

# Regeneration, Investment & Housing Services

## Mid-Year Review 21/22



**Leader and Cabinet Member for Economic Growth – Councillor Jane Mudd**

**Cabinet Member for Sustainable Development - Councillor Jason Hughes**

**Cabinet Member for Community and Resources – Councillor David Mayer**

**Cabinet Member for Education and Skills – Councillor Deb Davies**

**Cabinet Member for Culture and Leisure – Councillor Debbie Harvey**

**Cabinet Member for Social Services – Councillor Paul Cockeram**

**Acting Head of Service – Tracey Brooks**

## Introduction

This is the Regeneration, Investment & Housing Services update on the progress being made against the objectives, actions, performance and risk for the period 1<sup>st</sup> April 2020 to 30<sup>th</sup> September 2021. 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.

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 Regeneration, Investment & Housing Services service plan focuses on the delivery of the following Wellbeing Objective(s) in the Corporate Plan:

- **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.

The 2021/22 Service Plan has seven 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**

# Head of Service Executive Summary

The last six months have continued to present us with unique challenges. RIH have continued to adapt services to provide ongoing support to both our Newport businesses and our most vulnerable residents at the same time as restarting services as we start to transition back to 'normal' service provision.

The Neighbourhood hubs have remained at the heart of our communities and have continued to support residents in need of help, support and advice. School holiday play provision continued and the summer provision was particularly well received by users and families. Work and skills support has also continued as we provide access and support to training and job opportunities through the Kickstart and Restart programmes. We have also been working directly with large employers such as the Celtic Manor to link people into vacancies. Libraries and community centres have begun to re-open and youth clubs are restarting.

Demand for temporary accommodation remains high as Welsh Government guidance on accommodating anyone at risk of, or sleeping rough, remains in place. We continue to work in partnership with other departments, stakeholders, external agencies and the third sector to provide accommodation and support to those most vulnerable. Demand for temporary accommodation continues to far exceed supply and the Team work tirelessly to source further accommodation and consider new and innovative ways of supporting service users through joint working. Progress is being made on the delivery of supported accommodation at Hill Street and Central Chambers and these schemes will deliver over 20 units of much needed single person accommodation. We have also been completing the Housing Prospectus at the same time as researching issues and challenges for private sector tenants and landlords.

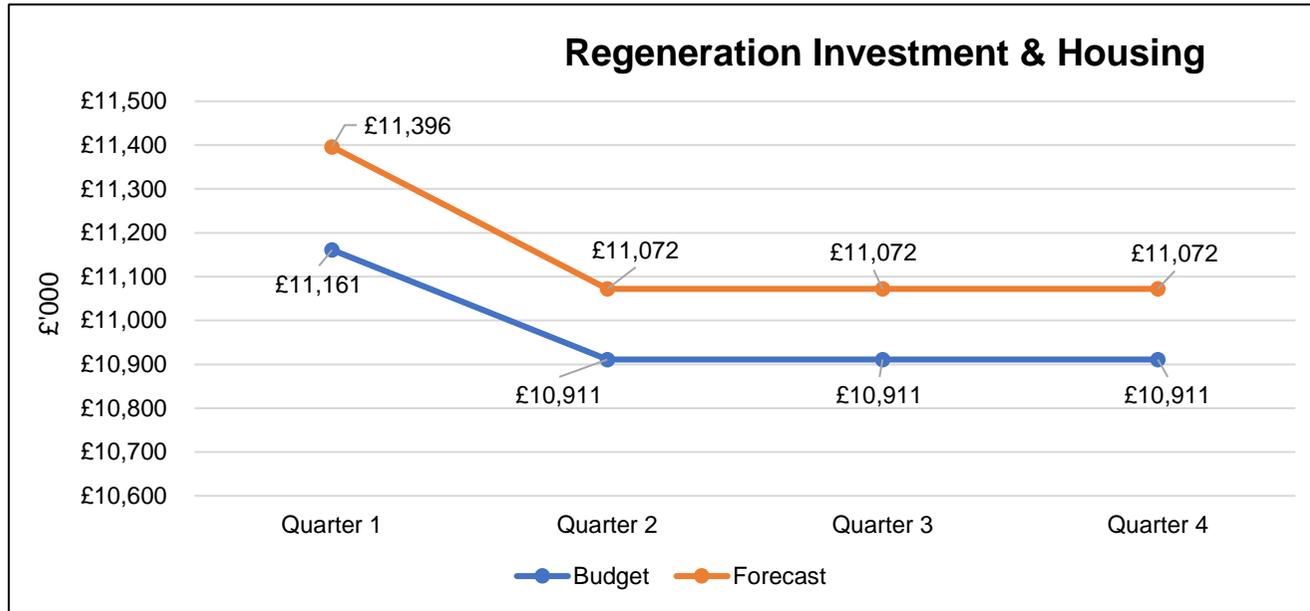
The Business Support Team have helped over 1000 Newport businesses access advice and Welsh Government grant funding and we have also launched the City of Newport Business Development Fund which will support new and expanding independent businesses. The Regeneration team have been working hard to maintain momentum in respect of project delivery and inward investment. Construction work on the Indoor Market and Market Arcade redevelopments are nearing completion and Transforming Towns funding has been awarded for the development of the new Leisure and Well-being Centre on Usk Way. The development of Newport as a destination remains important to our economic growth and we submitted an EOI for the City of Culture 2025 to reflect our intentions to champion culture and heritage going forward.

