

Regeneration, Investment & Housing Annual Service Plan 2017-22



2021/22 Edition

Contents

Contents	Page 1
Introduction	Page 2
Finance	Page 4
Workforce Planning	Page 6
Major Change Programmes & Projects 2020/21	Page 6
Service Plan Objectives / Actions 2020/21	Page 10
Performance Measures	Page 23
Risk Management	Page 25

Cabinet Member(s) and Head of Service



Councillor Jane Mudd

Leader of the Council and Cabinet Member for Economic Growth and Investment



Councillor Jason Hughes,
Cabinet Member for Sustainable Development



Councillor David Mayer
Cabinet Member for Community and Resources



Councillor Deb Davies
Cabinet Member for Education and Skills



Councillor Abdul-Majid Rahman
Cabinet Member for Assets



Councillor Debbie Harvey
Cabinet Member for Culture and Leisure



Councillor Paul Cockeram
Cabinet Member for Social Services

Introduction

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

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

Town and Country Planning Act

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 services and teams in Regeneration Investment & Housing

In RIH our aim is to create and support safe and sustainable communities in which to live, visit and work. Regeneration of Newport is a key focus of the Council and the City Centre Masterplan has enabled us to identify and prioritise regeneration work. 2020/21 was set to be an important year for Newport with the completion of the four star Chartist Hotel in the city centre and new city centre offices opening in Mill Street. Covid-19 resulted in all construction work on these projects pausing and whilst work has recommenced to some extent there has been a delay in completion. Both projects remain on course for completion in the current financial year but it is yet to be seen if Covid-19 affects demand for offices and visitor accommodation. Refurbishment of the Indoor Market is progressing following the granting of planning permission in December 2020. This project will see a complete overhaul of the provisions market, new co-working space, and refurbished office accommodation. Work on the historic Market Arcade is due to be completed late summer of 2021, just as development commences on the refurbishment of the Grade I listed Transporter Bridge and construction of a new visitor centre. The Council have been awarded over £8m of National Heritage Lottery Funding for this scheme and £1.5m of Visit Wales funding. Funding has also been secured for the delivery of a co-working incubator hub at the Information Station and a new health and well-being facility to replace the Newport Centre. All of these schemes are due to commence, and in some cases complete, in the next 12 months and makes 2021/22 a very exciting year for Newport.

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

Other services delivered by RIH include:

Development and Regeneration provides the land use planning function to enable the City to grow in a sustainable manner and ensure the delivery of the Council's regeneration priorities. The service includes planning policy and development management in accordance with the LDP together with historic building conservation and the building control function. The Regeneration Team develop and deliver a variety of grant funded regeneration programmes and provide support for businesses and inward investors. Covid-19 has not affected our ability to process planning and building control applications remotely. There has been a slight delay in the completion of regeneration schemes due to lockdown but works have recommenced and we are on course to see completion of these schemes in 20/21. We have also produced an addendum to the Economic Growth Strategy which focuses on what needs to be done to support economic recovery in Newport.

Housing & Property Services provides the strategic housing function, disabled facilities grants and homelessness functions. This service area also oversees the Newport Norse property services joint venture which manages the strategic planning and operational delivery of the council's land and buildings, including operational services of building maintenance, cleaning, facilities management and design team. Covid-19 has had a significant impact on the Housing & Assets service area, most notably the homelessness, home options and temporary accommodation services. Disabled facilities grants (non-urgent) have been temporarily suspended and the Team are prioritising urgent cases only in partnership with the Occupational therapists team in Social Services. It is hoped that this will change as we ease out of lockdown in 2021 but it is recognised that there will be a significant backlog of cases to deal with. Homelessness has seen a significant increase in demand for temporary accommodation as the duty to provide accommodation was extended by Welsh Government. This has seen the provision of temporary emergency accommodation at Mission Court and a significant increase in placements into private accommodation. Additional grant funding for Supported Accommodation has also been awarded by Welsh Government and we are working with partners to deliver new units in 2021/22. The Civic Centre and other Council buildings have been closed to the public, although some remain operational for staff who are unable to undertake their role remotely. As the Council determines what its 'new normal' will look like, it is expected that we will see Council premises and services operating in a more agile manner going forward.

