



**Regeneration, Investment & Housing  
Service Plan Mid-Year Review 2019-20**

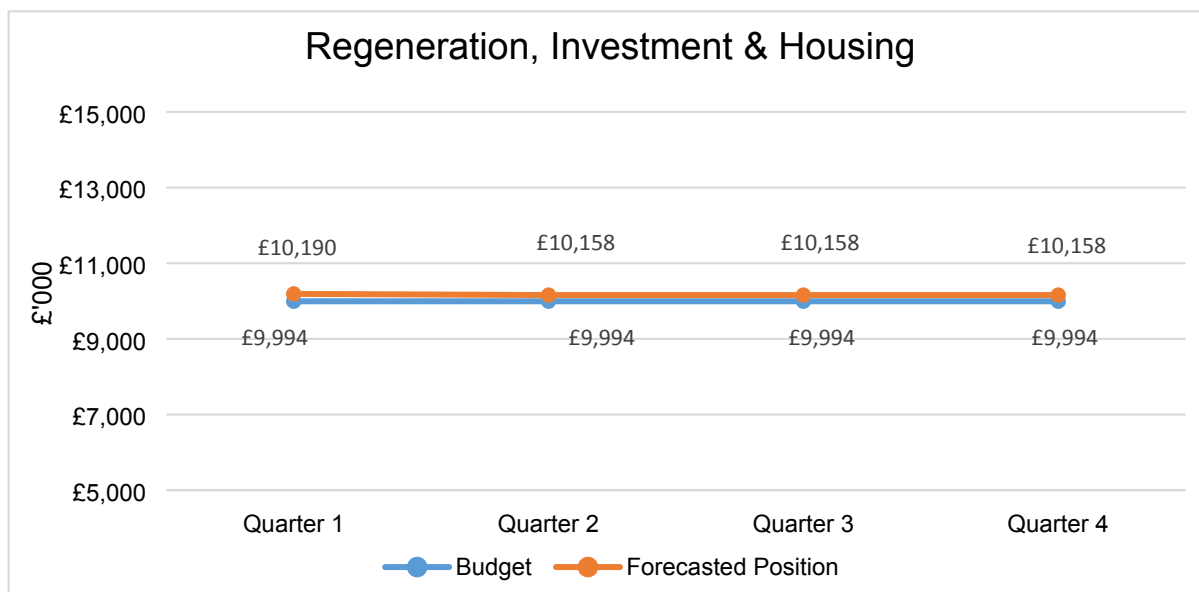
**Cabinet Member for Regeneration and Housing – Councillor Jane Mudd  
Head of Service – Keir Duffin**

### Introduction

In Regeneration, Investment and Housing (RIH) our aim is to create, support safe and sustainable communities in which to live, visit and work. Regeneration of Newport is a key focus of the Council and the City Centre Masterplan will enable us to identify and prioritise regeneration work. 2019/20 is going to be an important year for Newport as the first Welsh Convention Centre is opened at Celtic Manor Resort. We will also see work complete on the new hotel in Chartist Tower and work developing on key city centre projects such as the Market Arcade.

The Council Local Development Plan was adopted in 2015 and we are now in year 4 of delivering against the plan. This year will see us start preparations against the new Plan as well work on a Strategic Development which will be adopted in 2022. Other services delivered by RIH include: Development and Regeneration, Housing & Property Services, Community Regeneration and Cultural and Library Services.

### 2019/20 Budget



To support the delivery of the Council's Corporate Plan 2017-22, the Regeneration, Investment & Housing Service Plan 2018-22 focuses on the delivery of:

- **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; and
- **Corporate Themes** - Thriving City, Resilient Communities, Modernised Council

The 2019/20 Service Plan has identified 6 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.**

This objective aligns closely with the Corporate Plan, Improvement Plan and Economic Growth Strategy for Newport by making Newport an area of 'visible change, with high aspirations, high achievement and shared prosperity'. This objective also contributes towards all four of the council's wellbeing objectives, which contribute to the well-being goals for Wales: A Prosperous Wales, A Resilient Wales and a Wales of Cohesive Communities. This objective also underpins 3 of the council's corporate plan areas for action; a thriving city, aspirational people and resilient communities.