Other RIH services continue to work on longer term strategies including Planning, Housing and Carbon Reduction teams. Full Council approved the development of a replacement Local Development Plan and work continues on the development of a Housing Support Plan, Climate Strategy and the roll out of the next phase of the ReFit carbon reduction programme.

Our key challenge going forward is dealing with the fallout from the pandemic, including addressing backlog workload in Planning and Public Sector Housing Grants, at the same time as maintaining momentum in returning to 'normal' service. We need to continue supporting people affected by the pandemic at the same time as safely increasing access to services. We want to make progress with some of our key vacant and derelict properties as well as begin to provide accommodation for eligible families at the Ellen Ridge site. Climate Change and homelessness is an issue wider than Newport but we will seize the opportunity to make a difference and explore ways that we can help existing residents as well as future generations.

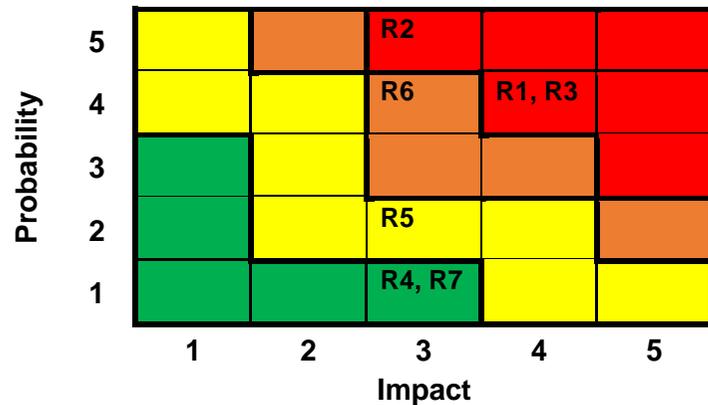
The biggest asset of RIH remains its staff. Some of the performance data contained in this review does not reflect the commitment and dedication they have shown to continue delivering services during an incredibly tough time. Nevertheless, they continue to respond and react to a changing social and economic picture with positive professionalism, trying to find solutions to any problems posed and going the extra mile in support of their colleagues to meet the needs of our residents, businesses and visitors.

# Regeneration Investment & Housing – Mid Year Forecast Vs 2021/22 Budget



This provides an overview of the Regeneration Investment & Housing forecasted position to the end of quarter 2 (April to September 2021).

## Service Area Risks at 30<sup>th</sup> September 2021



<b>R1</b> – Pressure on Housing and Homelessness Service	<b>R5</b> – Non adoption of strategic development plan
<b>R2</b> – Climate Change	<b>R6</b> – Transporter Bridge / Visitor Centre not delivered on time
<b>R3</b> – Newport Council's Property Estate	<b>R7</b> – Grant funding is not available
<b>R4</b> – Market Arcade (failure to deliver scope of the project)	

# 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 1<sup>st</sup> April to 30<sup>th</sup> September 2021.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	% 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.</p> <p>Range of services offered are tailored towards the demands of the areas served using wellbeing profile data to support decision making processes.</p> <p>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%	A review of the role of hubs has been undertaken and an action plan for rolling out the delivery of the next phase of the hubs plan is now being developed and will be delivered under the new Housing and Communities service area.
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	Quarter 4 2022/23	5%	The Visitor centre construction project has been subject to delay following the liquidation of the original appointed contractor. However, a

