

City Services Annual Service Plan 2017-22



2021/22 Edition

Contents

Contents	Page 1
Introduction	Page 2
Finance	Page 7
Workforce Planning	Page 8
Major Change Programmes & Projects 2020/21	Page 8
Service Plan Objectives / Actions 2020/21	Page 11
Performance Measures	Page 26
Risk Management	Page 28

Cabinet Member(s) and Head of Service



Councillor Roger Jeavons
Deputy Leader and Cabinet
Member for City Services



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



Paul Jones
Head of City Services



Councillor David Mayer
Cabinet member for
Community and Resources



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

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

Introduction

The Well-being for Future Generations (Wales) Act 2015 requires all public sector bodies to set Well-being objectives in their Corporate Plans. Newport City Council's Corporate Plan 2017-22 has set four Well-being objectives that supports the delivery of the One Newport Public Services Board 'Wellbeing Plan' and also Wales' Well-being Goals:

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

To support the delivery of the Well-being Objectives the Council's service areas have set a five year service plan which outlines their objectives, actions, performance measures and risks to delivering the Corporate Plan. Each of these objectives and actions also support the Well-being Act's sustainable development and five principles:

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.

Newport City Council Statutory Duties

In the delivery of Council services, there are different legislative and statutory requirements for the Council to comply with. The key areas of statutory duties include but are not exhaustive:

Well-being for Future Generations Act

Social Services and Wellbeing Act 2014

Local Government & Elections (Wales) Act 2021

Equalities Act including Socio Economic Duty

Welsh Language Act

Data Protection Act 2018 and Freedom of Information Act 2001

Modern Slavery Act 2015

Counter Terrorism and Security Act 2015

Overview of City Services

City Services deliver essential public services to the City of Newport, that impact on every resident, business and visitor within the city. It is widely accepted that the reliability and quality of these services significantly influences stakeholder perception of the Council and the City as a place to live, visit or do business. The wide range of services not only affects the quality of life and wellbeing of our communities but also impact positively on objectives such as social inclusion, community safety and the local economy.

Newport has seen its population increase from 137,642 in 2001 to 154,676 in 2019 (ONS Mid-year population estimates) alongside growth in new businesses and housing developments. By 2030, the Newport's population is projected to increase further to 166,187 (Stats Wales). This growth is contributing towards the Council's objective as a place for citizens to live, visit or do business in Newport. But this also places increasing demands on essential frontline services and infrastructure across this city alongside a reduction in the Council's funding, financial pressures and service area's resources. In addition, there is an increased pressure for the service to consider the long term sustainability of the City and the preventative action to minimise environmental impacts which communities live, visit and work.

To mitigate the impact of these pressures, it is essential that we continue to focus on service improvements that will deliver a modern, effective and well-managed service that meets stakeholder's needs and aspirations now and in the future. However, we cannot do this alone and requires the service to work in partnership with other public sector bodies, private sector and not for profit sector to help us achieve our goals. This may also require the Council to make difficult decisions around prioritising the statutory and non-statutory services that are currently delivered to ensure that we meet our duties as a public body but also adding value to the citizens of Newport. Therefore it is essential that communities and other stakeholders are involved throughout the process and enable the Council to achieve its objectives.

City Services is committed to ensuring that it embraces new technologies, innovations and opportunities to realise efficiencies, reduce the cost of service delivery and generate income for the Council. There is also a realisation that efficiencies purely from improving service delivery will over time become limited. Therefore City Services will be focused on service demand and more importantly, demand management.

Highways and Engineering Services:

- Highway Maintenance - Reactive and planned maintenance of roads, footways and footpaths
- Drainage Maintenance - Highway and land drainage maintenance
- Highway Safety Inspectorate - Statutory safety inspections of highway assets
- Fleet Management - Management of fleet maintenance, telematics, usage and procurement
- Engineering Projects Team - Design and management of capital engineering projects
- Car Parks - Administration of the city's multi story, surface car parks and business parking facilities
- Civil Parking Enforcement – carrying out enforcement duties throughout the city.
- Highway development control - The Highway Development Control Team carries out duties as the Highway Authority and statutory consultee on Planning Applications that have an impact on highways and transport. We also control highway development, new highway adoptions and lead on major transport related initiatives.
- Highway Safety and Traffic Orders - Promote and ensure highway and transportation related safety through accident reduction initiatives, education and control of use via creation of traffic regulation orders
- Safety Education and Training - Providing education and training resources for people who live and work in the City and running training throughout the year to highlight the importance of road safety, focusing on drivers, riders, cyclists and pedestrians. The aim is to make the roads safer for everyone to use.
- Street lighting - Provision and maintenance of street lighting and illuminated signage on the adopted highway network
- Traffic Signals - Provision and maintenance of all traffic control systems and controlled crossings
- Traffic Signage - Maintenance of all highway related signage and carriageway markings
- Structural Engineering - Inspection and maintenance of all the city's highway bridges, retaining structures, structures and culverts
- Street Works - Operates under The New Roads and Street Works Act 1991 (NRSWA), and supported by relevant Regulations and Codes of Practice, provides a legislative framework for works in the highway by undertakers (including utility companies) and works for road purposes
- Water Management - The Council is LLFA for Newport. (Lead Local Flood Authority) Responsible for leading on the coordination of flood risk management across the city
- Sustainable Drainage Approval Board (SAB) – Statutory function that approves all new developments over 100sq meters
- Asset Management - Provides the means for the authority to understand the value and liability of the significant highway asset base and make the correct strategic decisions to ensure protection and full exploitation of the potential of each asset.
- School crossing patrols Passenger Transport Services - Provides a range of transport services to Schools, general public, communities and Social Services dependant on the needs of the user.
- Client role for Newport Bus Station
- Winter Maintenance provision of services to respond to winter issues of ice and snow ensuring network availability for transport

