

## Regeneration, Investment & Housing Service Plan 2018-22 (2020/21)

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### 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
4. To build cohesive and sustainable communities.

### Newport Strategic Recovery Aims

At the start of 2020, Wales faced a Covid 19 pandemic which has impacted on the way which Newport Council and 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.

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 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. Progress is expected on the Indoor Market refurbishment with the submission of the planning and listed building applications which could see a complete overhaul of the provisions market, new co-working space, serviced apartments and extra residential units.

The Council Local Development Plan was adopted in 2015 and we are now in year 5 of delivering against the plan. This year will see us start preparations against the new Plan as well as understand Welsh Government's intentions towards Corporate Joint Committees and the Strategic Development Plan.

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** delivers the strategic housing function, disabled facilities grants and homelessness functions. This service area also oversees the Norse joint venture which manages the strategic planning and 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 this service area. Disabled facilities grants have been suspended and are only dealing with cases on a priority basis. It is hoped that this will change as we ease out of lockdown. 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 pods at Mission Court and a significant increase in placements into private accommodation. The Civic Centre and other Council buildings have been closed completely or are operating on minimum occupancy. As we enter our new normal, we will see Council premises operating in very different ways.

**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. The recent inclusion of Flying Start, Families First, Play Development and the Youth Service within Community Regeneration will complete the package of support on offer to accelerate and strengthen 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 have coordinated the food parcel delivery scheme for shielded residents on behalf of Welsh Government and also organised and delivered key worker childcare throughout lockdown for 2-4yrs as well as out of hours childcare for 2-12 years. The Team are finalising plans to deliver and manage summer holiday childcare and play provision for over 500 keyworker and vulnerable children over the summer holiday period. Work and skills delivery is also crucial at the present time as industries and businesses are announcing redundancies in response to their own financial situation post lockdown.

**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 closure of all libraries and visitor facilities. As we ease out of lockdown we are starting to see the re-opening of facilities, starting with Central Library and the Transporter Bridge. The housebound home delivery service has also recommenced and provides a valuable library service for our most residents. Additional funding has been committed to the e-book service and this has seen a significant increase in use over the lockdown period.

## Finance

The Council's budget for 2020/21 was agreed at [Council](#) on 27<sup>th</sup> February 2020. In 2020/21 Regeneration Investment & Housing base revenue budget has been set as £9,910,000. For the financial year 2019/20 the budget for RIH was set as £9,994,000.

## Major Programmes and Projects

*To support the delivery of the Council's Corporate Plan 2017-22 objectives, Regeneration Investment & Housing is delivering the following projects:*

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Does the programme or project support Strategic Recovery Aim(s)	Wellbeing Objective(s) that it supports	Corporate Theme(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
<b>Neighbourhood Hubs</b>	Development of 4 Hubs across Newport that will provide an integrated offer of neighbourhood based, voluntary accessed services.  Range of services offered are tailored towards the demands of the areas served using wellbeing profile data to support decision making processes.	<b>Strategic Recovery Aim 1</b> – provide access to training and re-employment.  <b>Strategic Recovery Aim 4</b> – support vulnerable people, re-establish community facilities, and increase community engagement and cohesion.	<b>Wellbeing Objective 1</b> – To improve skills, education and employment opportunities. <b>Wellbeing Objective 2</b> – To promote economic growth and regeneration whilst protecting the environment. <b>Wellbeing Objective 3</b> – To enable people to be healthy, independent and resilient. <b>Wellbeing Objective 4</b> – To build cohesive and sustainable communities.	Aspirational People  Resilient Communities  Thriving City  Modernised Council	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022
<b>Transporter Bridge / Visitor Centre</b>	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.	<b>Strategic Recovery Aim 2</b> – city regeneration  <b>Strategic Recovery Aim 3</b> – promote a healthy and active city.	<b>Wellbeing Objective 2</b> – To promote economic growth and regeneration whilst protecting the environment.	Thriving City	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2023