Community Regeneration oversees a number of community based services. Skills and work programmes, together with community development (including Communities First) are delivered to enable communities to become more resilient and enable individuals to increase skills levels, and assist people into work. Alongside with Flying Start, Families First, Play Development and the Youth Service, Community Regeneration provide a package of support which increases the impact of support provided. This service area has also played a critical role during the pandemic. All four neighbourhood hubs have remained operational during lock down and have provided essential services to some of our most vulnerable residents through the provision of emergency food parcels, baby bundles and activity packs for children and older persons. The Team also coordinated the food parcel delivery scheme for shielded residents on behalf of Welsh Government and delivered key worker childcare throughout lockdown in 2020 for 2-4 year olds as well as out of hour's childcare for 2-12 years. The Team delivered and managed summer holiday childcare and play provision for over 500 keyworker and vulnerable children. Work and skills support has also been crucial throughout the pandemic and the present time as industries and businesses are announcing redundancies in response to their own financial situation.

Cultural and Library Services provide front-line services for Newport's residents and visitors. Functions and teams include: Statutory Library and Information services, Adult and Community Learning, Museums and Heritage comprising the Museum and Art Gallery, the Transporter Bridge and the Newport Medieval Ship Project. Lockdown has seen the intermittent closure of all libraries and visitor facilities. As we ease out of lockdown we are starting to see the re-opening of facilities, including larger libraries and the Museum and Art Gallery. The housebound home delivery service also provided a valuable library service for our most vulnerable residents. Additional funding has been committed to the e-book service and this has seen a significant increase in use over the lockdown period. Work will begin in the spring on the refurbishment of the Transporter Bridge and is due for completion by March 2023.

Finance

The Council's budget for 2021/22 was agreed at [Council](#) on 3rd March 2021. In 2021/22 Regeneration Investment & Housing's base revenue budget has been set as £12,141,000. As part of the Council's Medium Term Financial Planning, Regeneration Investment Housing 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
Information Station move to central museum and library	£117,000	£0	£0	£0
Reduction in budget lines	£16,000	£0	£0	£0
Budget realignment to reflect agreed changes to payments for services	£85,000	£0	£0	£0
Increase in income generation (planning pre-application fees)	£15,000	£0	£0	£0
Increased revenue from Newport Norse profit share	£30,000	£30,000	-	-
Increase in income generation (Building Control and Regeneration)	£56,000	-	-	-

The budget investments for Regeneration Investment & Housing 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
Events / Marketing – enhancement to destination management and events resource	£30,000	£0	£0	£0
Empty Properties fund – Empty property enablement fund to bring empty properties back into use	£150,000	£0	£0	£0
Tredegar House pension deficit – pension valuation led to an increase which has been passed onto NCC via an increase in contract price	£83,000	£0	£0	£0
Strategic Economic development post	£73,000	£0	£0	£0
Unauthorised use of council land	£20,000	£0	£0	£0

Workforce Planning

Revenue Budget Investment areas	Investment (£) 2021/22	Investment (£) 2022/23	Investment (£) 2023/24	Investment (£) 2024/25
Neighbourhood Hubs – defer final savings pending an evaluation and future development of neighbourhood hub model	£315,000	£0	£0	£0
Norse Joint Venture – pension deficit.	£5,000	£5,000	-	-
Norse Joint Venture – Increased contract payment as part of 2% uplift.	£154,000	£186,000	-	-
Corporate Plan Promise – Heritage discovery centre and tourist trail in the city.	To be Confirmed	To be Confirmed	-	-

Capital Programme

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

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	Regeneration, Investment and Housing to review their areas to identify opportunities for development and introducing new apprenticeship, trainee and graduate schemes.	To build resilience and develop its own talent management within RIH that will provide opportunities and future succession planning for the service. Schemes that will be explored by the service area will include apprenticeships, 16-24 apprenticeship,	Improve RIH resilience and future succession planning.	Head of Service Service Managers	1 st April 2021	31 st March 2022