Waste and Cleansing Services:

- Household services - the department provides the following collection services:
 - 1) Collections for all recyclable materials (plastics, paper, cans, glass, textiles, small electrical items) and food waste. This service is provided by Wastesavers in partnership with the Council.
 - 2) Collections for residual, hygiene and garden waste. These services are provided in house.
- Trade services - the Council offers a chargeable collection service for businesses, for residual waste and mixed dry recyclables
- Special collections - the department also provides collections of bulky items directly from the residents' home; this service needs to be booked in advance and is subject to a fee.
- Recycling activities - the Council also organises all kinds of different campaigns and activities, to promote recycling across the whole City. For instance, the delivery of specific communications and door knocking campaigns, and activities in schools.

- Waste Education and Enforcement - the Council has a small team of enforcement and engagement officers that help tackle fly tipping issues and ensure that waste is recycled/disposed of appropriately
- Household Waste Recycling Centre and bring banks - the department runs the Council's HRWC, located at Docksway site, where residents can take a wide range of different materials to be recycled or reused, free of charge. There is also a reuse shop located on site, where residents can purchase a variety of reused products in good condition. Additionally, there are a number of bring banks distributed across the City where citizens can also dispose of their recyclable waste.
- Landfill Site - the Council runs its own landfill site, located at Docks Way, where some residual waste that can't be recycled is disposed of; the site is also open to commercial clients, providing income for the Council. The site also includes a dedicated cell for the disposal of hazardous, asbestos contaminated material
- Cleansing Services - Street Cleansing, removal of litter and graffiti and weed spraying

Environment and Leisure Services

- Access Development and Rights of Way - Statutory services to maintain and improve the Public Rights of Way Network, comply with duties under CROW Act 2000;
- Development and compliance with duties under Active Travel (Wales) Act 2013 including implementation of new active travel routes;
- Countryside Services - management of Local Nature Reserves, Canal network and Fourteen Locks Centre, lakes, ponds, water bodies, Wentwood Picnic area and the designation and management of the Authority's Sites of Interest for Nature;
- Management of Common Land matters including the Common land register;
- Management of all (including non-designated) Public Open Space sites within the ownership of the local Authority. Includes associated facilities such as bridges, boardwalks, car parks and access to site and encroachment matters;
- Coordination of volunteering groups and Outdoor activities and events such as guided walks;
- Arboriculture services - management of the Authority's liability in relation to trees and woodlands in council ownership including TPO function;
- Ecology Services - specialist ecological advice for all council service areas particularly planning. Conservation management for council site, SSSIs, SAC, RAMSAR, SPA sites and duties under PPW and Environment (Wales) Act 2016;
- Biodiversity and Education - providing opportunities for schools and other groups to undertake outdoor and environmental education within school grounds and other outdoor locations;
- Developing and using grounds for activities including curriculum specific sessions, Forest School, Bush craft, recycling activities and teacher training;
- Landscape Services - provision of landscape architecture and environmental management input into planning services at policy and development control;
- Bereavement Services - burial services, registration and management of four city municipal cemeteries, including their assets, buildings and structures;
- Management of personnel, finance and assets for regional Gwent Crematorium as part of a joint committee;
- Parks and Recreation Management - strategic and operational management of the city's formal sports provision including management of bookings, leases, events and hire of all assets and facilities for recreational and commercial use;
- Management of informal recreation areas city parks, including fixed play areas and connecting facilities;
- Grounds Maintenance - Maintenance of City owned soft estate assets including woodlands, trees, sports turf, sports drainage, pitch marking, school grounds, social services, cemeteries and highway verges, including litter removal, removal of flytipping, reinstatement works, land drainage, reed and canal clearance;
- Allotments – management of the city Allotment Sites and provision of guidance for self-managed allotments;
- Client management of City Leisure facilities including NISV, Newport Centre, Active Living Centre and Riverfront Theatre.