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Does the programme or project support Strategic Recovery Aim(s)	Wellbeing Objective(s) that it supports	Corporate Theme(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
	This will contribute towards the long term objectives of supporting the maintenance of the Transporter Bridge and maintaining the cultural heritage of Newport.					
<b>Newport commitment</b>	Implementation of the Newport Commitment digital platform that supports young people to build their CVs and enable them to engage with local employers to offer work placements.	<p><b>Strategic Recovery Aim 1</b> – provide access to training and re-employment.</p> <p><b>Strategic Recovery Aim 3</b>- support children and young people.</p> <p><b>Strategic Recovery Aim 4</b> – support vulnerable people.</p>	<p><b>Wellbeing Objective 1</b> – To improve skills, education and employment opportunities.</p> <p><b>Wellbeing Objective 2</b> – To promote economic growth and regeneration whilst protecting the environment.</p>	<p>Aspirational People</p> <p>Thriving City</p>	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2021
<b>Early years Pathfinder project</b>	Delivery of a joint project with social services, Public Health Wales and local authorities to delivery early years intervention for 0-7 year olds. Pilot project has been delivered in Bettws and in 2020/21, the service will be building on this work to expand wider.	<p><b>Strategic Recovery Aim 3</b> – support children and young people</p> <p><b>Strategic Recovery Aim 4</b> – support vulnerable people</p>	<p><b>Wellbeing Objective 1</b> – To improve skills, education and employment opportunities.</p> <p><b>Wellbeing Objective 3</b> – To enable people to be healthy, independent and resilient.</p> <p><b>Wellbeing Objective 4</b> – To build cohesive and sustainable communities.</p>	<p>Aspirational People</p> <p>Resilient Communities</p>	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2021
<b>School Holiday Enrichment Programme (SHEP) / Holiday Hunger</b>	In collaboration with schools utilising Welsh Local Government Funding this programme provides healthy meals, food and	<b>Strategic Recovery Aim 3</b> – support children and young people	<b>Wellbeing Objective 1</b> – To improve skills, education and employment opportunities.	<p>Aspirational People</p> <p>Resilient Communities</p>	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2021

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Does the programme or project support Strategic Recovery Aim(s)	Wellbeing Objective(s) that it supports	Corporate Theme(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
	nutrition education, physical activity to children areas of social deprivation during summer holidays.	<b>Strategic Recovery Aim 4</b> – support vulnerable people	<b>Wellbeing Objective 3</b> – To enable people to be healthy, independent and resilient. <b>Wellbeing Objective 4</b> – To build cohesive and sustainable communities.			
<b>Market Arcade</b>	The Heritage Lottery Funding Townscape Heritage Funding will enable architectural details to be restored, reconnecting owners, traders and visitors to the role of the Market Arcade in the growth of Newport.  This will also support the Council's Economic Growth Strategy and Corporate Plan commitment to transform the city centre.	<b>Strategic Recovery Aim 2</b> – city regeneration.	<b>Wellbeing Objective 2</b> – To promote economic growth and regeneration whilst protecting the environment.	Thriving City	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022
<b>IAC Building</b>	Refurbishment of the IAC building into office space that will attract businesses back into the city centre. This project contributes towards the Economic Growth Strategy for the city and increasing the business mix of the city centre.	<b>Strategic Recovery Aim 2</b> – city regeneration.	<b>Wellbeing Objective 2</b> – To promote economic growth and regeneration whilst protecting the environment.	Thriving City	1 <sup>st</sup> April 2019	30 <sup>th</sup> December 2020
<b>Newport Indoor Market</b>	Refurbishment of the building to provide new market and retail offer. The redevelopment will include new residential	<b>Strategic Recovery Aim 2</b> – city regeneration.	<b>Wellbeing Objective 2</b> – To promote economic growth and regeneration whilst protecting the environment.	Thriving City	1 <sup>st</sup> April 2020	31 <sup>st</sup> May 2023