Programmes & Projects

		kick start schemes, graduate schemes and traineeships.				
2	Regeneration Investment & Housing Service Managers in collaboration with Human Resources undertake a review of job descriptions to identify future skill and knowledge gaps.	As part of the service area's resilience work and to enable planning for future needs of activities, the service area needs to understand the current skills and knowledge gaps.	This review will identify the future skills and needs required to deliver RIH services and support any future strategic structure reviews.	Head of Service Service Managers	1 st April 2021	31 st March 2022
3	Regeneration, Investment & Housing in collaboration with Human Resources review succession plans in the service area.	There is a lack of resilience and succession planning in certain areas of 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.	Head of Service Service Managers	1 st April 2021	31 st March 2022

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 Regeneration, Investment and Housing.

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
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</p>	<p>Wellbeing Objective 1 – To improve skills, education and employment opportunities.</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>Aspirational People</p> <p>Resilient Communities</p> <p>Thriving City</p> <p>Modernised Council</p>	Quarter 4 2022/23

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
	will commence on reviewing the Ringland hub model and developing proposals for the remaining three hubs.	Wellbeing Objective 4 – To build cohesive and sustainable communities		
Transporter Bridge / Visitor Centre	<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>This will contribute towards the long term objectives of supporting the maintenance of the Transporter Bridge and expanding upon the cultural heritage of Newport.</p>	Wellbeing Objective 2 – To promote economic growth and regeneration whilst protecting the environment.	Thriving City	Quarter 4 2022/23
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.	<p>Wellbeing Objective 2 – To promote economic growth and regeneration whilst protecting the environment.</p> <p>Wellbeing Objective 4 – To build cohesive and sustainable communities</p>	Thriving City	Quarter 4 2022/23
Market Arcade	<p>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.</p> <p>This will also support the Council’s Economic Growth Strategy and Corporate Plan commitment to transform the city centre.</p>	Wellbeing Objective 2 – To promote economic growth and regeneration whilst protecting the environment.	Thriving City	Quarter 2 2021/22
IAC Building	Refurbishment of the building to provide high spec office accommodation.	Wellbeing Objective 2 – To promote economic growth and regeneration whilst protecting the environment.	Thriving City	Quarter 3 2021/22
Newport Indoor Market	Refurbishment of the building to provide new market and retail, and offices. The redevelopment will include creation of co-working space.	Wellbeing Objective 2 – To promote economic growth and regeneration whilst protecting the environment.	Thriving City	Quarter 4 2021/22
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		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
	the regeneration of the city centre and job creation for Newport. Affected by the pandemic but progress expected once the hospitality industry has re-established as the pandemic eases.			
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.	Wellbeing Objective 1 – To improve skills, education and employment opportunities. Wellbeing Objective 2 – To promote economic growth and regeneration whilst protecting the environment.	Aspirational People Thriving City	Quarter 4 2021/22
Carbon Neutral 2030 –Phase 1	To deliver schemes to reduce carbon within the councils estate, fleet and more widely where possible including development of energy generating schemes.	Wellbeing Objective 2 – To promote economic growth and regeneration whilst protecting the environment.	Thriving City Modernised Council	Quarter 4 2021/22
Social Housing Grant Programme	Secure funding for new affordable housing development through management of the new SHG programme	Wellbeing Objective 4 – To build cohesive and sustainable communities	Resilient Communities	Quarter 4 2021/22
Phase 2 Homelessness Capital Programme	Delivery of the Phase 2 homelessness capital programme	Wellbeing Objective 4 – To build cohesive and sustainable communities	Resilient Communities Thriving City	Quarter 3 2021/22
Newport Replacement Local Development Plan	Creation of an LDP is a statutory duty. The plan will include policies used to determine all planning application in Newport. It will also identify land for development, helping with economic growth, and it will protect and enhance our best environmental and historical assets.	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.	Aspirational People Resilient Communities Thriving City Modernised Council	Quarter 4 2024/25