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	% of Project Completed	Commentary
	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.			retendering exercise has been completed. Decisions to proceed are interrelated with the retendering of the repair works to the Bridge and will be concluded shortly.
Vacant and Derelict Properties	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%	A priority list of properties has been developed and a working group is utilising legal and non-legal powers to stimulate action and improvements from owners. Charges are being registered against properties for works undertaken in default.
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%	Construction is proceeding well with all properties now part of the scheme. January completion expected. A pop up heritage shop to engage people with the history of the Arcade is being held and tours are popular with visitors. A social enterprise management company is being explored to safeguard the longer term management of the Arcade.
IAC Building	Refurbishment of the building to provide high spec office accommodation.	Quarter 3 2021/22	90%	50% of refurbished space let. Ongoing monitoring of practical completion and progress with lettings. Awaiting confirmation of completion date and opening.
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%	Excellent progress on site towards December completion and full opening in February. Majority of trading space in main market and food court now let.
Chartist Tower	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	Quarter 4 2021/22	80%	Opening of hotel planned for February 2022. South Wales Argus have returned to work in part of the office space.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	% of Project Completed	Commentary
	Newport. Affected by the pandemic but progress expected once the hospitality industry has re-established as the pandemic eases.			
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%	We are making positive progress with the legal agreements and customer service desks have been accommodated in The Riverfront in anticipation of a swift start on the refurbishment of the Information Station. Refurbishment works on the Museum and Library building are expected to commence in the new year.
Carbon Neutral 2030 –Phase 1	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%	Carbon reduction target for 2022 already achieved. Targets for next phase being reviewed this year.
Social Housing Grant Programme	Secure funding for new affordable housing development through management of the new SHG programme	Quarter 4 2021/22	50%	SHG programme has been approved by WG. Quarterly progress updates provided by RSL partners at Group Strategy meeting and via ongoing meetings with individual RSLs to ensure grant allocation is spent and required units of accommodation are developed.
Phase 2 Homelessness Capital Programme	Delivery of the Phase 2 homelessness capital programme	Quarter 3 2021/22	50%	Some delays experienced due to the pandemic but both schemes (Hill Street and Central Chambers) are progressing well with anticipated completion of accommodation towards the end of 21/22.
Newport Replacement Local Development Plan (RLDP)	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%	Call for candidate sites completed. Sites currently being assessed. Next stage is growth options and preparing a vision and objective for the RLDP. This will involve consultation with the public. Outcomes and feedback will be presented to Cabinet in due course.
DWP Kickstart Programme	The Kickstart Scheme funding will support employers to provide 6 months of work for	Quarter 3 2021/22	85%	To date we have all 34 places advertised, 26 are filled with the remainder expected to be

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	% of Project Completed	Commentary
	young people at risk of long term unemployment in the 16-24-year-old age group. It will be regular, paid work which will help young people to develop transferrable skills and demonstrate to future employers that they have a track record of being a reliable employee with an up-to-date reference. Newport City Council will be a Kickstart employer.			filled by end of Nov. We have applied for further 6 places to take us up to 40 as there have been further requests. (That' equates to 25% extra on top of our initial bid at start of year.)
DWP Restart Programme	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 2 2025/26	25%	Of the 29 participants we have seen in this first quarter 41% of them have been participants we cannot Mandate due to being in receipt of fit notes. Participants are categorised into 3 types:  1. T1 work ready, just needs a little help 2. T2 unemployed for a while, needs quite a bit of help 3. T3 furthest from being work ready and needs a lot of help  The majority of participants are classified as T2 and T3's.
Youth Homelessness	To deliver a programme of support for Young People at risk of becoming Homeless	Quarter 4 2021/22	50%	Pilot of school based support work will take place in Newport High School. Pathway information has now been agreed and training provided.

## 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 their areas to identify opportunities for development and introducing new apprenticeship, trainee and graduate schemes.	Improve RIH resilience and future succession planning.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	25%	Opportunities are being identified and discussed as part of Check Ins. One member of RIH has been accepted for Exceptional Talent Programme.
Regeneration Investment & Housing Service Managers in collaboration with Human Resources undertake a review of job descriptions to identify future skill and knowledge gaps.	This review will identify the future skills and needs required to deliver RIH services and support any future strategic structure reviews.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	10%	Anomalies in JDs have been identified and are with HR business partners to consider.
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 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	10%	Discussions have taken place as part of Manager check ins and is also being reviewed by HR Business Partner.

