

City Services Service Plan 2018-22 (2020/21)

Contents

Introduction & Background	Page 1
Finance	Page 5
Major Programmes & Projects 2020/21	Page 5
Service Plan Objectives / Actions 2020/21	Page 6
Performance Measures	Page 23
Service Area Risks Register	Page 25

Introduction & Background

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 Wales' Well-being Goals:

1. To improve skills, educational outcomes and employment opportunities;
2. To promote economic growth and regeneration whilst protecting the environment;
3. To enable people to be healthy, independent and resilient; and

Newport's Strategic Recovery Aims

At the start of 2020, Wales faced a Covid 19 pandemic which has impacted on the way which Newport Council delivers its services to communities. The Council's initial response was to protect frontline services, support the vulnerable in the community and ensure continuity of services. On the Council's road to recovery and reinstatement of services, Newport Council has established [Strategic Recovery Aims](#) that will enable the Council to learn from the impacts that Covid 19 caused, the new and emerging challenges that services face and the opportunities that have emerged from new ways of working. These Aims will support the Council's Corporate Plan and this Service Plan will support the delivery of these aims.

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 153,302 in 2018 (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 162,072 (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.

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 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, Active Travel (Wales) Act 2013 and Environment (Wales) Act 2016.
- Countryside Services - management of Nature Reserves and the Authority's Sites of Interest for Nature Conservation. 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 and TPO function
- Ecology Services - specialist ecological advice for all council service areas particularly planning. Conservation management for council sites.
- 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 and environmental input into planning services at policy and development control
- Bereavement Services - burial services, management of four city cemeteries and regional Crematorium
- Parks and Recreation Management - strategic and operational management of the city's formal and informal parks, play areas and open space sites
- Allotments – management of the city Allotment Sites and guidance for self-managed allotments
- Grounds Maintenance - Maintenance of trees, grass and soft estate
- City Leisure facilities
- Riverfront Theatre

Customer Services

- Housing Benefits – Customer Services deliver administration of 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.
- 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 60%+ 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 60%+ 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.

Finance

The Council’s budget for 2020/21 was agreed at [Council](#) on 27th February 2020. In 2020/21 City Services base revenue budget has been set as £24,673,000. For the financial year 2019/20 the budget for City Services was set as £23,722,000.

Major Programmes and Projects

To support the delivery of the Council’s Corporate Plan 2017-22 objectives, City Services is delivering the following projects:

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) that it supports	Does this project support the Strategic Recovery Aim(s)	Corporate Theme(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
Vehicle Mitigation City Centre	The delivery of this project supports the Council’s objective of regenerating the city centre. This will result in the implementation of physical vehicle mitigation measures within Newport City Centre that will make pedestrianised areas safe and attractive for visitors to use.	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	Strategic Recovery Aim 2	Thriving City Resilient Communities	1 st January 2021	30 th March 2022
My Newport Development	Maximising the My Newport platform to support City Services in delivering against the Council’s aims and objectives under the Modernised Council board. <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	Strategic Recovery Aim 4	Modernised Council	1 st October 2019	30 th September 2020
Active Travel programme	This programme is the delivery 11 projects across Newport as part of the	Wellbeing Objective 1 – To promote economic growth and	Strategic Recovery Aim 3	Thriving City	1 st April 2019	31 st March 2021

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) that it supports	Does this project support the Strategic Recovery Aim(s)	Corporate Theme(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
	<p>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. This includes additional WG funding for city centre active travelling.</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>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>				
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, contribute towards achieving Welsh Government targets and ease congestion on the SDR road.</p>	Wellbeing Objective 2 – To economic growth and regeneration whilst protecting the environment.	Strategic Recovery Aim 2	Thriving City	1 st April 2019	31 st March 2022

Service Plan Objectives and Actions 2020/21

City Services has set 5 Objectives to deliver in 2020/21:

Objective 1 (New) - Introduction of Vehicle Mitigation Measures within Newport City Centre