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Does the programme or project support Strategic Recovery Aim(s)	Wellbeing Objective(s) that it supports	Corporate Theme(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
	accommodation in collaboration with Newport City Homes and creation of co-working space.					
<b>Chartist Tower</b>	Redevelopment of Chartist Tower into a 4 star hotel, offices and retail scheme. This will attract retailers, South Wales Argus and restaurants to the site. This contributes towards the regeneration of the city centre and job creation for Newport.	<b>Strategic Recovery Aim 2</b> – city regeneration.	<b>Wellbeing Objective 2</b> – To promote economic growth and regeneration whilst protecting the environment.	Thriving City	1 <sup>st</sup> April 2019	30 <sup>th</sup> November 2020
<b>Property Enhancement scheme</b>	Utilising Welsh Government funding to provide grants to projects that bring derelict and underused properties back into use within the Northern Gateway area.	<b>Strategic Recovery Aim 2</b> – city regeneration.	<b>Wellbeing Objective 2</b> – To promote economic growth and regeneration whilst protecting the environment.	Thriving City	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022
<b>Information Station</b>	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.	<b>Strategic Recovery Aim 2</b> – city regeneration.	<b>Wellbeing Objective 1</b> – To improve skills, education and employment opportunities. <b>Wellbeing Objective 2</b> – To promote economic growth and regeneration whilst protecting the environment.	Aspirational People  Thriving City	1 <sup>st</sup> April 2020	1 <sup>st</sup> February 2022

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Does the programme or project support Strategic Recovery Aim(s)	Wellbeing Objective(s) that it supports	Corporate Theme(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
<b>Social Housing Grant Programme</b>	Primary mechanism through which new affordable housing units are funded	<b>Strategic Recovery Aim 4</b> – Address issues on homelessness, and provide access to affordable housing.	<b>Wellbeing Objective 2</b> – To promote economic growth and regeneration whilst protecting the environment.  <b>Wellbeing Objective 4</b> – To build cohesive and sustainable communities.	Thriving City  Resilient Communities	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
<b>Carbon Neutral 2030 –Phase 1</b>	To deliver schemes to reduce carbon within the councils buildings and support scheme in our fleet and more widely where possible.	<b>Strategic Aim 2</b> – Protect and improve the environment, including air quality and the decarbonisation of the city for residents businesses and visitors	<b>Wellbeing Objective 2</b> – To promote economic growth and regeneration whilst protecting the environment.	Thriving City  Modernised Council	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022
<b>Climate Strategy</b>	Support the council in developing a climate strategy with a wider scope than the existing carbon management plan.  The Covid 19 recovery should be a green recovery maximising the benefits to people and the planet.	<b>Strategic Aim 2</b> – Protect and improve the environment, including air quality and the decarbonisation of the city for residents businesses and visitors	<b>Wellbeing Objective 2</b> – To promote economic growth and regeneration whilst protecting the environment.	Thriving City  Modernised Council	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022

## Service Plan Objectives and Actions 2020/21

Regeneration Investment & Housing has set 7 Objectives to deliver in 2020/21:

**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 and support sustainable travel and clean air measures in housing programmes.

**Objective 7 (New)** – Effective and sustainable management of NCC properties and assets

<b>Objective 1</b>		Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.				
<b>Objective Outcome(s)</b>		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.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-Being Objective 2</b> - To promote economic growth and regeneration whilst protecting the environment.				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Thriving City</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the Action support Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	Encourage inward investment and support growth of new and existing businesses within the City and as part of a Regional Business Support partnership.	Through collaboration this contributes towards the regeneration of Newport that attracts new businesses into the City and encourage existing	<b>Strategic Recovery Aim 2</b> – support businesses with the new-normal, support businesses post Brexit	Development and Regeneration Manager	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022



<b>Objective 1</b>		Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.				
<b>Objective Outcome(s)</b>		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.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-Being Objective 2</b> - To promote economic growth and regeneration whilst protecting the environment.				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Thriving City</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the Action support Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
		businesses to grow. This will provide long term growth and improve the business mix across the city.				
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.	<b>Strategic Recovery Aim 3</b> – promote a healthy and active city	Development and Regeneration Manager	1 <sup>st</sup> April 2019	31 <sup>st</sup> 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.	<b>Strategic Recovery Aim 2</b> – city regeneration.	Development and Regeneration Manager	1 <sup>st</sup> April 2019	31 <sup>st</sup> 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.	<b>Strategic Recovery Aim 2</b> – support businesses with the new-normal, support businesses post Brexit	Development and Regeneration Manager	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022
5	To develop area based vision strategies for key areas within	As part of the Council's City Centre Masterplan and	<b>Strategic Recovery Aim 2</b> – city regeneration.	Development and Regeneration Manager	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022