## Objectives and Action Update (30<sup>th</sup> September 2021)

This is an update on the progress against service objectives and actions to the end of quarter 2 (30<sup>th</sup> September 2021).

<b>Objective 1 - Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.</b>						
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>% Action Completed</b>	<b>Action Commentary</b>
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 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	80%	City of Newport Business Grant launched with an expanded offer. We continue to promote Newport as a place to invest through our partnerships with the Cardiff Capital Region and Western Gateway.
2	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 <sup>st</sup> April 2019	31 <sup>st</sup> March 2026	5%	We are working with neighbouring authorities to prepare joint evidence bases in connection with the RLDP. No progress is being made with the SDP at present and will be led by the CJC.
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 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	65%	We continue to pursue opportunities for funding of key projects, with the most recent award being 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 new business start-ups in Newport.	Key projects such as the Information Station, IAC, Indoor Market and Market Arcade will support existing and new businesses to the city. This will support the Council's objective for generating long term economic growth and provide opportunities generating new jobs.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	10%	City of Newport Business Grant launched with focus on start-ups. Newport Now also offers support for businesses wanting to open premises in the City centre.

**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	% Action Completed	Action Commentary
5	To develop area based vision strategies for key areas within the adopted city centre masterplan.	As part of the Council's City Centre Masterplan and Economic Growth Strategy we shall look to develop and implement the strategies identified.	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	60%	Next phase of master-planning will form part of the development of the new corporate plan.
6	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 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	80%	Construction proceeding well with all properties now part of the scheme. January completion expected. A pop up heritage shop to engage people with the history of the Arcade is being held and tours are popular with visitors. A social enterprise management company is being explored to safeguard the longer term management of the Arcade.
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 <sup>st</sup> April 2020	31 <sup>st</sup> December 2022	40%	We are making positive progress with the legal agreements and customer service desks have been accommodated in The Riverfront in anticipation of a swift start on the refurbishment of the Information Station. Refurbishment works on the Museum and Library building are expected to commence in the new year.
8	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	1 <sup>st</sup> October 2020	31 <sup>st</sup> March 2025	C	Review of current LDP completed. Full Council made the decision in May 2021 to commence a replacement LDP. Delivery agreement approved by Welsh

**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	% Action Completed	Action Commentary
		involvement / consultation with key stakeholders and alignment with future Strategic Regional Plans.				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 to ensure that they are meeting necessary regulatory and legislative requirements in light of Covid regulations and future post Brexit trade negotiations.	1 <sup>st</sup> September 2020	31 <sup>st</sup> March 2022	10%	Events have been impacted by Covid restrictions, but despite events not taking place, support has been intensified in other ways, including but not limited to regular business newsletters to our business community containing legislation updates and community links, and business plan support and development. We are currently scoping potential events that can be delivered within the current financial year, subject to complying with restrictions.
10	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 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	20%	Leisure project progressing well. Planning application submitted and expected determination in November. Additional funding applications submitted to CCR Challenge Fund in relation to a low carbon heating solution for leisure building.

**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	% Action Completed	Action Commentary
		The relocation of the Coleg Gwent Campus from Nash to the City Centre will provide young people with a more modern and accessible facility which will provide students with an enhanced learning environment.				
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 protecting the environment and objective 4, to build cohesive and sustainable communities.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	<b>30%</b>	A priority list of properties has been developed and a working group is utilising legal and non-legal powers to stimulate action and improvements from owners. Charges are being registered against properties for works undertaken in default.

Objective 2 - Regeneration Investment and Housing will make Newport a 'Thriving City'						
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
1	Transporter Bridge project delivery through the development of the Visitor Centre and refurbishment of the bridge.	<p>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.</p> <p>Collaborative working with Welsh Government, Heritage lottery Fund and other charitable trusts and funds.</p> <p>In the delivery of the Visitor centre we will be involving local communities, schools and the Transporter bridge trust.</p>	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	5%	The Visitor centre construction project has been subject to delay following the liquidation of the original appointed contractor. However, a retendering exercise has been completed. Decisions to proceed are interrelated with the retendering of the repair works to the Bridge and will be concluded shortly.
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 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	95%	Applications completed to funds and trusts to support the capital project. Once the capital project is underway further funding will be sought to support the revenue project
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 <sup>st</sup> April 2020	31 <sup>st</sup> March 2024	40%	Accelerated Freeze Drying programme at Mary Rose underway.

