for communities. This also enables environmental benefits through improving air quality, encouraging healthy lifestyles through walking, cycling and other modes of travel.					

Objective 4– Newport has sustainable, clean and safe environments for people to use and enjoy

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Development of a long term Fleet Strategy that will support the Council's Carbon Management Plan to be net carbon neutral.	The development of a long term Fleet Strategy will contribute towards the Council achieving the Welsh Government target of being a net carbon neutral organisation by 2030 and contribute towards improving the air quality of the city. The Fleet Strategy will support the Council to: Contribute as a Public Services Board partner of becoming champions of sustainable travel.	1 st April 2020	31 st March 2022	80%	C	Development of the strategy is now complete. Further action now required to financially support the strategy of creating an all-electric fleet, together with the restrictive availability of certain specifications of vehicles currently in the market place.

Objective 4– Newport has sustainable, clean and safe environments for people to use and enjoy

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		Moving towards using ultra low / electric vehicles Reduce grey / business mileage and expenses Ensure existing and future partnership arrangements with organisations also utilise low emission / electric vehicles. Utilise more efficient technologies for staff to work remotely or from home.					
Tudalen 71	Continuation of the Street Lighting LED projects across City Service assets. Building on the delivery of the successful delivery of the Street Lighting LED project, rollout onto City services assets.	Following the success the of the Street Lighting project in 2019/20, City Services will be looking to expand the work into City Services assets such car parks. This continuation will support the overall aim of reducing costs and improving the lighting across the city.	1 st April 2020	31 st March 2022	98%	C	The success of the LED street lighting project has been expanded to deliver LED lighting installations across the city's two multi-story car parks and operational depots.
3	To continue with the work started in 2020 to undertake a Green Infrastructure Assessment of parks, open spaces across Newport.	The delivery of this action supports the requirement for the Council to comply with the Environment (Wales) Act 2016. This will also enable the Council to assess the quality of its parks and green spaces to direct future resources and planning on areas identified as requiring development	1 st April 2020	31 st March 2022	C	C	Green Infrastructure Assessment (GIA) was carried out in 2021 and completed in Mar 2022.

Objective 4– Newport has sustainable, clean and safe environments for people to use and enjoy

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
4	To implement Public Space Protection Orders (PSPOs) Across the Council's parks, and sports pitches.	The introduction of PSPOs into park spaces such as playgrounds, sports pitches and other designated green spaces will prevent acts of anti-social behaviour such as smoking, dog fouling, littering and other acts prescribed under the act.	1 st April 2020	30 th September 2021	65%	C	Complete and awaiting final sign off of order by full council after May election
Tudalen 72 5	Delivery of new and improvement to existing play areas through section 106 and other capital funding.	Through the receipt of Section 106 funding and other capital funding sources the Council will continue to implement new play areas and other assets across communities in Newport as well as improving existing assets. The delivery of these schemes will support the Council's objective to build cohesive and sustainable communities, improve the health and wellbeing of citizens and contribute towards the city's economic growth.	1 st April 2020	31 st March 2022	45%	C	Play investment projects carried out with allocated funding from Section 106. included Glasllwch kickwall - new installation, Marshfield Community council - sports pitch drainage improvement works, upgrading of footpaths, Somerton Play Area - minor refurbishment, Underwood Play Area - full site refurbishment, Jubilee Gardens - full site refurbishment. All were completed by the close of the financial year 2022.
6	Increase and improve Newport's urban tree coverage	Natural Resources Wales Town Tree coverage report identified that 18% of Newport's urban area had urban woodland and amenity tree coverage. Additionally the Council is also faced with Ash dieback	1 st April 2020	31 st March 2022	60%	C	Ash Die back removal is an ongoing process with a 5yr delivery plan in place, where replacement planting is part of the works programme. Tree planting for 2020/21 was 16,526.

Objective 4– Newport has sustainable, clean and safe environments for people to use and enjoy

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Tudalen 73		affecting its trees which results in trees having to cut down to prevent the risk of damage to property and spread to other healthy trees. In response the Council is committed to increase its tree coverage that will improve the urban environment, improve air quality and improve health and wellbeing of communities. In response to trees being cut as a result of ash dieback the Council is committed to replacing those trees.					
	7	Improvement to community green and open spaces for amenity and leisure.	The Council's Environment and Leisure team will be undertaking various projects throughout the year involving local communities, groups and collaboration with other Council services to improve green and safe spaces. This includes actively working with and managing outdoor volunteer groups focussed on public right of way improvement and Countryside sites such as Fourteen Locks. Generating schemes with community and volunteer	1 st April 2021	31 st March 2022	40%	C