#### **Objective 2 - Regeneration investment and Housing will make Newport a 'Thriving City'.**

Regeneration Investment and Housing will deliver a range of projects that drive up inward investment, deliver new and better jobs and raise the output of the local economy while delivering against the seven themes of the Well-being of Future Generations (Wales) Act 2015.

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

Regeneration Investment & Housing will change the way that services are delivered to maximise the benefit for communities while controlling their overall cost, this includes the creation of neighbourhood hubs which bring together a range of different services, in a modern, inviting environment which works for citizens and helps them improve their lives.

This objective underpins the delivery of the corporate plans areas for action, in particular 'A modernised council' and the council's wellbeing objectives to Improve skills, educational outcomes & employment opportunities, Build cohesive & sustainable communities.

It is also one of the objectives in the Regeneration Investment and Housing corporate strategy.

Neighbourhood hubs are now the vision of Community Regeneration up to 2022, this vision will complement the delivery of existing and future community regeneration projects aligning with the principles of sustainable development within the Future Wellbeing Generations (Wales) Act 2015

### **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.**

The Children's and Community Grant (aka Flexible Fund) supports the delivery of Neighbourhood Hubs ensuring more services are delivered through this vehicle, services are aligned and integrated. This approach supports the corporate plans areas for action, A modernised council, Resilient communities and the council's wellbeing objectives to Improve skills, educational outcomes & employment opportunities, Build cohesive & sustainable communities.

### **Objective 5 - Enhance community wellbeing through improved housing offer.**

We will improve the housing offer in Newport by enhancing housing options which allow people to live independent and fulfilled lives, promoting better knowledge and understanding of housing options and services and ensuring that homes in Newport are safe and healthy, with easy access to quality green space.

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

This objective helps support the delivery of the Council's Development Plans and our commitment for Sustainable Travel in the city. We also recognise Newport has poor air quality in the City and in collaboration with City Services, Law & Regulation and our partners we will be supporting this to improve air quality in the city.

### **Executive Summary from the Head of Service**

The Regeneration, Investment and Housing (RIH) service aims to create and support safe and sustainable communities in which to live, visit and work. This is achieved through:

- Providing and monitoring a robust economic growth plan and City Centre Master Plan
- Effectively supporting existing businesses and securing inward investment
- Securing investment to improve the physical environment of the City
- Ensuring the availability of good quality housing and a fair and safe living environment
- Supporting people into training and employment; nurturing opportunities for learning and development
- Managing and maintaining council buildings including schools
- Protecting and promoting our heritage

This has been an exciting year for RIH with a real emphasis placed on key areas, looking to drive forward the ambitions around the City Centre and a new City Centre Masterplan, Phase 1 agreement of a £12 million package for the Newport Transporter Bridge, the opening of the Neighbourhood Hub in East Newport and the successful remodelling of the Information Station to allow for the National Software Academy.

With 2019/20 being such a busy year it is fantastic to see that no Performance Indicators are off target and that RIH has lived within its means in relation to the yearly budget.

Regeneration of the City remains a key focus with the Council looking at the next phase of the regeneration across the city. This year will see the implementation of key regeneration projects including the Market Arcade, HLF scheme, the opening of 123 / 129 Commercial Street Housing Development, opening of the first Welsh Convention Centre at the Celtic Manor Resort alongside the 4 star Mercure Hotel in Chartist Tower. Regeneration is however, not purely focused on physical projects and it is vital that the service maintains a focus on projects that directly improve people's lives; the wider economic development activities that support businesses and assist unemployed individuals into training or work are key components in the economic growth of the City.