<b>Objective 2 - Regeneration Investment and Housing will make Newport a 'Thriving City'</b>						
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>% Action Completed</b>	<b>Action Commentary</b>
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 <sup>st</sup> April 2021	31 <sup>st</sup> December 2022	<b>49%</b>	Some aspects have progressed with the Living Levels review for legacy planning and local tourism plans are being addressed. Further development paused pending the outcome of the City of Culture Expression of Interest.
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 through collaboration with national organisations and stakeholders to give the City a positive vibrancy. Greater resilience with a wider team.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	<b>51%</b>	Relaxation of restrictions has allowed the planning of events and we have supported events such as the 999 Emergency Services event was held for the first time which was well received. Freedom of the City has been granted to the Royal British Legion and will involve a public event in October. Preparations are also underway for the ABP Newport Wales Marathon on 24 <sup>th</sup> October.

### 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	% Action Completed	Action Commentary
1	<p>Undertake a review of the hub model to develop and shape a phase 2 of the Neighbourhood Hub project.</p> <p>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.</p>	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.	1st April 2020	31 <sup>st</sup> March 2022	35%	A study has been carried out over the summer and an action plan for rolling out the delivery of an improved customer facing service is now being developed and a new management post is being created to roll this out
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 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	25%	The project is being reviewed as the NKQ project develops.
3	Delivery of the regional early years Pathfinder project with Public Health Wales, local	The Pathfinder project is a collaborative project with the Public Health Wales, Children	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	C	Project completed and in mainstream delivery

**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	% Action Completed	Action Commentary
	authorities and Children Services.	Services and Flying Start for early years prevention for 0-7 year olds including improved parenting, anti-natal support.				
4	Delivery of the child care offer for 3-4 year olds through the medium of Welsh.	<p>The delivery of this action is looking at increasing and improving the child care provision for parents of 3-4 year olds that wish to have their children taught through the medium of Welsh.</p> <p>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.</p>	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	<b>65%</b>	Capital investment at Lfor Hael is now complete and options for delivery within the Centre are currently being considered. Capital investment in Pill is due to be completed in December and Maesglas and the East next year. Flying Start Welsh medium provision remains at Ringland and Shaftsbury. Ringland currently has 23 children attending and Shaftsbury has 20.
5	Delivery and expansion of the Newport Commitment digital platform to connect children, young people and long term unemployed with public, private and third sector organisations.	Through the Newport Commitment we will look to 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.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2023	<b>50%</b>	Digital support is being offered to the community and devices provided to digitally challenged residents. Progress on the Newport Commitment is expected to recommence in the new year.

**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	% Action Completed	Action Commentary
1	Implement the review findings of the Children's & Community Grant review.	As per Objective Description	1 <sup>st</sup> April 2019	31 <sup>st</sup> December 2021	50%	Work is on going, in the next quarter we will have completed the development of a CCG Management Board to enable a transparent decision making forum to be created.
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 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	50%	This project is on hold as Welsh Government have halted the project for the foreseeable future
3	Set up governance structure for CCG	Modernised Council, Resilient Communities	1 <sup>st</sup> April 2021	31 <sup>st</sup> September 2021	20%	This will be progressed with the new strategic director

**Objective 5 – Enhance community wellbeing through improved housing offer**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
1	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 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	50%	Survey of private renters and landlords now closed. Focus groups to explore the findings to be held this quarter. Outcomes will be used to inform framework.
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	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	50%	Ongoing review of the Allocations Policy to incorporate WG guidance. Quarterly strategy meetings with RSL partners to review provision and consider amendments to advice & information for