Objective 4– Newport has sustainable, clean and safe environments for people to use and enjoy							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		involvement such as community gardens in Belle Vue, Pill Unity scheme as well as other schemes identified throughout the year.					<ul style="list-style-type: none"> new gate way & car park at lighthouse inn. Fourteen locks new entrance completed, and path improvements works.
Tudalen 74	Installation of refill points across Newport's parks and open spaces and encouragement of businesses to offer refill stations.	The installation of 4 new water fountains in parks will enable the Council to continue with its commitment as part of the national Refill campaign. This action will enable citizens to have easy access to water encouraging more healthy lifestyles as well as reducing the use of single use plastic by switching to refillable ones.	1 st April 2020	31 st March 2022	C	N/A	Installation of drinking water fountains complete at: Glebelands, Tredegar Park, Riverside Park (outside University) Bellevue, 14 Locks and Beechwood Park.

Objective 5 – Develop customer focused services that are Digital by Design							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Support the Council to engage with residents and customers using the most appropriate channels and tools.	Review the customer services strategy outlining the council's approach to channel optimisation and demand management. Improve the accessibility for customers to access Council services through Welsh	1 st April 2021	31 st March 2022	40%	C	The Customer Services survey results show that residents still want to interact with the Council by phone or in person even with the introduction of My Council Services further work is required to fully understand the reasons behind this and we are working closely with the Digital Team and Equalities. We are actively recruiting for Welsh speakers and are

Objective 5 – Develop customer focused services that are Digital by Design

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		Language, Digital, face to face and telephony.					working with HR and our Welsh Language improvement officer to try and increase staffing numbers.
2	Support the delivery of strategic, cross-cutting projects 2021/22.	Information Station relocation project.	1 st April 2021	31 st March 2022	30%	50%	A number of tasks have been completed in this area however there are increasing requests from all service areas that need to be managed in a timely manner. Project funding from the Capital budget has ended so we are looking at funding the team to become "business as usual".
Tudalen 75	Support the development of City Services operating systems and knowledge management to enable the Council effectively plan and direct services towards service demands.	The delivery of this action will enable City Services and other Council services to improve its efficiency in meeting the demands of Newport citizens. This also contributes towards the Council to improve its knowledge management of Council Services to analyse current and future trends that will support future decision making and business cases.	1 st April 2020	31 st March 2022	45%	80%	The team still continue to work on MCS developments and reviewing processes that have already been changed and implemented to ensure goals were met. They are becoming increasingly busy with requests from all areas of the Council however Capitol funding ceased at year end so plans will need to be put in place to ensure there is some continuation of the work being carried out.
4	Support the provision of Benefits Service to Newport citizens that makes best use of the resources available.	Capita Connect integration. Transfer of HB enquiry lines to the Contact Centre. Maximise the use of automated and digitised services.	1 st April 2020	31 st March 2022	0%	20%	Capita connect near to completion Transfer of HB enquiry lines to contact centre on hold pending further discussions regarding complexities of calls and likelihood of them being put through to benefits. Digital services now used for a short Council Tax Reduction form, Winter Fuel Payments, Self-Isolation Payments, Unpaid Carer Support Payments as well as Free School Meals. Housing Benefit forms and

Objective 5 – Develop customer focused services that are Digital by Design

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
							longer Council Tax Reduction forms to be considered and gradually introduced.
5 Tudalen 76	Develop a better understanding of the demographics of our service users, and reflect these in service design, removing barriers to access.	<p>Analysis of demographics of residents currently engaging with services via customer service channels</p> <p>Review of Compliments, Comments and Complaints Policy to include clear guidance on dealing with allegations of discrimination</p> <p>Categories of complaints to be reviewed and reporting template for discrimination/equality complaints to be developed</p>	1 st April 2021	31 st March 2022	30%	80%	Due to demands on the team and the current unknown of future progression this action will need to be rolled on.
6	Further development of the complaint management system.	To meet public Service Ombudsman requirements	1 st April 2019	31 st March 2022	50%	90%	All new forms created as agreed, reporting to be finalised now that we have moved the systems data recording to a new reporting platform. The team will need to run and verify new reports ensuring sufficient data is captured
7	Support the development of operational services across City Services. This will include a robust quality system from policies and procedures through to training and Quality Assessment. This will help to streamline		1 st April 2019	31 st March 2022	45%	65%	Work continues to support areas of City Services with draining, cleansing, allotments and waste being the priority to finalise.