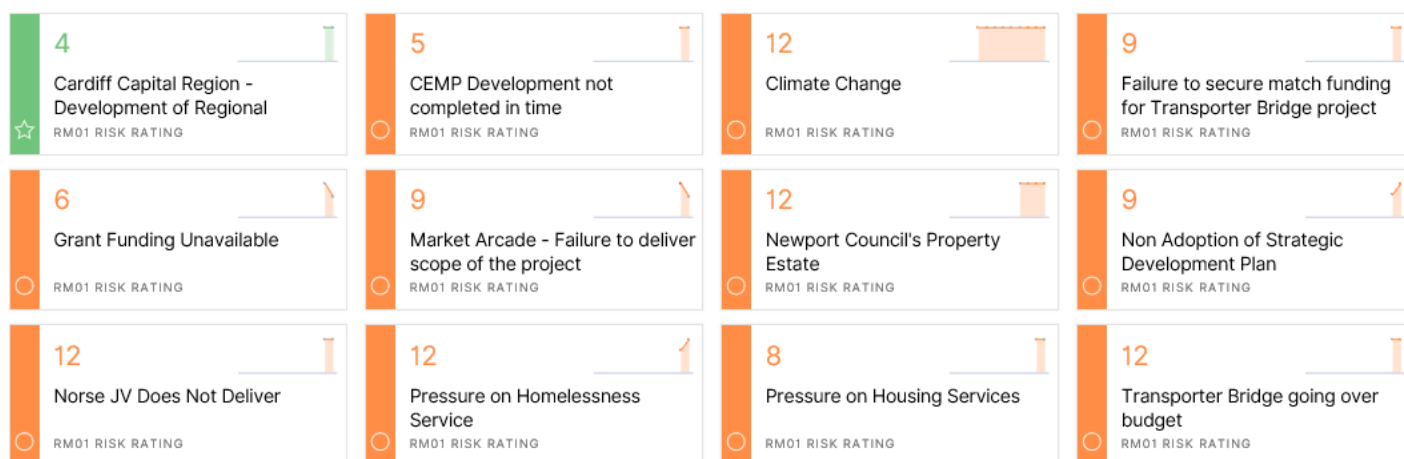
Economic regeneration also needs to be supported by the provision of good quality housing, including housing that is both affordable and accessible to households across Newport. The TRI scheme has delivered a significant amount of housing investment through the creation of residential units above commercial premises and in former vacant properties. Through all aspects of the delivery of those TRI schemes, job creation and training has been maximised through the Council's Work Based Learning Academy.

Following the alignment of Communities First, Families First and Flying Start within Welsh Governments Flexible Funding, the Community Regeneration team have piloted the new, joint outcome framework. For the first time, this has brought together the combined outcomes of each community based prevention and engagement service to address poverty in a holistic way.

The Development Services team has continued to oversee development management and planning policy whilst effectively adapting to and implementing changes being introduced by new legislation. The building control team has maximised activity and built upon previous successes. The service will continue to monitor Norse joint venture, ensuring the identified profit share is maximised and that services across the council are effectively supported in their assets and estates matters.

The Housing service will continue to develop new strategic, affordable housing schemes in partnership with our Registered Social Landlord (RSL) partners, and also ensure that the legislative requirements imposed by the Housing Wales Act 2014 are implemented effectively. The opportunities RIH services provide have a positive impact on residents and their quality of life. The range and quality of these opportunities can influence where people choose to live, how they feel about their city and how Newport is portrayed to the outside world. The diverse but complimentary activities undertaken across Regeneration, Investment and Housing could not be delivered effectively without robust working relationships with our partners. Our partnership networks are extensive ranging from private sector, public sector organisations such as health to voluntary and community based organisations.