Objective 2 - Continuous improvement of recycling performance

Objective 3 – Improve travel and connectivity across the city

Objective 4 (New) – 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		Introduction of Vehicle Mitigation Measures within Newport City Centre				
Objective Outcome(s)		The delivery of this project supports the Council's objective of regenerating the city centre. This will result in the implementation of physical vehicle mitigation measures within Newport City Centre that will make pedestrianised areas safe and attractive for visitors to use. Measures will include, but not restricted to PAS rated permanent and retractable bollards				
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)	Does the action support the delivery of the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	Identify funding source to deliver the required Hostile Vehicle Mitigation.	Following the decision by Welsh Government not to match fund Newport's HVM project and the budget pressures as a result of the COVID 19 pandemic, funding for this project has not been realised	<u>Strategic Recovery Aim 2</u>	Head of City Services	1 st April 2020	1 st January 2021
2	Recommence project following temporary cessation due to funding uncertainties and COVID 19 impact.	Re engage with all stakeholders including specialist consultants and contractors engaged prior to March 2019. Refresh estimates and works programmes. Agree final detailed design	<u>Strategic Recovery Aim 2</u>	Senior Strategy Manager	1 st January 2021	31 st March 2021
3	Construction of physical measures within the city centre.	The delivery of the action will be undertaken in collaboration with the preferred contractor. Throughout this process, stakeholder consultations will be undertaken and involved to ensure that all necessary consents and agreements (statutory and non-statutory) are considered.	Not Applicable	Senior Strategy Manager	1 st April 2021	31 st March 2022
4	Collaborate with key partners to confirm of hours of operation including any Traffic Regulation Order (TRO) changes implemented to restrict vehicular access.	To support the implementation of the physical measures in the city centre the delivery of this action ensure necessary Traffic Regulation Order (TRO) is in place.	Not Applicable	Senior Strategy Manager	1 st April 2020	31 st March 2021

Objective 1		Introduction of Vehicle Mitigation Measures within Newport City Centre				
Objective Outcome(s)		The delivery of this project supports the Council's objective of regenerating the city centre. This will result in the implementation of physical vehicle mitigation measures within Newport City Centre that will make pedestrianised areas safe and attractive for visitors to use. Measures will include, but not restricted to PAS rated permanent and retractable bollards				
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)	Does the action support the delivery of the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
		This action will be achieved through: <ul style="list-style-type: none"> • Consultation with stakeholders on proposed hours of operation. • Collaboration with Gwent Police and Civil Contingencies. • Statutory advertisement of new TRO. • Implementation of new TRO. 				
5	Agree and implement a protocol for operation of scheme into business as usual.	Through collaboration with Public Protection and prior to implementation we shall develop protocols to operate the new measures and Traffic Regulation Orders. As part of the Council's Constitution these will be approved by Council before implementation.	Not Applicable	Senior Strategy Manager	1 st September 2021	30 th November 2021

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)	Does the action support the delivery of Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	Waste Strategy: 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.	Not Applicable	Service Manager Waste & Cleansing	1 st April 2019	31 st March 2021
2	Improve trade waste services: Implement fully source segregated outsourced recycling collections Explore options to maximise sales activity for the trade waste services Explore options for improving trade waste collections within Newport City Centre	<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. • Collaborate and involve the business sector to identify opportunities and barriers to improving recycling rates for trade waste. 	Not Applicable	Service Manager Waste & Cleansing	1 st January 2020	31 st March 2022
3	Build a new household waste recycling centre: Finalise site search Finalise design and determine final project costs Approval for final project and financing options Construction phase	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:	Not Applicable	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)	Does the action support the delivery of Strategic Recovery Aim(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. 	Not Applicable	Service Manager Waste & Cleansing	1 st April 2020	31 st March 2021

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)	Does the action support the delivery of Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
		<ul style="list-style-type: none"> Enable the Council to achieve its recycling targets. 				

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)	Does the action support the delivery of Strategic Recovery Aim(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.	<u>Strategic Recovery Aim 3</u>	Service Manager Environment & Leisure	1 st April 2020	31 st March 2021
2	Undertake and deliver Active Travel projects 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 2020-21 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.	<u>Strategic Recovery Aim 3</u>	Service Manager Environment & Leisure	1 st April 2020	31 st March 2021
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	<u>Strategic Recovery Aim 3</u>	Service Manager Environment & Leisure	1 st April 2020	31 st March 2021

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)	Does the action support the delivery of Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
		to design and develop sustainable plans to improve travel links and connectivity across the region. This also contributes towards local projects such as Active Travel, Sustrans, 21 st Century Schools to improve access and travel links for communities. This also enables environmental benefits through improving air quality, encouraging healthy lifestyles through walking, cycling and other modes of travel.				
4	Collaborate with the South Wales Transport Commission to identify opportunities and alternatives to the M4 relief road and travel links.	The findings and outcomes of the Commission will contribute towards the long term goal of relieving congestion along the Newport section of the M4. The outcomes will enable the Council in collaboration with Welsh Government and other partners to identify opportunities to improve travel links across the city and the wider region whilst protecting	<u>Strategic Recovery Aim 2</u> <u>Strategic Recovery Aim 3</u>	Senior Strategy Manager	1 st April 2020	31 st March 2021

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)	Does the action support the delivery of Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
		the environment and improving the lives of Newport citizens.				