Customer Services

Finance

- Housing Benefits – Customer Services administer Housing Benefits, Universal Credit and Discretionary Housing Payment funds on behalf of the Department of Work and Pensions, in accordance with Central Government regulations and legislation. This includes a phone and face to face service.
- Benefits also support the administration of discrete benefit schemes as required. Examples of schemes include self-isolation payments and flood grants.
- Administration of Council Tax Reduction Scheme under the Council’s adopted policy in line with Welsh Government guidance.
- Face to Face service – Customer Services provide a face to face service to Newport residents providing an immediate response to the majority of all enquiries and handing remaining enquiries to the on-site services or back offices for resolution. Supporting customers to access the internet for self-service Council enquiries and other key services in the area.
Customer Services also provide a Reception service at the Main Entrance for the Civic Centre. Customer Services provide these services on behalf of all service areas in the Council, covering all types of enquiries and services provided.
- City Contact Centre – Customer Services providing a telephone, text and email service for Newport residents providing an immediate response to the majority of all enquiries and handing remaining enquiries to back offices for resolution. Promoting self-service options to residents as appropriate. Customer Services provide these services on behalf of all service areas in the Council, covering all types of enquiries and services provided.
- Corporate and Social Services complaints – Co-ordinating and managing the Council’s Compliments, Comments and Complaints policy and associated procedures; including assessing complaints received to establish the appropriate framework/s they are assigned to for resolution. Providing consultancy, advice and guidance to all members of staff on policy, procedure and legislation related to complaints. Support all service areas to provide a customer sensitive and effective response to complaints and representations from the public which ensures the council meets its statutory obligations, in accordance with relevant legislation; including the development of service specific strategies and policies. Liaising with the Public Services Ombudsman for Wales to provide regular reports and updates.
- Operations Support – Developing services that offer customers, citizens and businesses the services they need through the most appropriate channel. Supporting all service areas to develop more effective and efficient use of technologies and information, including the Council’s online services. Providing support to City Services operations so that they can meet current performance targets and future requirements.

The Council’s budget for 2021/22 was agreed at [Council](#) on 3rd March 2021. In 2021/22 City Services base revenue budget has been set as £25,287,000. As part of the Council’s Medium Term Financial Planning, City Services has identified savings to be achieved over the next four years. The following revenue savings have been identified in the table below and further information can be [found here](#).

Revenue Savings area identified	Savings (£) 2021/22	Savings (£) 2022/23	Savings (£) 2023/24	Savings (£) 2024/25
Streetworks – increase fees and charges	£21,000	£0	£0	£0
Creation of pay and display car Mill Parade	£21,000	£0	£0	£0
New fees and charges within cemetery services	£25,000	£0	£0	£0
Miscellaneous operational savings	£64,000	£0	£0	£0
Reduced use of chemical for weed removal	£10,000	£0	£0	£0
Construction of footway vehicle crossing	£20,000	£0	£0	£0
Training within industry (TWI) programme	£100,000	£100,000	-	-
Composting site expansion	£20,000	£0	-	-
My Newport Development	£70,000	£0	-	-

The revenue budget investments for City Services over the next four years are stated below and further information can be [found here](#).

Revenue Budget Investment areas	Investment (£) 2021/22	Investment (£) 2022/23	Investment (£) 2023/24	Investment (£) 2024/25
Christmas lights – base budget for Christmas lights in the City Centre	£40,000	£0	£0	£0
Waste Enforcement Officers – to provide permanent funding for waste education and enforcement officers	£90,000	£0	£0	£0
Winter Maintenance – further investment required to deal with increasing demands due to extreme weather conditions	£40,000	£0	£0	£0
SDR Contract – Electricity cost increases	£60,000	£0	£0	£0
SAB (drainage) – income pressure	£70,000	TBC	-	-
New Household Waste Recycling Centre to support Corporate Plan and Waste Strategy.	£55,000	£175,000	-	-

Capital Programme

Newport Council sets an extensive capital programme to deliver key infrastructure projects / schemes. The list of Capital schemes and projects being delivered by City Services in 2020/21 can be found [here](#).

Workforce Planning

To support the delivery of the service plan it is important to have a workforce plan that focuses on the training and development of staff and to improve the resilience of teams to deliver change. Through collaboration with the Council's Human Resources team, the service area has identified the following actions to deliver in 2021/22.

Ref	Action	Reason(s)	Outcome(s)	Responsible Officer	Action Start Date	Anticipated Completion Date
1	Improve the ability to recruit suitable staff more efficiently to ensure rapid redeployment to cover gaps and reprioritised 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.	Head of Service	1 st April 2021	31 st March 2022
2	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.	Head of Service	1 st April 2021	31 st March 2022
3	Rolling out of the TWI problem solving programme to skill all staff in scientific thinking methods.	Frontline staff are often the best source for identifying waste in our systems and improving delivery of services. However staff do not feel empowered to raise these issues and work with middle / lower level management to improve services.	Frontline staff and middle/lower level management are empowered to problem solve and improve the efficiency of services and activities delivered by City Services.	Head of Service	1 st April 2021	31 st March 2022

Programmes & Projects

To support the Corporate Plan and/or meet necessary statutory duties / legislative changes, service areas undertake programmes and projects. Below is a list of ongoing major change programmes and projects that are currently led by City Services.