<b>Objective 1</b>		Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.				
<b>Objective Outcome(s)</b>		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.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-Being Objective 2</b> - To promote economic growth and regeneration whilst protecting the environment.				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Thriving City</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the Action support Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
	the adopted city centre masterplan	Economic Growth Strategy 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>	<b>Strategic Recovery Aim 2</b> – city regeneration.	Development and Regeneration Manager	1 <sup>st</sup> April 2020	31 <sup>st</sup> 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</p>	<b>Strategic Recovery Aim 2</b> – city regeneration.	Development and Regeneration Manager	1 <sup>st</sup> April 2020	1 <sup>st</sup> February 2022

<b>Objective 1</b>		Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.				
<b>Objective Outcome(s)</b>		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.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-Being Objective 2</b> - To promote economic growth and regeneration whilst protecting the environment.				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Thriving City</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the Action support Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
		and digital businesses and act as a space to generate economic growth.				
8	Review of the Council's Local Development Plan.	As required through legislation, the Council will commence the review of the current Local Development Plan. This will include involvement / consultation with key stakeholders and alignment with future Strategic Regional Plans.	<b>Strategic Recovery Aim 2</b> – city regeneration, improve air quality, reduce carbon footprint, and improve options for active travel. <b>Strategic Aim 3</b> – promote a healthy and active city.  <b>Strategic Recovery Aim 4</b> – re-establish community facilities, increase community engagement and cohesion, address inequalities highlighted by Covid-19, address issues on homelessness, and provide access to affordable housing	Development and Regeneration Manager	1 <sup>st</sup> October 2020	31 <sup>st</sup> July 2024
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	<b>Strategic Recovery Aim 1</b> - provide access to	Development and Regeneration Manager	1 <sup>st</sup> September 2020	31 <sup>st</sup> March 2021

<b>Objective 1</b>		Encourage and support continued economic growth within the City, with particular focus on sustainable development and regeneration in the City Centre.				
<b>Objective Outcome(s)</b>		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.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-Being Objective 2</b> - To promote economic growth and regeneration whilst protecting the environment.				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Thriving City</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the Action support Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
		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.	training and re-employment  <b>Strategic Recovery Aim 2</b> – support businesses with the new-normal and support businesses post Brexit.			

<b>Objective 2</b>		<b>Regeneration Investment and Housing will make Newport a 'Thriving City'</b>				
<b>Objective Outcome(s)</b>		<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>				
<b>Well-being Objectives</b>		<b>Well-Being Objective 2</b> - To promote economic growth and regeneration whilst protecting the environment.				
<b>Corporate Theme</b>		<b>Thriving City</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the Action support the delivery of Strategic Recovery Aim(s)?</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	To collaboratively develop a sustainable future for the Transporter Bridge through the development of the Visitor Centre and future maintenance 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>	<p><b>Strategic Recovery Aim 2</b> – city regeneration</p> <p><b>Strategic Recovery Aim 3</b> – promote a healthy and active city.</p>	Culture & Continuous Learning Manager	1 <sup>st</sup> April 2019	31 <sup>st</sup> 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.	<p><b>Strategic Recovery Aim 2</b> – city regeneration</p> <p><b>Strategic Recovery Aim 3</b> – promote a healthy and active city.</p> <p><b>Strategic Recovery Aim 4</b> – increase community engagement and cohesion.</p>	Culture & Continuous Learning Manager	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022

<b>Objective 2</b>		<b>Regeneration Investment and Housing will make Newport a 'Thriving City'</b>				
<b>Objective Outcome(s)</b>		<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>				
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<b>Corporate Theme</b>		<b>Thriving City</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the Action support the delivery of Strategic Recovery Aim(s)?</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
3	Moving the contact centre and supporting staff to the central library / museum building.	<p>The delivery of this action will free up office space at the information centre and attract businesses back into the city centre.</p> <p>Creating a single point of access for Newport Citizens to access a wide variety of Council services.</p> <p>This will also reduce Council costs by centralising Council services.</p>	<b>Strategic Recovery Aim 2</b> – city regeneration.	Culture & Continuous Learning Manager	1 <sup>st</sup> April 2020	1 <sup>st</sup> February 2022
4	To collaboratively develop a long term strategy for the medieval ship that will support the Newport Offer in attracting tourists and businesses.	Through collaboration with Welsh Government and other strategic partners we shall develop a long term strategy that will secure a location for the medieval ship as a key tourist attraction for the City. This will contribute towards the regeneration and preservation of the cultural heritage of Newport.	<p><b>Strategic Recovery Aim 3</b> – promote a healthy and active city</p> <p><b>Strategic Recovery Aim 4</b> – re-establish community facilities</p>	Culture & Continuous Learning Manager	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022
5	Embedding the Welsh language in all our activities.	Ensuring welsh language standards are embedded within all Service activities.	<b>Strategic Recovery Aim 1</b> – reduce inequality	Culture & Continuous Learning Manager	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2021