Objectives & Actions

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 – To build cohesive and sustainable communities.		
DWP Kickstart Programme	The Kickstart Scheme funding will support employers to provide 6 months of work for young people at risk of long term unemployment in the 16-24-year-old age group. . It will be regular, 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.	Wellbeing Objective 1 – To improve skills, education and employment opportunities. Wellbeing Objective 2 – To promote economic growth and regeneration whilst protecting the environment	Thriving City Resilient Communities Aspirational People	Quarter 3 2021/22
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.	Wellbeing Objective 1 – To improve skills, education and employment opportunities. Wellbeing Objective 2 – To promote economic growth and regeneration whilst protecting the environment	Thriving City Resilient Communities Aspirational People	Quarter 2 2025/26
Youth Homelessness	To deliver a programme of support for Young People at risk of becoming Homeless	Wellbeing Objective 4 – To build cohesive and sustainable communities.	Resilient Communities	Quarter 4 2021/22

To support the delivery of the Corporate Plan, Regeneration Investment and Housing has set 7 Objectives to deliver in 2021/22:

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

Objective 1		Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.			
Objective Outcome(s)		This objective aligns closely with the Corporate Plan, Improvement Plan and Economic Growth Strategy for Newport by making Newport an area of 'visible change, with high aspirations, high achievement and shared prosperity'. This objective also contributes towards all four of the council's wellbeing objectives, which contribute to the well-being goals for Wales of A Prosperous Wales, A Resilient Wales and a Wales of Cohesive Communities. This objective also underpins 3 of the councils corporate plan areas for action; a thriving city, aspirational people and resilient communities. This also aligns with Strategic Recovery Aim 2, supporting the Environment and Economy.			
What Well-being Objective(s) does this objective support?		Well-Being Objective 2 - To promote economic growth and regeneration whilst protecting the environment.			
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	Encourage inward investment and support growth of new and existing businesses within the City and as part of a 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.	Development and Regeneration Manager	1 st April 2019	31 st March 2022
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.	Development and Regeneration Manager	1 st April 2019	31 st March 2026
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.	Development and Regeneration Manager	1 st April 2019	31 st March 2022
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.	Development and Regeneration Manager	1 st April 2019	31 st March 2022
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	Development and Regeneration Manager	1 st April 2019	31 st March 2022

Objective 1		Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.			
Objective Outcome(s)		This objective aligns closely with the Corporate Plan, Improvement Plan and Economic Growth Strategy for Newport by making Newport an area of 'visible change, with high aspirations, high achievement and shared prosperity'. This objective also contributes towards all four of the council's wellbeing objectives, which contribute to the well-being goals for Wales of A Prosperous Wales, A Resilient Wales and a Wales of Cohesive Communities. This objective also underpins 3 of the councils corporate plan areas for action; a thriving city, aspirational people and resilient communities. This also aligns with Strategic Recovery Aim 2, supporting the Environment and Economy.			
What Well-being Objective(s) does this objective support?		Well-Being Objective 2 - To promote economic growth and regeneration whilst protecting the environment.			
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
		we shall look to develop and implement the strategies identified.			
6	Delivery of the Market Arcade project through collaboration with private sector and Heritage Lottery Funding Townscape Heritage Funding.	<p>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.</p> <p>This will also support the Council's Economic Growth Strategy and Corporate Plan commitment to transform the city centre.</p>	Development and Regeneration Manager	1 st April 2020	31 st March 2022
7	Delivery of co-working / incubation at the information station building.	<p>Relocation of the Council's Customer Services to the Central Library and redevelopment of the office space into co-working / incubation space.</p> <p>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.</p>	Development and Regeneration Manager	1 st April 2020	31 st December 2022
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 involvement / consultation with key stakeholders and	Development and Regeneration Manager	1 st October 2020	31 st March 2025

Objective 1		Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.			
Objective Outcome(s)		This objective aligns closely with the Corporate Plan, Improvement Plan and Economic Growth Strategy for Newport by making Newport an area of 'visible change, with high aspirations, high achievement and shared prosperity'. This objective also contributes towards all four of the council's wellbeing objectives, which contribute to the well-being goals for Wales of A Prosperous Wales, A Resilient Wales and a Wales of Cohesive Communities. This objective also underpins 3 of the councils corporate plan areas for action; a thriving city, aspirational people and resilient communities. This also aligns with Strategic Recovery Aim 2, supporting the Environment and Economy.			
What Well-being Objective(s) does this objective support?		Well-Being Objective 2 - To promote economic growth and regeneration whilst protecting the environment.			
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
		alignment with future Strategic Regional Plans.			
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.	Development and Regeneration Manager	1 st September 2020	31 st March 2022
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. The relocation of the Coleg Gwent Campus from Nash to the City Centre will provide young people with a more modern and	Development and Regeneration Manager	1 st April 2021	31 st March 2023