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) supported	Corporate Theme(s)	Anticipated Programme / Project Completion Date
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	Wellbeing Objective 2 – To promote economic growth and regeneration whilst protecting the environment Wellbeing Objective 3 -To be healthy, independent and resilient.	Thriving City Resilient Communities	Quarter 4 2026/27

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) supported	Corporate Theme(s)	Anticipated Programme / Project Completion Date
		Wellbeing Objective 4 - Build cohesive and sustainable communities		
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 	Wellbeing Objective 4 – To build cohesive and sustainable communities	Modernised Council	Quarter 4 2021/22
Active Travel programme	<p>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 across the city and to move away from using cars.</p> <p>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.</p>	<p>Wellbeing Objective 2 – To promote economic growth and regeneration whilst protecting the environment.</p> <p>Wellbeing Objective 3 – To enable people to be healthy, independent and resilient.</p> <p>Wellbeing Objective 4 – To build cohesive and sustainable communities.</p>	<p>Thriving City</p> <p>Resilient Communities</p>	Quarter 4 2021/22
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 funding application to 2026.	<p>Wellbeing Objective 2 – To economic growth and regeneration whilst protecting the environment.</p> <p>Wellbeing Objective 3 – To enable people to be healthy, independent and resilient.</p>	<p>Thriving City</p> <p>Resilient Communities</p>	Quarter 4 2021/22
New Household Waste Recycling Facility	<p>The Council has a long term Waste Strategy aligned with the Welsh Government's overarching strategy 'Towards Zero Waste'.</p> <p>The development of a second waste recycling facility will support the Council's Corporate Plan commitment,</p>	Wellbeing Objective 2 – To economic growth and regeneration whilst protecting the environment.	Thriving City	Quarter 4 2021/22

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) supported	Corporate Theme(s)	Anticipated Programme / Project Completion Date
	contribute towards achieving Welsh Government targets and ease congestion on the SDR road.			
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.	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. Wellbeing Objective 4 – To build cohesive and sustainable communities.	Aspirational People Thriving City Resilient Communities	Quarter 4 2022/23
Devon Place to Queensway Footbridge	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	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. Wellbeing Objective 4 – To build cohesive and sustainable communities.	Thriving City Resilient Communities	Quarter 4 2021/22
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.	Wellbeing Objective 2 – To promote economic growth and regeneration whilst protecting the environment.	Thriving City	Quarter 4 2021/22

Objectives & Actions

To support the delivery of the Corporate Plan, City Services has set five Objectives to deliver in 2021/22:

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

Objective 1		Delivery of the South East Wales Transport Commission (SEWTC)/ Burns Recommendations for the City			
Objective Outcome(s)		Through the Joint Unit comprising of Welsh Government, Transport for Wales, Newport City Council and other stakeholders, deliver the short, medium and longer term SEWTC/Burns recommendations for the city			
What Well-being Objective(s) does this objective support?		Wellbeing Objective 2 – To promote economic growth and regeneration whilst protecting the environment Wellbeing Objective 3 -To be healthy, independent and resilient. Wellbeing Objective 4 - Build cohesive and sustainable communities			
What Corporate Theme(s) does this objective support?		Thriving City Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
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.	Senior Strategy Manager	1 st April 2021	31 st May 2021
2	Design of bus priority and Active travel measures	Work with members of the Joint Unit to identify priority active travel and bus priority measures within the recommendations for Newport. Bring to detailed design and consultation stage.	Senior Strategy Manager	1 st April 2021	31 st March 2022
3	Delivery of bus priority and Active Travel measures	Work with members of the Joint Unit to deliver the active travel and bus priority measures Construction Stage	Senior Strategy Manager	1 st April 2022	31 st March 2023
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.	Senior Strategy Manager	1 st April 2021	31 st March 2022