Objective 5 – Develop customer focused services that are Digital by Design

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	processes, reduce duplication and demand, manage costs effectively and reduce risk.						

Tudalen 77

Performance Measures (31st March 2022)

This is an update on the quarterly, half-yearly and annual performance measures for the service area to 31st March 2022. The Performance reported in the table below is also compared to the last four years (where data is available). Commentary is provided for all red and amber measures and discretionary for Green measures.

Key

	Green – Performance is above Target
	Amber RAG – Performance is below Target (0-15%)
	Red RAG – Performance is Under achieving (+15%)
?	Unknown RAG (Data missing)

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
National (PAM) Percentage of Municipal waste re-used, recycled and composted	67.1%	65%	67.2%	66.4%	59.9%	59.8%	
National (PAM) Kilograms of residual waste generated per person	155.54 kg/person	175 kg/person	153.24	163.79	196.95	No Data	New KPI in 2018/19.
Local Percentage of municipal waste recycled at the HWRC	82.4%	65%	93.7%	65.4%	61.1%	59.8%	
National (PAM/010) Percentage of Bi-monthly cleanliness inspections of highways and relevant land	98.7%	97%	99.2%	97.5%	94.6%	95.8%	
National (PAM)	1.23 days	2 days	1.53 days	1.49 days	1.73 days	Not Available	

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
Average number of days taken to clear fly tipping incidents.							
National (PAM) Visits to Sport and Leisure facilities per 1,000 population.	No Data	7,800	No Data	1,817.8	7,887.7	7,451.8	This performance measure has been suspended due to Covid restrictions and that Public Accountability Measures are no longer collected. NCC is liaising with Newport Norse to consider future measures to report on the effectiveness of leisure services.
Local Number of Active Travel Journeys.	393,952	260,000	280,145	224,924	200,927	139,680	
Local Number of events held on a range of countryside biodiversity and recycling related matters.	102	40	0	92	81	38	
National: Percentage of principal A roads that are in overall poor condition	2.1%	2.5%	2.3%	2.7%	2.3%	2.6%	
National: Percentage of principal B roads that are in overall poor condition	3.1%	4.9%	4.4%	5%	4.2%	4.4%	
National: Percentage of principal C roads that are in overall poor condition	5.9%	7%	6.4%	7.4%	6.9%	7.1%	
Management Information	0.86% (1,459)	30%	29%	Not Available	Not Available	Not Available	Face to Face at the Information Station closed at e beginning of the pandemic. A

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
Percentage of customer transaction requests mediated (Face to Face)							reduced service has been provided at the Riverfront since September 2021 however the service users are predominantly Housing and appointees and visits are by appointment only.
Management Information Customer transactions requests online (or via self service)	76.5% (320,133)	70%	Not Available	Not Available	Not Available	Not Available	
Management Information Customer Contact Centre average wait time- Main. 08 November 2021	8 minutes 1 second	5 minutes	4 minutes 56 seconds	4 minutes 29 seconds	4 minutes 21 seconds	4 minutes 52 seconds	Despite increasing self-service options on the website and reopening a reduced Face to face service we continue to see residents ringing the City Contact Centre. Several initiatives introduced throughout the pandemic such as unpaid carers allowance and cost of living payments have increased through phone and email channels. Staff seconded to track & trace will be returning from 1 st July so we will have a more stable workforce
Management Information Customer Contact Centre average wait time- Welsh	3 minutes 44 seconds	5 minutes	2 minutes 26 seconds	2 minutes	1 minute 57 seconds	1 minute 46 seconds	
Management Information Customer Contact Centre average wait time- Council Tax	22 minutes 59 seconds	25 minutes	14 minutes 29 seconds	12 minutes 35 seconds	12 minutes 40 seconds	12 minutes 2 seconds	

Performance Measure	2021/22 Actual Performance	Target 2021/22	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance	Commentary
Management Information Customer Contact Centre average wait time- Social Services	1 minute 2 seconds	2 minutes	52 seconds	58 seconds	1 minute 3 seconds	2 minutes 46 seconds	

Mae'r dudalen hon yn wag yn



Scrutiny Report

Performance Scrutiny Committee – Place and Corporate

Part 1

Date: 11 July 2022

Subject Scrutiny Adviser Report

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Role
Neil Barnett (Scrutiny Adviser)	Present the Committee with the Scrutiny Adviser Report for discussion and update the Committee on any changes.