Objective 1		Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.			
Objective Outcome(s)		This objective aligns closely with the Corporate Plan, Improvement Plan and Economic Growth Strategy for Newport by making Newport an area of 'visible change, with high aspirations, high achievement and shared prosperity'. This objective also contributes towards all four of the council's wellbeing objectives, which contribute to the well-being goals for Wales of A Prosperous Wales, A Resilient Wales and a Wales of Cohesive Communities. This objective also underpins 3 of the councils corporate plan areas for action; a thriving city, aspirational people and resilient communities. This also aligns with Strategic Recovery Aim 2, supporting the Environment and Economy.			
What Well-being Objective(s) does this objective support?		Well-Being Objective 2 - To promote economic growth and regeneration whilst protecting the environment.			
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
		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.	Development and Regeneration Manager Housing and Assets Manager	1 st April 2021	31 st March 2023

Objective 2		Regeneration Investment and Housing will make Newport a 'Thriving City'			
Objective Outcome(s)		<p>Through integration of the Council's Corporate Plan, Wellbeing Plan and Economic Growth Strategy this objective contributes towards the Newport Offer in maintaining the city's cultural assets for Newport citizens and offer opportunities to attract visitors, businesses and residents into the city.</p> <p>This objective will provide long term growth through generating jobs and preventing cultural assets such as the Transporter Bridge falling into disrepair. Through involvement of local communities, partners and not for profit organisations we build pride into the Council's future investments and build the reputation of Newport as a place to visit and invest.</p>			
What Well-being Objective(s) does this objective support?		Well-Being Objective 2 - To promote economic growth and regeneration whilst protecting the environment.			
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	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>	Culture & Continuous Learning Manager	1 st April 2021	31 st March 2023
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.	Culture & Continuous Learning Manager	1 st April 2019	31 st March 2022
3	To collaboratively develop a long term strategy for the medieval ship that will support the Newport	Through collaboration with Welsh Government and other strategic partners we shall develop a long term strategy that will	Culture & Continuous Learning Manager	1 st April 2020	31 st March 2024

Objective 2		Regeneration Investment and Housing will make Newport a 'Thriving City'			
Objective Outcome(s)		<p>Through integration of the Council's Corporate Plan, Wellbeing Plan and Economic Growth Strategy this objective contributes towards the Newport Offer in maintaining the city's cultural assets for Newport citizens and offer opportunities to attract visitors, businesses and residents into the city.</p> <p>This objective will provide long term growth through generating jobs and preventing cultural assets such as the Transporter Bridge falling into disrepair. Through involvement of local communities, partners and not for profit organisations we build pride into the Council's future investments and build the reputation of Newport as a place to visit and invest.</p>			
What Well-being Objective(s) does this objective support?		Well-Being Objective 2 - To promote economic growth and regeneration whilst protecting the environment.			
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
	Offer in attracting tourists and businesses.	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.			
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	Destination Development Manager	1 st April 2021	31 st December 2022
5	Successful delivery of corporate events and support to strategic city and major events, to raise the profile of Newport in 2021/22.	Depending on Covid 19, events can be delivered in Newport though collaboration with national organisations and stakeholders to give the City a positive vibrancy. Greater resilience with a wider team.	Destination Development Manager	1 st April 2021	31 st March 2022