### Objective 5 – Enhance community wellbeing through improved housing offer

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		information to the public and residents of Newport.				the public and also consider upgrades to the Civica operating system.
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 objective of ensuring people can live independent lives in their own homes.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	15%	Unable to participate in any community events due to Covid. Hopefully that this can be complete by year end if restrictions relax
4	Produce an updated Gypsy Traveller Accommodation Assessment.	Assessment produced and submitted to Welsh Government in line with statutory requirements.	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	25%	The steering group overseeing the assessment has been reconvened. Surveys and data gathering is due to take place in November.
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 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	50%	Surveys of both tenants and landlords have concluded and the results are being analysed. Focus groups to further inform the research are due to take place in November.
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 <sup>st</sup> August 2020	31 <sup>st</sup> March 2022	C	Prospectus has been completed and submitted to Welsh Government.
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 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	10%	Initial meeting held with RSL partners to discuss revisions to existing protocol. Follow up meetings will take this forward.
8	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	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	25%	The Homelessness strategy will be incorporated into the Housing Support Plan which has to be finalised by Apr 22. Guidance issued by WG in summer 21. The strategy will be reviewed and

**Objective 5 – Enhance community wellbeing through improved housing offer**

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		enabling people to be healthy, independent and resilient.				developed on a local level due to varying demands across the region.

**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	% 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 & Partnership team and external stakeholders.	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 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	50%	The project has reached the modelling stage and stakeholder workshops held.
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 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022	80%	RIH teams, particularly the carbon reduction team have been heavily involved with the development of the plan and the report to scrutiny. Next stage is public consultation by the end of the year.
3	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 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	50%	Bidder selected, site surveys and business case development in process.
4	Ebbw West Solar Farm Development	Planning permission will be achieved and a delivery method will be identified for the	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	30%	Planning application being progressed and new consent for grid connection will sought.

**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	% Action Completed	Action Commentary
		construction of the scheme in summer 2022.				
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 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022	51%	Main depot installations well underway. Grid connection secured for Docksway eRCV charging, works to be undertaken as soon as possible.

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

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
1	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.	A comprehensive survey of properties and assets to be completed and designation made for each site.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	50%	The draft strategy is being developed and will be presented to CSAMG at their next meeting.
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 <sup>st</sup> April 2021	31 <sup>st</sup> March 2025	C	Final draft is due to be presented to CSAMG at their next meeting.
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 departments and schools adhere to the corporate landlord policy. Any instances of non-adherence are evidenced and reflected upon	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	75%	Property Services is currently working with the Health and Safety Team to develop and roll out the Premise Manager training to complement the Premises Manager handbook.

Objective 7 - Effective and sustainable management of NCC properties and assets						
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	% Action Completed	Action Commentary
		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 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022	50%	The finance focused JV meetings have been implemented and have been productive to date.
5	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 April 2021	31 <sup>st</sup> March 2022	25%	Commentary Required Cabinet have been kept informed of the people related aspects of the 'new normal' and options are being developed to ensure that we are using the Civic centre in an efficient way.

## Performance Measures (30<sup>th</sup> September 2021)

This is an update on the quarterly and half yearly performance measures for the service area to 30<sup>th</sup> September 2021. The end of year performance and previous year's Mid-year update is also included for comparative purposes. Annual measures are excluded and will be reported in March 2022. Commentary reported by exception for Amber and Red 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)

Mid-year = 1<sup>st</sup> April to 30<sup>th</sup> September

End of year = 1<sup>st</sup> April to 31<sup>st</sup> March

Performance Measure	Mid-year 21/22 Actual Performance	Mid-year Target (Target 21/22)	End of Year 20/21 Actual Performance	Mid-year 20/21 Actual Performance	Mid-year 19/20 Actual Performance	Commentary
<b>National (PAM/018)</b> - Percentage of all planning applications determined in time	57.3%	80%	67.1%	67.2%	78.2%	The processing of planning applications has been significantly affected by the staff retention and recruitment issues and there remain some vacant posts. This is being addressed with the use of Agency staff. However when read in the context of PAM/019 we continue to make good quality decision, despite them taking slightly longer to process.
<b>National (PAM/019)</b> - Percentage of all planning appeals dismissed	70%	70%	69.8%	84.2%	50%	This is a very good reflection of the good quality decisions being made, which are considered defensible and reasonable by the Planning Inspectorate.
<b>National (PAM/012)</b> - The percentage of households	35.6%	50%	42%	41.4%	52.8%	The pandemic has resulted in a cohort of 'hidden homeless' accessing services. A lack of