Objective 2		Continuous improvement of recycling performance			
Objective Outcome(s)		<p>The Council needs to meet the recycling targets set out by Welsh Government in their Towards Zero Waste strategy. In order to do so, the Council needs to develop its own strategy and cover all the different waste services and activities and come up with different ways of improving performance. This links back to the Corporate plan 2017-2022, by including activities that fall within the Modernised Council and Thriving city areas of intervention, and the specific commitment of building a new Household Waste Recycling Centre to enhance recycling activities and promote community pride.</p> <p>There are also links to Newport's Wellbeing Plan, as Wellbeing Objective 2 – To promote economic growth and regeneration whilst protecting the environment provides for maximising environmental opportunities and increasing household recycling and diverting waste from landfill</p> <p>It also addresses the recommendation from Welsh Audit Office that the Council approves a new waste strategy setting out its plans to deliver on performance on a long term basis.</p>			
What Well-being Objective(s) does this objective support?		Wellbeing Objective 2			
What Corporate Theme(s) does this objective support?		Thriving City			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	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.	Service Manager Waste & Cleansing	1 st April 2019	31 st March 2025
2	<p>Improve trade waste services: Implement fully source segregated outsourced recycling collections</p> <p>Explore options to maximise sales activity for the trade waste services</p> <p>Explore options for improving trade waste collections within Newport City Centre</p>	<p>The delivery of this action will enable the Council to:</p> <ul style="list-style-type: none"> Contribute towards meeting landfill diversion targets. Provide extensive recycling services for businesses and trade waste. <p>Collaborate and involve the business sector to identify opportunities and barriers to improving recycling rates for trade waste.</p>	Service Manager Waste & Cleansing	1 st June 2021	30 th September 2023
3	<p>Build a new household waste recycling centre:</p> <p>Finalise site search</p> <p>Finalise design and determine final project costs</p> <p>Approval for final project and financing options</p> <p>Construction phase</p>	The delivery of this action contributes towards the Council's Corporate commitment of building a new household waste facility and delivery of the Council's Waste Strategy. This will enable the Council to:	Service Manager Waste & Cleansing	1 st January 2020	31 st March 2022

Objective 2		Continuous improvement of recycling performance			
Objective Outcome(s)		<p>The Council needs to meet the recycling targets set out by Welsh Government in their Towards Zero Waste strategy. In order to do so, the Council needs to develop its own strategy and cover all the different waste services and activities and come up with different ways of improving performance. This links back to the Corporate plan 2017-2022, by including activities that fall within the Modernised Council and Thriving city areas of intervention, and the specific commitment of building a new Household Waste Recycling Centre to enhance recycling activities and promote community pride.</p> <p>There are also links to Newport's Wellbeing Plan, as Wellbeing Objective 2 – To promote economic growth and regeneration whilst protecting the environment provides for maximising environmental opportunities and increasing household recycling and diverting waste from landfill</p> <p>It also addresses the recommendation from Welsh Audit Office that the Council approves a new waste strategy setting out its plans to deliver on performance on a long term basis.</p>			
What Well-being Objective(s) does this objective support?		Wellbeing Objective 2			
What Corporate Theme(s) does this objective support?		Thriving City			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
		<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.	<p>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:</p> <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. <p>Enable the Council to achieve its recycling targets.</p>	Service Manager Waste & Cleansing	1 st April 2020	31 st March 2022

Objective 3		Improve travel and connectivity across the city			
Objective Outcome(s)		The delivery of this objective will contribute towards the long term objective of creating and encouraging an environment where public transport, walking and cycling is prioritised over the use of the car. Through the delivery of different projects such as Active Travel, and the South Wales Transport Commission, this will also have an impact on improving the health and wellbeing of Newport citizens, improving the air quality across the city and improve the resilience of communities to adapt to climate change. This will also contribute towards the Newport Offer and Economic Growth Strategy to attract businesses, visitors and residents into the city as place to live, work and play.			
What Well-being Objective(s) does this objective support?		Wellbeing Objective 2 - Promote economic growth and regeneration whilst protecting the environment Wellbeing Objective 3 - Enable people to be healthy, independent and resilient Wellbeing Objective 4 - Build cohesive and sustainable communities			
What Corporate Theme(s) does this objective support?		Thriving City Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
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.	Service Manager Environment & Leisure	1 st April 2021	31 st March 2022
2	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.	Service Manager Environment & Leisure	1 st April 2021	31 st March 2022
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.	Service Manager Environment & Leisure	1 st April 2021	31 st March 2022

Objective 3		Improve travel and connectivity across the city			
Objective Outcome(s)		<p>The delivery of this objective will contribute towards the long term objective of creating and encouraging an environment where public transport, walking and cycling is prioritised over the use of the car.</p> <p>Through the delivery of different projects such as Active Travel, and the South Wales Transport Commission, this will also have an impact on improving the health and wellbeing of Newport citizens, improving the air quality across the city and improve the resilience of communities to adapt to climate change.</p> <p>This will also contribute towards the Newport Offer and Economic Growth Strategy to attract businesses, visitors and residents into the city as place to live, work and play.</p>			
What Well-being Objective(s) does this objective support?		<p>Wellbeing Objective 2 - Promote economic growth and regeneration whilst protecting the environment</p> <p>Wellbeing Objective 3 - Enable people to be healthy, independent and resilient</p> <p>Wellbeing Objective 4 - Build cohesive and sustainable communities</p>			
What Corporate Theme(s) does this objective support?		<p>Thriving City</p> <p>Resilient Communities</p>			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
		<p>This also contributes towards local projects such as Active Travel, Sustrans, 21st 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.</p>			