### Service Area Risks



**Glossary**

*Note: Actions / Performance measures reported as Green, commentary provided is optional*

**Actions (Red / Amber / Green)**

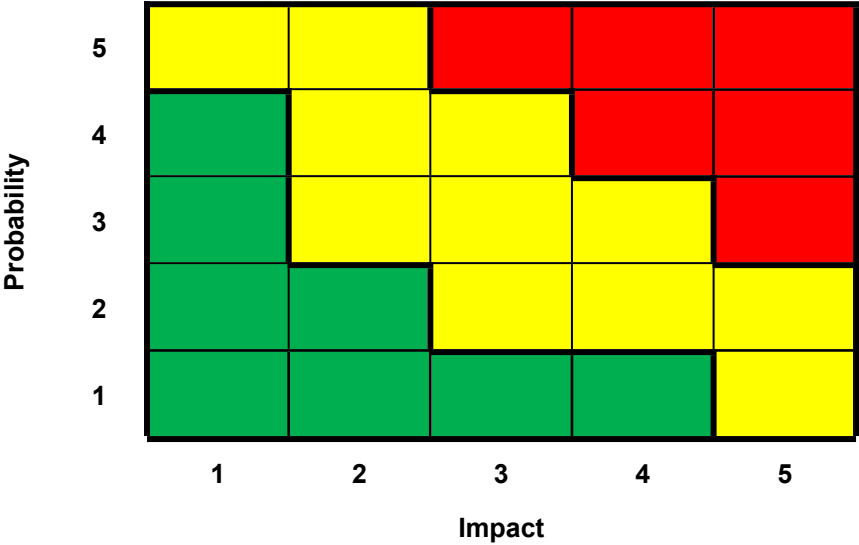
<b>C</b>	Action Complete (Commentary provided is optional)
	Action is on target to complete by agreed timescale (Commentary provided is optional)
	Issues are identified which could impact on the delivery of the action by the agreed timescale
	The action is not going to be able to deliver by agreed timescale and immediate action is required.
?	Update has not been provided for Q2.

**Performance Measures**

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

**Risk Table (5x5)**

For example: Probability = 5 / Impact = 4 / Total = 20



### Appendix 3

#### 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 Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1.0	Adopt a refreshed City Centre Master Plan	Adopt a refreshed City Centre Master Plan which identifies priorities for investment and regeneration in order to encourage economic growth, reduced vacant commercial floor space and increased footfall within the City Centre.	01-Apr-19	03-Oct-19	100%	<b>C</b>	
2.0	Develop a Strategic Development Plan for the Cardiff Capital Region	Develop a Strategic Development Plan for the Cardiff Capital Region (Growing the economy as part of the region).	01-Apr-19	31-Mar-20	10%		Governance arrangements remain a challenge. Regional Authorities have confirmed dates to report to respective full councils. Newport date not confirmed due to pending change of Leader.
3.0	Develop Key Area Vision Strategies for City Centre Masterplan	To develop area based vision strategies for key areas within the adopted city centre masterplan.	01-Apr-19	31-Mar-20	40%		
4.0	Economic Growth Strategy Refresh and Review	Review and Refresh the 2015 Economic Growth Strategy to ensure it reflects current and future economic growth aspirations and requirements	01-Apr-19	31-Oct-19	80%		Draft strategy reported to Overview and Management Scrutiny Committee on 26th September 2019. Well received. Now working on delivery plan.
5.0	Encourage Inward Investment and Support Business Growth	Encourage inward investment and support growth of new and existing businesses within the City	01-Apr-19	31-Mar-20	50%		

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<b>Action No.</b>	<b>Action Title</b>	<b>Action Description</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Complete</b>	<b>RAG Status</b>	<b>Commentary</b>
		and as part of a Regional Business Support partnership.					
6.0	Ensure an Adequate Supply of Employment and Housing Land	Ensure an adequate supply of employment and housing land through the Local Development Plan.	01-Apr-19	31-Mar-22	100%	<b>C</b>	
7.0	Partnership working to increase number of new business start-ups in Newport	Working in partnership with public and private sector business support providers to increase the number of new business start-ups in Newport	01-Apr-19	31-Mar-20	50%		
8.0	Secure HLF Stage 2 funding for Market Arcade	Secure HLF Stage 2 funding for Market Arcade.	01-Apr-19	31-Mar-20	80%		
9.0	Secure Targeted Regeneration Funding	Secure funding from targeted regeneration and investment fund for key regeneration projects.	01-Apr-19	31-Mar-20	50%		TRI funding awarded for Market Arcade and new proposals being put forward to Welsh Government.