Objective 3		Develop a collaborative approach to modernise service delivery to residents across the city.			
Objective Outcome(s)		<p>Regeneration Investment & Housing will change the way that services are delivered to maximise the benefit for communities while controlling their overall cost, this includes the creation of neighbourhood hubs which bring together a range of different services, in a modern, inviting environment which works for citizens and helps them improve their lives.</p> <p>This objective underpins the delivery of the corporate plans areas for action, in particular 'A modernised council' and the council's wellbeing objectives to Improve skills, educational outcomes & employment opportunities, Build cohesive & sustainable communities.</p> <p>It is also one of the objectives in the Regeneration Investment and Housing corporate strategy. Neighbourhood hubs are now the vision of Community Regeneration up to 2022, this vision will complement the delivery of existing and future community regeneration projects aligning with the principles of sustainable development within the Future Wellbeing Generations (Wales) Act 2015. This also aligns with Strategic Recovery Aim 1, Supporting Education and Employment, Strategic Recovery Aim 2, Supporting the Environment and Economy, and Strategic Recovery Aim 4, Supporting Citizens Post Covid 19.</p>			
What Well-being Objective(s) does this objective support?		<p>Well-Being Objective 2 - To promote economic growth and regeneration whilst protecting the environment.</p> <p>Well-Being Objective 4 - To 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	<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</p>	<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.</p>	<p>Community Regeneration Manager</p>	<p>1st April 2020</p>	<p>31st March 2022</p>

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What Well-being Objective(s) does this objective support?		<p>Well-Being Objective 2 - To promote economic growth and regeneration whilst protecting the environment.</p> <p>Well-Being Objective 4 - To 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
	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.				
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.	Culture & Continuous Learning Manager	1 st April 2021	31 st March 2022
3	Delivery of the regional early years Pathfinder project with Public Health Wales, local authorities and Children Services.	The Pathfinder project is a collaborative project with the Public Health Wales, Children Services and Flying Start for early years prevention for 0-7 year olds including improved parenting, anti-natal support.	Community Regeneration Manager	1 st April 2020	31 st March 2022

Objective 3		Develop a collaborative approach to modernise service delivery to residents across the city.			
Objective Outcome(s)		<p>Regeneration Investment & Housing will change the way that services are delivered to maximise the benefit for communities while controlling their overall cost, this includes the creation of neighbourhood hubs which bring together a range of different services, in a modern, inviting environment which works for citizens and helps them improve their lives.</p> <p>This objective underpins the delivery of the corporate plans areas for action, in particular 'A modernised council' and the council's wellbeing objectives to Improve skills, educational outcomes & employment opportunities, Build cohesive & sustainable communities.</p> <p>It is also one of the objectives in the Regeneration Investment and Housing corporate strategy. Neighbourhood hubs are now the vision of Community Regeneration up to 2022, this vision will complement the delivery of existing and future community regeneration projects aligning with the principles of sustainable development within the Future Wellbeing Generations (Wales) Act 2015. This also aligns with Strategic Recovery Aim 1, Supporting Education and Employment, Strategic Recovery Aim 2, Supporting the Environment and Economy, and Strategic Recovery Aim 4, Supporting Citizens Post Covid 19.</p>			
What Well-being Objective(s) does this objective support?		<p>Well-Being Objective 2 - To promote economic growth and regeneration whilst protecting the environment.</p> <p>Well-Being Objective 4 - To 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
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>	Community Regeneration Manager	1 st April 2020	31 st March 2022
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.	Community Regeneration Manager	1 st April 2020	31 st March 2023

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 Outcome(s)		The Children's and Community Grant (aka Flexible Fund) supports the delivery of Neighbourhood Hubs ensuring more services are delivered through this vehicle, services are aligned and integrated. This approach supports the corporate plans areas for action, A modernised council, Resilient communities and the council's wellbeing objectives to Improve skills, educational outcomes & employment opportunities, Build cohesive & sustainable communities.			
What Well-being Objective(s) does this objective support?		Well-Being Objective 2 - To promote economic growth and regeneration whilst protecting the environment. Well-Being Objective 4 - To build cohesive and sustainable communities			
What Corporate Theme(s) does this objective support?		Thriving City Resilient Communities Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	Implement the review findings of the Children's & Community Grant review.	As per Objective Description	Community Regeneration Manager	1 st April 2019	31 st December 2021
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.	Community Regeneration Manager	1 st April 2020	31 st March 2022
3	Set up governance structure for CCG	Modernised Council, Resilient Communities	Community Regeneration Manager	1 st April 2021	31 st September 2021