Objective 4		Newport has sustainable, clean and safe environments for people to use and enjoy.			
Objective Outcome(s)		<p>The delivery of this objective cuts across different services and projects delivered by City Services and in collaboration with other Council service areas, Public Service Board partners and community groups. Delivery of these services and projects contributes towards:</p> <ul style="list-style-type: none"> • Achieving the Welsh Government target of public sector bodies producing net carbon neutral emissions by 2030; • Improving access to quality green spaces and parks across the city; • The Newport Offer as a safe place for residents, businesses, and visitors to live and work. • Improving spaces for communities to use and Council's Wellbeing Objectives to promote economic growth, regeneration and protecting the environment. • Improve health and wellbeing of Newport citizens. <p>Improving the sustainability, resilience and cohesion of communities.</p>			
What Well-being Objective(s) does this objective support?		<p>Wellbeing Objective 2 - Promote economic growth and regeneration whilst protecting the environment Wellbeing Objective 3 - Enable people to be healthy, independent and resilient Wellbeing Objective 4 - Build cohesive and sustainable communities</p>			
What Corporate Theme(s) does this objective support?		<p>Thriving City Resilient Communities Modernised Council</p>			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	Development of a long term Fleet Strategy that will support the Council's Carbon Management Plan to be net carbon neutral.	<p>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.</p> <p>The Fleet Strategy will support the Council to: Contribute as a Public Services Board partner of becoming champions of sustainable travel. 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.</p>	Highways & Engineering Service Manager	1 st April 2020	31 st March 2022

Objective 4		Newport has sustainable, clean and safe environments for people to use and enjoy.			
Objective Outcome(s)		<p>The delivery of this objective cuts across different services and projects delivered by City Services and in collaboration with other Council service areas, Public Service Board partners and community groups. Delivery of these services and projects contributes towards:</p> <ul style="list-style-type: none"> • Achieving the Welsh Government target of public sector bodies producing net carbon neutral emissions by 2030; • Improving access to quality green spaces and parks across the city; • The Newport Offer as a safe place for residents, businesses, and visitors to live and work. • Improving spaces for communities to use and Council's Wellbeing Objectives to promote economic growth, regeneration and protecting the environment. • Improve health and wellbeing of Newport citizens. <p>Improving the sustainability, resilience and cohesion of communities.</p>			
What Well-being Objective(s) does this objective support?		<p>Wellbeing Objective 2 - Promote economic growth and regeneration whilst protecting the environment Wellbeing Objective 3 - Enable people to be healthy, independent and resilient Wellbeing Objective 4 - Build cohesive and sustainable communities</p>			
What Corporate Theme(s) does this objective support?		<p>Thriving City Resilient Communities Modernised Council</p>			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
2	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.	Highways & Engineering Service Manager.	1 st April 2020	31 st March 2022
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	Service Manager Environment & Leisure	1 st April 2020	31 st March 2022
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,	Service Manager Environment & Leisure	1 st April 2020	30 th September 2021

Objective 4		Newport has sustainable, clean and safe environments for people to use and enjoy.			
Objective Outcome(s)		<p>The delivery of this objective cuts across different services and projects delivered by City Services and in collaboration with other Council service areas, Public Service Board partners and community groups. Delivery of these services and projects contributes towards:</p> <ul style="list-style-type: none"> • Achieving the Welsh Government target of public sector bodies producing net carbon neutral emissions by 2030; • Improving access to quality green spaces and parks across the city; • The Newport Offer as a safe place for residents, businesses, and visitors to live and work. • Improving spaces for communities to use and Council's Wellbeing Objectives to promote economic growth, regeneration and protecting the environment. • Improve health and wellbeing of Newport citizens. <p>Improving the sustainability, resilience and cohesion of communities.</p>			
What Well-being Objective(s) does this objective support?		<p>Wellbeing Objective 2 - Promote economic growth and regeneration whilst protecting the environment Wellbeing Objective 3 - Enable people to be healthy, independent and resilient Wellbeing Objective 4 - Build cohesive and sustainable communities</p>			
What Corporate Theme(s) does this objective support?		<p>Thriving City Resilient Communities Modernised Council</p>			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
		<p>littering and other acts prescribed under the act.</p> <p>This will make green and open spaces safe places for Newport Citizens to enjoy and minimise the impact to the environment.</p>			
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.	Service Manager Environment & Leisure	1 st April 2020	31 st March 2022