## Appendix 3

### Objective 2 - Regeneration investment and Housing will make Newport a 'Thriving City'

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
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2.0	Develop a Strategic Development Plan for the Cardiff Capital Region	Develop a Strategic Development Plan for the Cardiff Capital Region (Growing the economy as part of the region).	01-Apr-19	31-Mar-20	10%		Governance arrangements remain a challenge. Regional Authorities have confirmed dates to report to respective full councils. Newport date not confirmed due to pending change of Leader.
3.0	Develop Key Area Vision Strategies for City Centre Masterplan	To develop area based vision strategies for key areas within the adopted city centre masterplan.	01-Apr-19	31-Mar-20	40%		
4.0	Economic Growth Strategy Refresh and Review	Review and Refresh the 2015 Economic Growth Strategy to ensure it reflects current and future economic growth aspirations and requirements	01-Apr-19	31-Oct-19	80%		Draft strategy reported to Overview and Management Scrutiny Committee on 26th September 2019. Well received. Now working on delivery plan.
5.0	Encourage Inward Investment and Support Business Growth	Encourage inward investment and support growth of new and existing businesses within the City and as part of a Regional	01-Apr-19	31-Mar-20	50%		



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Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		Business Support partnership.					
6.0	Ensure an Adequate Supply of Employment and Housing Land	Ensure an adequate supply of employment and housing land through the Local Development Plan.	01-Apr-19	31-Mar-22	100%	<b>C</b>	
7.0	Partnership working to increase number of new business start-ups in Newport	Working in partnership with public and private sector business support providers to increase the number of new business start-ups in Newport	01-Apr-19	31-Mar-20	50%		
8.0	Secure HLF Stage 2 funding for Market Arcade	Secure HLF Stage 2 funding for Market Arcade.	01-Apr-19	31-Mar-20	80%		
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#### Objective 3 - Develop a collaborative approach to modernise service delivery to residents across the city.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1.0	Central Library Strategy Development	Develop a strategy for the development of the Central library	01-Apr-19	31-Mar-20	70%		
2.0	Create New Staffing Structure	Creation of new staffing structure  Creation of a monitoring tool to support the integration of services in neighbourhood hubs.  Selecting relevant outcomes.  Creation of well-resourced facilities.	01-Apr-19	30-Sep-19	100%	<b>C</b>	

## Appendix 3

### 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 Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1.0	Completion of C&C Grant Review	Completion of the Children's & Community Grant Review	01-Apr-19	31-Mar-20	100%	<b>C</b>	
2.0	Development of the Regional Skills Partnership	Development of the Regional Skills Partnership.	01-Apr-19	31-Mar-20	60%		
3.0	Implement Findings of C&C Grant Review	Implement the review findings of the Children's & Community Grant review.	01-Apr-19	31-Mar-20	20%		Implementation has begun on the review of the outcomes under the grants, process has been created to identify priority areas of work that the grant will undertake. BIP resource has been allocated and a project team has started the work
4.0	Implement revised service structure	Implement the revised structure to align service delivery.	01-Apr-19	31-Mar-20	80%		