Objective 5		Enhance community wellbeing through improved housing offer.			
Objective Outcome(s)		We will improve the housing offer in Newport by enhancing housing options which allow people to live independent and fulfilled lives, promoting better knowledge and understanding of housing options and services and ensuring that homes in Newport are safe and healthy, with easy access to quality green space. This objective relates to: The corporate plan action area of Resilient communities Welsh Government's target to deliver 20,000 affordable homes in four years, 5,000 to be empty homes returned to use. This aligns with Strategic Recovery Aim 4, Supporting Citizens Post Covid 19.			
What Well-being Objective(s) does this objective support?		Well-Being Objective 4 - To build cohesive and sustainable communities			
What Corporate Theme(s) does this objective support?		Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
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.	Housing & Assets Manager	1 st April 2019	31 st March 2022
2	Manage and maintain the Common Housing Register and Newport Housing Options service in 2021/22	To ensure the CHR remains up to date with a partnership approach to allocating affordable housing in the City. The provision of housing advice and information to the public and residents of Newport.	Housing Needs Manager	1 st April 2021	31 st March 2022
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.	Adaptations Manager (Private Sector)	1 st April 2020	31 st March 2022
4	Produce an updated Gypsy Traveller Accommodation Assessment.	Assessment produced and submitted to Welsh Government in line with statutory requirements.	Housing Manager (Strategy)	1 st April 2020	31 st March 2022
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.	Housing Manager (Strategy)	1 st April 2021	31 st March 2022

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What Well-being Objective(s) does this objective support?		Well-Being Objective 4 - To build cohesive and sustainable communities			
What Corporate Theme(s) does this objective support?		Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
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.	Housing Manager (Strategy)	1 st August 2020	31 st March 2022
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	Housing & Assets Manager	1 st April 2021	31 st March 2022
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 enabling people to be healthy, independent, and resilient.	Housing Needs Manager	1 st April 2021	31 st March 2022

Objective 6		Promote the decarbonisation of our operations and support sustainable travel and clean air measures in housing programmes.			
Objective Outcome(s)		This objective helps supports the delivery of the Council’s Development Plans and our commitment for Sustainable Travel in the city. We also recognise Newport has poor air quality in the City and in collaboration with City Services, Law & Regulation and our partners we will be supporting this to improve air quality in the city. This aligns with Strategic Recovery Aim 2, Supporting Environment & Economy, and Strategic Recovery Aim 3, Supporting Health & wellbeing of Citizens.			
What Well-being Objective(s) does this objective support?		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			
What Corporate Theme(s) does this objective support?		Thriving City Resilient Communities Modernised Council			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
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.	Carbon Reduction Manager	1 st April 2020	31 st March 2022
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.	Carbon Reduction Manager	1 st April 2020	31 st March 2022
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.	Carbon Reduction Manager	1 st April 2021	31 st March 2022
4	Ebbw West Solar Farm Development	Planning permission will be achieved and a delivery method will be identified for the construction of the scheme in summer 2022.	Carbon Reduction Manager	1 st April 2021	31 st March 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.	Carbon Reduction Manager	1 st April 2019	31 st March 2022

Objective 7		Effective and sustainable management of NCC properties and assets			
Objective Outcome(s)		<p>The delivery of this objective is to ensure that the Council meets its legislative duties to provide a suitable and sustainable working and learning environment for its citizens.</p> <p>This also includes providing the necessary infrastructure to adapt to technological opportunities as well as ensuring cultural assets are invested and maintained for use by future generations. The Council also has a target of being net carbon neutral by 2030 which also requires to ensure that they are used efficiently and effectively. This aligns with Strategic Recovery Aim 2, Supporting Environment and Economy.</p>			
What Well-being Objective(s) does this objective support?		<p>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 Wellbeing Objective 4 - To build cohesive and sustainable communities</p>			
What Corporate Theme(s) does this objective support?		<p>Aspirational People Thriving City Resilient Communities Modernised Council</p>			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
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.	Property Manager	1 st April 2021	31 st March 2022
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	Property Manager	1 st April 2021	31 st March 2025
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 for future reference and learning.	Property Manager	1 st April 2021	31 st March 2022