Performance Measure	Mid-year 21/22 Actual Performance	Mid-year Target (Target 21/22)	End of Year 20/21 Actual Performance	Mid-year 20/21 Actual Performance	Mid-year 19/20 Actual Performance	Commentary
for whom homelessness was prevented						available, affordable accommodation and temporary measures to prevent evictions, has resulted in reduced prevention rates. The mid year performance figure reflects the ongoing challenges faced at the end of 20/21.
<b>National (PAM/013)</b> - The percentage of empty private properties brought back into use.	<b>0.64%</b>	<b>1.52%</b>	0.86%	0.55%	0.09%	A revised, targeted approach has been implemented which utilises a number of statutory and non-statutory powers to assist owners to bring empty homes back into use. As a result it is expected that this PAM will see improvement by year end.
<b>National (PAM/045)</b> - Number of new homes created as a result of bringing empty properties back into use.	<b>0</b>	<b>9</b>	0	0	14	Completion of projects continues to be delayed as a result of the impact of covid-19 and Brexit as prices for materials have significantly increased and there is a well-publicised issue with sourcing contractors and labour.
<b>National (PAM/015)</b> - Average calendar days to deliver a DFG.	<b>380 days</b>	<b>350 days</b>	321 days	316 days	268 days	Delays with the delivery of DFG which have arisen due to the backlog of cases which built up over the lockdown periods and the number of complex cases being progressed.
<b>National (PAM/036)</b> - Number of additional affordable housing units delivered per 10,000 households	<b>0.6 per 10,000 households</b>	<b>33.54 per 10,000 households</b>	30.54 per 10,000 households	10.8 per 10,000 households	12.7 per 10,000 households	RSL partners have reported delays in completion due to increasing costs and pressure on material and labour supplies.
<b>Local</b> - Number of businesses supported through the provision of advice and guidance	<b>1,188</b>	<b>400</b>	4,114	628	96	

Performance Measure	Mid-year 21/22 Actual Performance	Mid-year Target (Target 21/22)	End of Year 20/21 Actual Performance	Mid-year 20/21 Actual Performance	Mid-year 19/20 Actual Performance	Commentary
<b>Local</b> - Number of new business start-ups supported through the Business Development Fund.	1	50	4	0	4	Launch of the new City of Newport Business Fund launched at the end of September and the numbers of businesses supported reflects this. However there has been significant interest in the new funding and it is expected that there will be a significant improvement in this figure by year end,
<b>Local</b> - Number of people improving skills & qualifications	158	175 (350)	232	121	708	Covid restrictions have affected our ability to deliver face to face support and group events. However telephone and Teams appointments have been offered and undertaken throughout and have significantly helped people during times of great uncertainty.
<b>Local</b> - Number of people supported into employment	146	175 (350)	221	69	297	Employment places have been affected by the Covid restrictions but we have been working closely with large employers such as the Celtic Manor to match people with vacancies.
<b>Local</b> - Number of young people (11-19) supported (ACES)	330	300 (600)				
<b>Local</b> - Number of children (0-10) supported (ACES)	405	450 (900)	758	345	290	Performance is lower due to face to face interventions being withdrawn due to Covid restrictions and families opting not to engage with this type of intervention. However home visiting has resumed more recently and engagement is improving significantly.
<b>Local</b> - Number of families supported with interventions	2,417	1,000 (2,000)	3,368	841	1,304	Hubs teams have been providing important support to residents on

Performance Measure	Mid-year 21/22 Actual Performance	Mid-year Target (Target 21/22)	End of Year 20/21 Actual Performance	Mid-year 20/21 Actual Performance	Mid-year 19/20 Actual Performance	Commentary
						issues such as debt management, wellbeing and parenting support.
<b>Management Information</b> - Number of people approaching authority for housing advice and assistance	965	1,000 (2,000)	1,778	736	855	The number of people presenting to the Council for housing advice and assistance is within the anticipated numbers given the enhanced duty to accommodate all at risk of sleeping rough.
<b>Management Information</b> - Percentage of people seeking housing assistance who are determined as statutorily homeless Note: Target subject to Welsh Government review of Local Authority Statutory Duty.	16.4%	30%	36.9%	24.5%	21.4%	Households are being accommodated in temporary accommodation and supported to secure and sustain move on accommodation. The performance figure is reflective of the work already undertaken with those determined as statutorily homeless and the Team continue to prioritise cases and offer available accommodation.

### Glossary

National – Collected and reported to an external organisation such as Welsh Government / Estyn / WLGA etc for benchmarking / comparison

Local – specifically collected and reported by NCC / Service area to support delivery of an objective.

Management Information – Collected and reported to support the delivery of a specific activity and/or service.