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. • Improving the sustainability, resilience and cohesion of communities. 				
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)	Does the Action support the Strategic Recovery Aim(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.</p>	<u>Strategic Recovery Aim 2</u>	Highways & Engineering Service Manager	1 st April 2020	31 st March 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. • Improving the sustainability, resilience and cohesion of communities. 				
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)	Does the Action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
		Utilise more efficient technologies for staff to work remotely or from home.				
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.	<u>Strategic Recovery Aim 2</u>	Highways & Engineering Service Manager.	1 st April 2020	31 st March 2021
3	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	<u>Strategic Recovery Aim 3</u>	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. • Improving the sustainability, resilience and cohesion of communities. 				
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)	Does the Action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
4	To implement Public Space Protection Orders (PSPOs) Across the Council's parks, and sports pitches.	<p>The introduction of PSPOs into park spaces such as playgrounds, sports pitches and other designated green spaces will prevent acts of anti-social behaviour such as smoking, dog fouling, littering and other acts prescribed under the act.</p> <p>This will make green and open spaces safe places for Newport Citizens to enjoy and minimise the impact to the environment.</p>	Not applicable	Service Manager Environment & Leisure	1 st April 2020	31 st March 2021
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	<u>Strategic Recovery Aim 3</u>	Service Manager Environment & Leisure	1 st April 2020	31 st March 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. • Improving the sustainability, resilience and cohesion of communities. 				
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Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
		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.				
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</p>	<p><u>Strategic Recovery Aim 2</u></p> <p><u>Strategic Recovery Aim 3</u></p>	Service Manager Environment & Leisure	1 st April 2020	31 st March 2021

Objective 4		Newport has sustainable, clean and safe environments for people to use and enjoy.				
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What Corporate Theme(s) does this objective support?		<p>Thriving City Resilient Communities Modernised Council</p>				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
		quality and improve health and wellbeing of communities. In response to trees being cut as a result of ash dieback the Council is committed to replacing those trees.				
7	Improvement to community green and open spaces for amenity and leisure.	The Council's Environment and Leisure team will be undertaking various projects throughout the year involving local communities, groups and collaboration with other Council services to improve green and safe spaces. This includes actively working with and managing outdoor volunteer groups focussed on public right of way improvement and Countryside sites such as Fourteen Locks. Generating schemes with community and volunteer involvement such as community gardens in Belle Vue, Pill Unity scheme as well	<u>Strategic Recovery Aim 3</u>	Service Manager Environment & Leisure	1 st April 2020	31 st March 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. • Improving the sustainability, resilience and cohesion of communities. 				
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What Corporate Theme(s) does this objective support?		<p>Thriving City Resilient Communities Modernised Council</p>				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
		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.	<u>Strategic Recovery Aim 3</u>	Service Manager Environment & Leisure	1 st April 2020	31 st March 2021

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 behaviour, 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)	Does the Action support the Strategic Recovery Aim(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.	Not Applicable	Customer Services Manager, Customer Experience	1 st April 2020	31 st March 2021
2	Support the delivery of strategic, cross-cutting projects.	My Newport project. Information Station project.	<u>Strategic Recovery Aim 4</u>	Customer Services Manager, Customer Experience	1 st April 2020	31 st March 2021
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.	<u>Strategic Recovery Aim 4</u>	Service Manager – Customer Experience	1 st April 2020	31 st March 2021
4	Support the provision of Benefits Service to Newport citizens that	Capita Connect integration.	Not Applicable	Benefits Manager – Customer Experience	1 st April 2020	31 st March 2021

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 behaviour, evaluating tools and systems, testing the end to end service and making iterative improvements. This relates to:				
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What Corporate Theme(s) does this objective support?		Modernised Council				
Action No.	Action Description	Action Outcome(s)	Does the Action support the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
	makes best use of the resources available.	Transfer of HB enquiry lines to the Contact Centre. Maximise the use of automated and digitised services. Review of the Discretionary Housing Payments (DHP) policy.				
5	Further development of the complaint management system.	To meet Public Service Ombudsman requirements.	Not Applicable	Service Manager, Customer Services	1 st April 2019	31 st March 2021
6	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.		Not Applicable	Service Manager, Customer Services	1 st April 2019	31 st March 2021