## Appendix 3

### Objective 5 - Enhance community wellbeing through improved housing offer.

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Deliver 3 year Planned Development Programme with RSLs	Deliver the 3 year Planned Development Programme with RSLs.	01-Apr-19	31-Mar-20	50%		
2	Develop programmes for shared accommodation and supported lodgings	Develop programmes for shared accommodation and supported lodgings in partnership with RSLs	01-Apr-19	31-Mar-20	50%		Ongoing procurement of units. Llamau are due to commence a further campaign to secure additional interest and spaces for the scheme. Service remains on going with no critical shortfalls
3	Develop Strategy Framework for Private Sector Housing	Develop a strategy framework for private sector housing bringing together the Adaptations Policy, Private Sector Leasing scheme and Housing Loans Policy.	01-Apr-19	31-Mar-20	40%		
4	Development of Data Management System for Adaptations	Explore the potential for development of bespoke data management system for the private sector adaptations service.	01-Apr-19	31-Mar-20	30%		
5	Development of specialist housing for residents with learning disabilities	Further development of programme for specialist housing schemes for residents with a learning disability.	01-Apr-19	31-Mar-20	50%		
6	Draft Adaptions Policy	Draft an Adaptations Policy and associated procedures.	01-Apr-19	31-Mar-20	30%		

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7	Further develop prevention focused approach in housing and homelessness service	Continue to develop prevention focused approach within housing advice and homelessness service.	01-Apr-19	31-Mar-20	50%		<p>Additional hours secured for Domestic Abuse worker within the Housing Needs Unit and now embedded within service fully. Desk Space allocated within Safeguarding HUB for Housing on a permanent basis and due to commence role shortly. This will improve effectiveness of joint working with Children Services.</p> <p>Rough Sleeper Policy is completed and is being piloted on a trial basis prior to approval.</p> <p>Prevention Fund Policy and Procedure reviewed fully and adopted.</p> <p>Additional units of accommodation due to be handed over to provide fully adapted accommodation for families aimed at assisting safe discharge of care from hospital and to provide emergency accommodation for individuals struggling in their own home.</p>
8	Manage common housing register and Newport Housing Options Service	Manage and maintain the Common Housing Register and Newport Housing Options service	01-Apr-19	31-Mar-20	50%		<p>Home Options Newport (Common Register) managed on behalf of RSL partners is being reviewed. Policy has been re-drafted following extensive consultation. RSL's to be consulted with over policy amendments and to seek to adopt</p>

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Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
							<p>revised policy. IT system to be amended as appropriate and required following agreement of changes.</p> <p>Staff recruitment completed with full staffing in place for Housing Solutions Team. Further recruitment required due to vacancies and is ongoing.</p> <p>Homeless case management system being reviewed and potential upgrade to be completed before end of March 2020 which will provide a greater focus on cases, more robust management and reduce system waste.</p>
9	Maximise new housing units from empty properties	Maximise the number of new housing units created from empty properties	01-Apr-19	31-Mar-20	40%		We continue to support the conversion of empty commercial properties to residential accommodation through the provision of housing loans and access to Social Housing Grant, wherever it is appropriate. Performance for the full year is on track.
10	Publish New Local Housing Strategy	Publish a new Local Housing Strategy and action plan 2018-2022.	01-Apr-19	31-Mar-20	25%		Clarification has been sought from the Welsh Government regarding the timing and submission of Local Housing Market Assessments and Local Housing Strategies following the outcome of the independent review into the supply of affordable

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							housing. Pending a response from the Welsh Government consideration has been given to the development of an interim strategy.
11	Review information on private sector housing in Newport	Review information on private sector housing in Newport	01-Apr-19	31-Mar-20	33%		
12	Review of the Empty Homes Strategy	Review of the Empty Homes Strategy	01-Apr-19	17-Sep-19	100%	<b>C</b>	A new Empty Homes Action Plan was approved by the Cabinet Member in August and is already being implemented.
13	Review older people Housing Needs & Provision	Review housing needs of, and provision for, older people in Newport.	01-Apr-19	17-Jul-19	100%	<b>C</b>	