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What Corporate Theme(s) does this objective support?		<p>Aspirational People Thriving City Resilient Communities Modernised Council</p>			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
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	Property Manager	1 st April 2021	31 st March 2022
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	Property Manager	1 April 2021	31 st March 2022

Performance Measures

Performance Measure (National / Local / Management Information)	2021/22 Target	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance
National - Percentage of all planning applications determined in time	80%	67.1%	77.8%	87.5%
National - Percentage of all planning appeals dismissed	70%	74.1%	62.2%	75.7%
National - Percentage Quality Indicators (with targets) achieved by the library service	75%	70.3%	80%	80%
National - The percentage of households for whom homelessness was prevented	50%	43.5%	50%	47.2%
National - The percentage of empty private properties brought back into use	1.52%	0.9%	0.53%	0.58%
National - Number of additional dwellings created as a result of bringing empty properties back into use.	9	0	21	39
National - Average calendar days to deliver a DFG Note: Target subject to change as impact of Covid restrictions not fully known and a backlog of cases has accrued throughout the various lockdowns.	350 days	321 days	239 days	218 days
National - Number of additional affordable housing units delivered per 10,000 households	33.54 per 10,000 households	47.11 units per 10,000 households	31.46 unites per 10,000 households	18.76 units per 10,000 households
Local - Number of businesses supported through the provision of advice and guidance	400	4,114	144	113
Local - Number of new business start-ups supported through the Business Development Fund.	50	27	38	88
Local - Number of people improving skills & qualifications	350	239	994	487

Performance Measure (National / Local / Management Information)	2021/22 Target	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance
Local - Number of people supported into employment	350	221	451	434
Local - Number of young people (11-25) supported (ACES)	600	579	333	88
Local - Number of children (0-10) supported (ACES)	900	758	848	2,553
Local - Number of families supported with interventions	2000	3,835	313	794
Management Information - Number of people approaching authority for housing advice and assistance	2,000	1,778	1,926	1,814
Management Information - Percentage of people seeking housing assistance who are determined as statutorily homeless Note: Target subject to Welsh Government review of Local Authority Statutory Duty.	30%	21.6%	19.2%	30.3%
Management Information - Museum and Arts Gallery visits	Not Applicable			

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.

Risk Management

Risk Name	Risk Owner (Job Title)	Corporate Risk or Service Risk
<p>Climate Change Scientific evidence indicates that the global climate is warming and is changing the environment that we live in Wales and in Newport. The cause of this change is through emissions produced by industry, vehicles, households and businesses. Newport has 11 Air Quality Management Areas which monitor air quality and since they were in place we have been in breach.</p>	Housing & Assets Manager	Corporate Risk
<p>Grant Funding unavailable for services Grant funding unavailable to deliver key services and projects.</p>	Head of Service	Service Risk
<p>Market Arcade Project The Market Arcade project does not deliver all of the benefits identified in the project to maximise its full potential.</p>	Head of Service	Service Risk
<p>Newport Council's Property Estate NCC has a significant property estate covering over 170 buildings (circa) such as the Civic Centre, Telford Depot, schools etc. The Council has to ensure the estate is maintained to required standards to enable access, safety, security and in the long term sustainable for staff and residents to use.</p>	Housing & Assets Manager	Corporate Risk
<p>Non adoption of Strategic Development Plan Cardiff Capital Region member authorities decline to adopt a Strategic Development Plan.</p>	Head of Service	Service Risk
<p>Pressure on Housing & Homelessness Services Increased pressures being faced by the Council's housing service during the Covid-19 pandemic to support people that are presenting at risk of becoming homeless, those persons sleeping rough and those experiencing difficulties in their accommodation.</p>	Housing & Assets Manager	Corporate Risk
<p>Transporter Bridge / Visitor Centre not delivered to time, scope and budget The Transporter Bridge Visitor Centre (including Bridge) is not delivered on time, budget and scope due to unidentified problems / building costs increase.</p>	Culture and Continuing Learning Manager	Service Risk