City Services Performance Measures 2020/21

Performance Measure	National / Local / Management Information	Service Plan (SP) Objective	2018/19 Actual	2018/19 Target	2019/20 Target	2020/21 Target
Percentage of Municipal waste re-used, recycled and composted	National	Service Plan Objective 2	58.98%	58%	64%	65%
Kilograms of residual waste generated per person	National	Service Plan Objective 2	196.95	195kgs/person	175 kgs/person	170 kgs/person
Percentage of municipal waste recycled at the HWRC	Local	Service Plan Objective 2	58.98%	65%	65%	70%
Percentage of Bi-monthly cleanliness inspections of highways and relevant land	National	Not Applicable	93.2%	97%	97%	97%
Average number of days taken to clear fly tipping incidents.	National	Not Applicable	2 days	2 days	2 days	2 days
Visits to Sport and Leisure facilities per 1,000 population Note: Due to Covid 19, this measure will be updated once leisure services return.	National	Service Plan Objective 3	7,887.7	7,800	7,800	7,800
Percentage of A roads that are in overall poor condition.	National	Service Plan Objective 4	2.3%	2.6%	2.6%	2.6%
Percentage of B roads that are in overall poor condition.	National	Service Plan Objective 4	4.2%	4.4%	4.4%	4.5%
Percentage of C roads that are in overall poor condition.	National	Service Plan Objective 4	6.9%	7.6%	7.6%	7.8%
Number of Active Travel Journeys	Local	Service Plan Objective 3	200,927	100,000	250,000	260,000
Number of events held on a range of countryside, biodiversity and recycling related matters	Local	Service Plan Objective 3	81	30	35	40
Total number of PCNs issued	Management Information	Service Plan Objective 1	Not Applicable	Not Applicable	Not Applicable	N/A
Number of PCNs Paid	Management Information	Service Plan Objective 1	Not Applicable	Not Applicable	Not Applicable	N/A
Number of PCNs written off	Management Information	Service Plan Objective 1	Not Applicable	Not Applicable	Not Applicable	N/A
Number of PCNs cancelled due to successful representation	Management Information	Service Plan Objective 1	Not Applicable	Not Applicable	Not Applicable	N/A
Total number of customer transaction requests mediated.	Management Information	Service Plan Objective 5	Not Applicable	Not Applicable	30%	28%
Customer transactions requests online (or via self service)	Management Information	Service Plan Objective 5	Not Applicable	Not Applicable	70%	72%
Customer Contact Centre average wait time main.	Management Information	Service Plan Objective 5	Not Applicable	Not Applicable	300 seconds	300 seconds
Customer Contact Centre average wait time – Welsh	Management Information	Service Plan Objective 5	Not Applicable	Not Applicable	210 seconds	300 seconds
Customer Contact Centre average wait time – Council Tax	Management Information	Service Plan Objective 5	Not Applicable	Not Applicable	210 seconds	600 seconds

Performance Measure	National / Local / Management Information	Service Plan (SP) Objective	2018/19 Actual	2018/19 Target	2019/20 Target	2020/21 Target
Customer Contact Centre average wait time – Social Services	Management Information	Service Plan Objective 5	Not Applicable	Not Applicable	110 seconds	110 seconds
Percentage first call resolutions	Management Information	Service Plan Objective 5	Not Applicable	Not Applicable	60%	60%

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.

Current Service Area Risks 2020/21

Risk Name	Risk Description	Risk Owner	Corporate Risk / Service Risk	Risk linked to Wellbeing Objective	Risk linked to Corporate Theme?	Risk linked to Service Objective?	Inherent Risk Score (0-25)	Target Risk Score (0-25)
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	Well-being Objectives 2 and 3	Thriving City	Improved Transport Links and Connectivity of the City	20	9
New Delivery of Improved Travel Links and Connectivity	Delivery of this objective will be reliant on successful business cases to Welsh Government	Head of City Services	Corporate / Service Risk?	Well-being Objectives 2,3,4	Thriving City	Improved Transport Links and Connectivity of the City	6	3
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	Not Applicable	Thriving City	Not Applicable	12	8
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	Not Applicable	Resilient Communities (Community)	Not Applicable	16	6
Unsuccessful bid for active travel	Bids to Welsh Government for grant funding for active travel initiatives are unsuccessful.	Service Manager Environment & Leisure	Service Risk	Not Applicable	Thriving City, Resilient Communities (Community)	Not Applicable	10	4
New - Ash Die Back	Impact of Ash Die Back on city tree stock and infrastructure.	Service Manager Environment & Leisure	Service Risk	Well-being Objective 2	Thriving City Resilient Communities	Objective 4	10	5

Risk Name	Risk Description	Risk Owner	Corporate Risk / Service Risk	Risk linked to Wellbeing Objective	Risk linked to Corporate Theme?	Risk linked to Service Objective?	Inherent Risk Score (0-25)	Target Risk Score (0-25)
Welsh Government's Recycling target	Failure to increase recycling performance and meet the Welsh Government's Recycling target.	Service Manager, Waste & Cleansing	Service Risk	Well-being Objective 2	Thriving City	Objective 2	12	2
New – 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	Wellbeing Objective 2 / 3	Thriving City Resilient Communities	Not Applicable	16	8