Objective 4		Newport has sustainable, clean and safe environments for people to use and enjoy.			
Objective Outcome(s)		<p>The delivery of this objective cuts across different services and projects delivered by City Services and in collaboration with other Council service areas, Public Service Board partners and community groups. Delivery of these services and projects contributes towards:</p> <ul style="list-style-type: none"> • Achieving the Welsh Government target of public sector bodies producing net carbon neutral emissions by 2030; • Improving access to quality green spaces and parks across the city; • The Newport Offer as a safe place for residents, businesses, and visitors to live and work. • Improving spaces for communities to use and Council's Wellbeing Objectives to promote economic growth, regeneration and protecting the environment. • Improve health and wellbeing of Newport citizens. <p>Improving the sustainability, resilience and cohesion of communities.</p>			
What Well-being Objective(s) does this objective support?		<p>Wellbeing Objective 2 - Promote economic growth and regeneration whilst protecting the environment Wellbeing Objective 3 - Enable people to be healthy, independent and resilient Wellbeing Objective 4 - Build cohesive and sustainable communities</p>			
What Corporate Theme(s) does this objective support?		<p>Thriving City Resilient Communities Modernised Council</p>			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
6	Increase and improve Newport's urban tree coverage.	<p>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 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.</p> <p>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.</p>	Service Manager Environment & Leisure	1 st April 2020	31 st March 2022
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	Service Manager Environment & Leisure	1 st April 2021	31 st March 2022

Objective 4		Newport has sustainable, clean and safe environments for people to use and enjoy.			
Objective Outcome(s)		<p>The delivery of this objective cuts across different services and projects delivered by City Services and in collaboration with other Council service areas, Public Service Board partners and community groups. Delivery of these services and projects contributes towards:</p> <ul style="list-style-type: none"> • Achieving the Welsh Government target of public sector bodies producing net carbon neutral emissions by 2030; • Improving access to quality green spaces and parks across the city; • The Newport Offer as a safe place for residents, businesses, and visitors to live and work. • Improving spaces for communities to use and Council's Wellbeing Objectives to promote economic growth, regeneration and protecting the environment. • Improve health and wellbeing of Newport citizens. <p>Improving the sustainability, resilience and cohesion of communities.</p>			
What Well-being Objective(s) does this objective support?		<p>Wellbeing Objective 2 - Promote economic growth and regeneration whilst protecting the environment Wellbeing Objective 3 - Enable people to be healthy, independent and resilient Wellbeing Objective 4 - Build cohesive and sustainable communities</p>			
What Corporate Theme(s) does this objective support?		<p>Thriving City Resilient Communities Modernised Council</p>			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
		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 involvement such as community gardens in Belle Vue, Pill Unity scheme as well as other schemes identified throughout the year.			
8	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.	Service Manager Environment & Leisure	1 st April 2020	31 st March 2022

Objective 5		Develop customer focused services that are Digital by Design.			
Objective Outcome(s)		The Council must meet the changing needs of the community and assist in moving citizens and businesses from mediated contact to independence via digital interaction for basic every day transactions. This will free resource, which can be spent on complex enquiries where customers need support. The Council will make best use of existing and emerging technology to deliver services in a way that makes interaction easy for customers and efficient for the Council. This is about using available data to understand customer needs and behavior, evaluating tools and systems, testing the end to end service and making iterative improvements. This relates to:			
What Well-being Objective(s) does this objective support?		WB4, Step 6 – Work towards increasing the number of Welsh speakers and promote the Welsh language in all parts of life WB4, Step 9 - Develop opportunities for community involvement, participation and engagement			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
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 Language, Digital, face to face and telephony.	Customer Services Manager, Customer Experience	1 st April 2021	31 st March 2022
2	Support the delivery of strategic, cross-cutting projects 2021/22.	Information Station relocation project.	Customer Services Manager, Customer Experience	1 st April 2021	31 st March 2022
3	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.	Service Manager – Customer Experience	1 st April 2020	31 st March 2022
4	Support the provision of Benefits Service to Newport citizens that	Capita Connect integration. Transfer of HB enquiry lines to the Contact Centre.	Benefits Manager – Customer Experience	1 st April 2020	31 st March 2022

Objective 5		Develop customer focused services that are Digital by Design.			
Objective Outcome(s)		The Council must meet the changing needs of the community and assist in moving citizens and businesses from mediated contact to independence via digital interaction for basic every day transactions. This will free resource, which can be spent on complex enquiries where customers need support. The Council will make best use of existing and emerging technology to deliver services in a way that makes interaction easy for customers and efficient for the Council. This is about using available data to understand customer needs and behavior, evaluating tools and systems, testing the end to end service and making iterative improvements. This relates to:			
What Well-being Objective(s) does this objective support?		WB4, Step 6 – Work towards increasing the number of Welsh speakers and promote the Welsh language in all parts of life WB4, Step 9 - Develop opportunities for community involvement, participation and engagement			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
	makes best use of the resources available.	Maximise the use of automated and digitised services. Review of the Discretionary Housing Payments (DHP) policy.			
5	Develop a better understanding of the demographics of our service users, and reflect these in service design, removing barriers to access	<ul style="list-style-type: none"> • Analysis of demographics of residents currently engaging with services via customer service channels • Review of Compliments, Comments and Complaints Policy to include clear guidance on dealing with allegations of discrimination • Categories of complaints to be reviewed and reporting template for discrimination/equality complaints to be developed • Data to be collected on use of language line and Recite Me to establish current demand • Bespoke equality/hate crime training for staff to be delivered May 21 onwards 	Service Manager – Customer Experience	1 st April 2021	31 st March 2022
6	Further development of the complaint management system.	To meet Public Service Ombudsman requirements.	Service Manager – Customer Experience	1 st April 2019	31 st March 2022