Section A – Committee Guidance and Recommendations

Recommendations to the Committee

The Committee is asked to:

1. Action Plan

Consider the Actions from previous meetings (**Appendix 1**):

- *Note the responses for the actions;*
- *Determine if any further information / action is required;*
- *Agree to receive an update on outstanding issues at the next meeting.*

2 Context

Background

- 2.1 Attached at **Appendix 1** is the Action Sheet from the Committee meetings. The updated completed actions are included in the table.
- 2.2 Any actions that do not have a response will be included on the Action Sheet at the next meeting to ensure that the Committee can keep track of outstanding actions.

3 Information Submitted to the Committee

3.1 The following information is attached:

Appendix 1: Action Sheet from Previous Meetings;

Appendix 2: Date of the Next Meeting

4. Suggested Areas of Focus

Role of the Committee

The role of the Committee in considering the report is to:

- **Action Sheet from Previous Meetings - Appendix 1**
 - Consider the responses to the actions from the meeting;
 - Are you satisfied that you have received the necessary information?
 - Are there any further issues arising from the responses that you would like to raise?
 - For the actions that do not have responses – these actions will be rolled over to the next meeting and reported back to the Committee.

Section B – Supporting Information

5 Supporting Information

- 5.1 The Corporate Assessment, and the subsequent [follow up assessment](#) provide background information on the importance of good work programming. Specific reference is made to the need to align the Cabinet and Scrutiny work programmes to ensure the value of the Scrutiny Function is maximised.
- 5.2 The latest Cabinet work programme was approved by the Cabinet on a monthly basis for the next 12 months and includes the list of reports scheduled for consideration. Effective forward planning by both Cabinet and Scrutiny needs to be coordinated and integrated in relation to certain reports to ensure proper consultation takes place before a decision is taken. A link to the Cabinet work programme is provided [here](#) to the Committee as part of this report, to enable the Committee to ensure that the work programmes continue to reflect key decisions being made by the Cabinet.

6. Links to Council Policies and Priorities

- 6.1 Having proper work programming procedures in place ensures that the work of Overview and Scrutiny makes a positive impact upon the Council's delivery of services, contributes to the delivery of corporate objectives, and ensures that work can be undertaken in a timely and well-planned manner.
- 6.2 This report relates to the Committee's Work Programme, Actions from Committee's and Information Reports that support the achievement of the Scrutiny Committee, in accordance with the Law and Regulation Service Plan, Objectives, Actions and Measures and the Wellbeing objectives:

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
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

7 Wellbeing of Future Generation (Wales) Act

7.1 The Wellbeing of Future Generations Act 2015 which came into force in April 2016 sets the context for the move towards long term planning of services.

7.2 General questions

- How is this area / policy affected by the new legislation?
- How will this decision / policy / proposal impact upon future generations? What is the long term impact?
- What evidence is provided to demonstrate WFGA has been / is being considered?
- Evidence from Community Profiles / other data?
- Evidence of links to Wellbeing Assessment / Objectives / Plan?

7.3 Wellbeing Goals

- How are the Wellbeing goals reflected in the policy / proposal / action?
 - *A prosperous Wales*
 - *A resilient Wales*
 - *A healthier Wales*
 - *A more equal Wales*
 - *A Wales of cohesive communities*
 - *A Wales of vibrant culture and thriving Welsh language*
 - *A globally responsible Wales*

7.4 Sustainable Development Principles

- Does the report / proposal demonstrate how as an authority we are working in accordance with the sustainable development principles from the act when planning services?
 - **Long Term**
The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs
 - **Prevention**
How acting to prevent problems occurring or getting worse may help public bodies meet their objectives
 - **Integration**
Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies
 - **Collaboration**
Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives
 - **Involvement**
The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

8 Background Papers

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017 - 2022](#)
- The Corporate Assessment and [follow up assessment](#).

Report Completed: 11 July 2022

Performance Scrutiny Committee – Place and Corporate

ACTION SHEET – 28 February 2022

	Agenda Item	Action	Responsibility	Outcome
1	Economic Recovery Strategy Update	The Committee noted the information in the update and made a number of comments to the Cabinet.	Scrutiny Team	ACTIONED – Comments and recommendations from the Committee forwarded on 30th November 2021 to Heads of Service and Cabinet Members.
1	Economic Recovery Strategy Update	The Committee requested list of the achievements made by the youth academy	Head of Regeneration, Investment and Housing	ACTIONED – Information forwarded onto the Committee on 23rd March 2022.
2	Carbon Management Plan – Progress Monitoring	The Committee noted the information in the update and made a number of comments to the Cabinet.	Scrutiny Team	ACTIONED – Comments and recommendations from the Committee forwarded on 30th November 2021 to Heads of Service and Cabinet Members.

Mae'r dudalen hon yn wag yn