<b>Objective 3</b>		<b>Develop a collaborative approach to modernise service delivery to residents across the city.</b>				
<b>Objective Outcome(s)</b>		<p>Regeneration Investment &amp; 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 &amp; employment opportunities, Build cohesive &amp; 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>				
<b>What Well-being Objective(s) does this objective support?</b>		<p><b>Well-Being Objective 2</b> - To promote economic growth and regeneration whilst protecting the environment.</p> <p><b>Well-Being Objective 4</b> - To build cohesive and sustainable communities</p>				
<b>What Corporate Theme(s) does this objective support?</b>		<p><b>Thriving City</b>  <b>Resilient Communities</b>  <b>Modernised Council</b></p>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the Action support the delivery of Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	Develop phase 2 of the Neighbourhood Hub project.	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 for their beds.	<p><b>Strategic Recovery Aim 1</b> – provide access to training and re-employment.</p> <p><b>Strategic Recovery Aim 4</b> – support vulnerable people, re-establish community facilities, and increase community engagement and cohesion.</p>	Community Regeneration Manager	1st April 2020	31st March 2022
2	Develop a strategy for the development of the central library.	As per Objective Description	<b>Strategic Recovery Aim 4</b> - re-establish community facilities.	Culture & Continuous Learning Manager	1st April 2019	31st March 2021
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	<b>Strategic Recovery Aim 3</b> – support children and young people	Community Regeneration Manager	1st April 2020	31st March 2021

<b>Objective 3</b>		<b>Develop a collaborative approach to modernise service delivery to residents across the city.</b>				
<b>Objective Outcome(s)</b>		<p>Regeneration Investment &amp; 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 &amp; employment opportunities, Build cohesive &amp; 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>				
<b>What Well-being Objective(s) does this objective support?</b>		<p><b>Well-Being Objective 2</b> - To promote economic growth and regeneration whilst protecting the environment.</p> <p><b>Well-Being Objective 4</b> - To build cohesive and sustainable communities</p>				
<b>What Corporate Theme(s) does this objective support?</b>		<p><b>Thriving City</b>  <b>Resilient Communities</b>  <b>Modernised Council</b></p>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the Action support the delivery of Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
		year olds including improved parenting, anti-natal support.	<b>Strategic Recovery Aim 4</b> – support vulnerable people			
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>	<b>Strategic Recovery Aim 1</b> – reduce inequality	Community Regeneration Manager	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022
5	Delivery and expansion of the Newport Commitment digital platform to connect children, young	Through the Newport Commitment we will look to expand the platform and	<b>Strategic Recovery Aim 1</b> – provide access to training and re-employment.	Community Regeneration Manager	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021



<b>Objective 3</b>		<b>Develop a collaborative approach to modernise service delivery to residents across the city.</b>				
<b>Objective Outcome(s)</b>		<p>Regeneration Investment &amp; 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 &amp; employment opportunities, Build cohesive &amp; 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>				
<b>What Well-being Objective(s) does this objective support?</b>		<p><b>Well-Being Objective 2</b> - To promote economic growth and regeneration whilst protecting the environment.</p> <p><b>Well-Being Objective 4</b> - To build cohesive and sustainable communities</p>				
<b>What Corporate Theme(s) does this objective support?</b>		<p><b>Thriving City</b>  <b>Resilient Communities</b>  <b>Modernised Council</b></p>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the Action support the delivery of Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
	people and long term unemployed with public, private and third sector organisations.	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.	<p><b>Strategic Recovery Aim 3</b> - support children and young people.</p> <p><b>Strategic Recovery Aim 4</b> – support vulnerable people.</p>			