### Appendix 3

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

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Begin to use zero emission vehicles and active travel to deliver services	Begin to use zero emission vehicles and active travel to deliver services	01-Apr-19	31-Mar-20	12%		There is no formal policy and forward plan yet in place to commit the council to transition to zero emission vehicles. Resource is required to rationalise and consolidate vehicles and review compile business cases before replacement.
2	Comply with the new General Data Protection Regulation (GDPR)	Comply with the new General Data Protection Regulation (GDPR).	01-Apr-19	31-Mar-20	90%		
3	Finalise and publish Carbon Management Plan.	Finalise and publish the council's Carbon Management Plan.	01-Apr-19	31-Mar-20	90%		
4	Investigate Opportunities to Improve Domestic Energy Efficiency and Relieve Fuel Poverty	Investigate opportunities to improve domestic energy efficiency and relieve fuel poverty in Newport.	01-Apr-19	31-Mar-20	25%		
5	Maintain FEI Assessments for Existing and New Policy	Maintain Fairness & Equalities Impact Assessments for existing and new policy.	01-Apr-19	31-Mar-20	100%	<b>C</b>	
6	Review Public Transport Access for Proposed Housing Developments	Review proposed housing developments for access to public transport.	01-Apr-19	31-Mar-20	50%		



## Appendix 3

### Performance Measures Reported at the end of Quarter 2 (30<sup>th</sup> September 2019)

Performance Measure	Actual at (Q2 - 2019/20)	Target 2019/20 (Target at end of Q2 – if applicable)	Performance status	Actual 2018/19 (at Quarter 2)	Commentary
<b>National (PAM/019)</b> - % of all Planning Appeals Dismissed	53.3%	75.00%		76.9%	2 of 5 appeals were dismissed in the quarter with 2 of the 3 allowed being HMO applications refused by officers on parking and highway safety grounds. It has become clear that the Inspectorate is taking a very positive stance on HMO (Houses in Multiple Occupation) appeals despite there being no or insufficient parking to serve them. Going forward, officers will bear in mind and members will be advised of the lack of appeal success on HMO applications in particular.
<b>National (PAM/018)</b> - % of Planning Applications Determined in Time	78.2%	87.00%		84.7%	The Section had 3 staff vacancies during all or part of the period reducing efficiency and speed of decisions and applications were being delayed due to resource shortfalls in key consultee service areas, e.g. Highways, which was affecting the timeliness of their responses to the planning service

### Appendix 3

Performance Measure	Actual at (Q2 - 2019/20)	Target 2019/20 (Target at end of Q2 – if applicable)	Performance status	Actual 2018/19 (at Quarter 2)	Commentary
<b>National (PAM/013)</b> - % of Empty Private Properties Bought Back Into Use	0	1		0	Capacity for intervention has been increased through a partial restructure of the Housing team, with a focus on empty homes. This will start to have an impact in the second half of this year and in 2020/21.
<b>National (PAM/012)</b> - % of Households for whom Homelessness was Prevented	56%	52%		62.7%	
<b>National (PAM/015)</b> - Average Calendar Days to Deliver a DFG	268 days	192 days		178 days	<p>The performance of DFG delivery has underperformed in the first two quarters of 2019/20 due to the time taken by Occupational Therapy (Adult Services) to complete assessments. The backlog of assessments that existed in previous years is currently being worked upon and has been assisted with recently appointed Occupational Therapy resource.</p> <p>A new Housing Adaptations Team Manager has been appointed following the departure of the previous post-holder.</p> <p>DFGs, including the backlog of assessments, will continue</p>

### Appendix 3

Performance Measure	Actual at (Q2 - 2019/20)	Target 2019/20 (Target at end of Q2 – if applicable)	Performance status	Actual 2018/19 (at Quarter 2)	Commentary
					to be monitored closely over the remaining six months in an attempt to improve performance.
<b>National (PAM/045)</b> – Number of new homes created as a result of bring empty residential properties back into use.	14	20 (10)		12	
<b>National (PAM/036)</b> - Number of Additional Affordable Housing Units Delivered per 10,000 Households.	13 units per 10,000 households	30 units per 10,000 households (15 per 10,000)		8 units per 10,000 households	In comparison to 2018/19 figures we have improved our performance. We are on track to achieve the end of year target and will continue to monitor closely throughout the remainder of the performance year.