Performance Measures

Objective 5		Develop customer focused services that are Digital by Design.			
Objective Outcome(s)		The Council must meet the changing needs of the community and assist in moving citizens and businesses from mediated contact to independence via digital interaction for basic every day transactions. This will free resource, which can be spent on complex enquiries where customers need support. The Council will make best use of existing and emerging technology to deliver services in a way that makes interaction easy for customers and efficient for the Council. This is about using available data to understand customer needs and behavior, evaluating tools and systems, testing the end to end service and making iterative improvements. This relates to:			
What Well-being Objective(s) does this objective support?		WB4, Step 6 – Work towards increasing the number of Welsh speakers and promote the Welsh language in all parts of life WB4, Step 9 - Develop opportunities for community involvement, participation and engagement			
What Corporate Theme(s) does this objective support?		Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
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 processes, reduce duplication and demand, manage costs effectively and reduce risk.		Service Manager – Customer Experience	1 st April 2019	31 st March 2022

Performance Measure (National / Local / Management Information)	2021/22 Target	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance
National (PAM) Percentage of Municipal waste re-used, recycled and composted	65%	67.2%	66.4%	58.98%
National (PAM) Kilograms of residual waste generated per person	175 kg/person	153.24kgs/person	163.79kg/person	196.95kgs/person
Local Percentage of municipal waste recycled at the HWRC	65%	93.7%	65.4%	58.98%
National (PAM) Percentage of Bi-monthly cleanliness inspections of highways and relevant land	97%	99.2%	95%	93.2%
National (PAM) Average number of days taken to clear fly tipping incidents.	2 days	1.53 days	1.49 days	2 days
National (PAM) Visits to Sport and Leisure facilities per 1,000 population	7,800	No Data	No Data	7,887.7
National (PAM) Percentage of A roads that are in overall poor condition.	2.5%	2.3%	2.7%	2.3%
National (PAM) Percentage of B roads that are in overall poor condition.	4.9%	4.4%	5%	4.2%
National (PAM) Percentage of C roads that are in overall poor condition.	7%	6.4%	7.4%	6.9%
Local Number of Active Travel Journeys	260,000	280,145	224,924	200,927
Local Number of events held on a range of countryside, biodiversity and recycling related matters	40	No Data	92	81
Management Information Total number of customer transaction requests mediated (Face to Face).	30%	29%	Not Available	Not Applicable
Management Information Customer transactions requests online (or via self service)	70%	71.03%	Not Available	Not Available
Management Information Customer Contact Centre average wait time main.	5 minutes	4 minutes 56 seconds	3 minutes 14 Seconds	3 minutes 46 seconds
Management Information Customer Contact Centre average wait time – Welsh	5 minutes	2 minutes 26 seconds	2 Minutes 0 seconds	1 minute 57 seconds
Management Information Customer Contact Centre average wait time – Council Tax	25 minutes	14minutes 29 seconds	12 minutes 35 seconds	12 minutes 40 seconds
Management Information Customer Contact Centre average wait time – Social Services	2 minutes	52 seconds	58 seconds	1 minute 3 seconds

Risk Management

Risk Name	Risk Owner	Corporate Risk or Service Risk
Highways Networks - Failure to recognise current levels of under investment in the whole life of the city's highway network assets in the medium to long term will continue to compound existing maintenance backlog figures.	Head of City Services	Corporate Risk
Pressure of demand on City Services - Pressure on City Services to meet demand as the population increases and the city uses its infrastructure more.	Head of City Services	Service Risk
Pressure on the City's cemeteries - As the City grows over the next 10 to 20 years and is becoming more diverse there are increasing pressures for the Council's cemeteries to meet this demand. It is emerging that over this time we will not have sufficient space to meet this demand.	Service Manager Environment & Leisure	Service Risk
Ash Die Back - Impact of Ash Die Back on city tree stock and infrastructure.	Service Manager Environment & Leisure	Corporate Risk
Welsh Government's Recycling target - Failure to increase recycling performance and meet the Welsh Government's Recycling target.	Service Manager, Waste & Cleansing	Service Risk
Extreme weather events - Newport is seeing an increase in the number of extreme weather events such as flooding and snow. This risk relates to the Council's ability to prevent and react to such events and reduce the impact on local communities.	Senior Strategy Manager	Service Risk