<b>Objective 4</b>		<b>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.</b>				
<b>Objective Outcome(s)</b>		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.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-Being Objective 2</b> - To promote economic growth and regeneration whilst protecting the environment. <b>Well-Being Objective 4</b> - To build cohesive and sustainable communities				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Thriving City</b> <b>Resilient Communities</b> <b>Modernised Council</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the action support the delivery of Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	Implement the review findings of the Children's & Community Grant review.	As per Objective Description	<b>Strategic Recovery Aim 3</b> – support children and young people. <b>Strategic Recovery Aim 4</b> – support vulnerable people.	Community Regeneration Manager	1 <sup>st</sup> April 2019	31 <sup>st</sup> 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.	<b>Strategic Recovery Aim 3</b> – support children and young people. <b>Strategic Recovery Aim 4</b> – support vulnerable people.	Community Regeneration Manager	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022

<b>Objective 5</b>		<b>Enhance community wellbeing through improved housing offer.</b>				
<b>Objective Outcome(s)</b>		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.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-Being Objective 4</b> - To build cohesive and sustainable communities				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Resilient Communities</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the action support the delivery of Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
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.	<b>Strategic Recovery Aim 4</b> - developing opportunities for people to access suitable and affordable housing, by making sure that there are clear goals and cohesive policies for private housing	Housing & Assets Manager	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2021
2	Deliver the 3-year Planned Development Programme with RSL's		<b>Supports Strategic Aim 4</b> - developing opportunities for people to access suitable and affordable housing by ensuring that identified housing need is met.	Housing Strategy Manager	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2021
3	Manage and maintain the Common Housing Register and Newport Housing Options service	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.	<b>Support Recovery Aim 4</b> - by ensuring CHR is up to date allowing improved housing offers	Housing Needs Manager	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2021
4	Alternative ways for public to access Disabled Facilities Grant and Safety at Home Grant applications.	This will improve the options available for users to access the service and make it easier to complete initial applications. This will also make it easier and	<b>Strategic Recovery Aim 3</b> - by modernising service delivery by allowing residents to access services in different ways.	Adaptations Manager (Private Sector)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021

<b>Objective 5</b>		<b>Enhance community wellbeing through improved housing offer.</b>				
<b>Objective Outcome(s)</b>		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.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-Being Objective 4</b> - To build cohesive and sustainable communities				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Resilient Communities</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the action support the delivery of Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
		more efficient to process applications.				
5	Explore opportunities to increase integration with Occupational Therapy to support delivery of services.	The role of Occupational Therapy is vital in assessing applications and ensuring service users receive that correct adaptations are made to their homes. Further integration between Occupational Therapy and the team will ensure that service users receive their assessments in a timely manner and ensure improved efficiency in the process.	<b>Strategic Recovery Aim 3</b> - by promoting further integration with Occupational Therapy. Further collaboration will modernise service delivery to residents across the city	Adaptations Manager (Private Sector)	1st April 2020	31st March 2021
6	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.	<b>Strategic Recovery Aim 3</b> – Community Wellbeing.	Adaptations Manager (Private Sector)	1st April 2020	31st March 2022
7	Produce an updated Gypsy Traveller Accommodation Assessment.	Assessment produced and submitted to Welsh Government	<b>Strategic Recovery Aim 4</b> - by supporting Gypsy and	Housing Manager (Strategy)	1st April 2020	24th February 2022

<b>Objective 5</b>		<b>Enhance community wellbeing through improved housing offer.</b>				
<b>Objective Outcome(s)</b>		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.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-Being Objective 4</b> - To build cohesive and sustainable communities				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Resilient Communities</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the action support the delivery of Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
		in line with statutory requirements.	Traveller communities post COVID.			
8	Carry out 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.	<b>Strategic Recovery Aim 4</b> by promoting a healthy private rented sector	Housing Manager (Strategy)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022
9	Establish the Newport Landlords' Forum	Regular Forum helps to support private landlords and facilitate closer working between stakeholders	<b>Strategic Recovery Aim 4</b> - promoting a healthy private rented sector	Housing Manager (Delivery)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
10	Further development of the Strategic Housing Forum	Quarterly discussions on strategic housing priorities between NCC and housing association partners	<b>Strategic Recovery Aim 4</b> - delivering opportunities for people to access suitable and affordable housing	Housing Manager (Delivery)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
11	Produce a housing prospectus for Newport in line with Welsh Government guidance.	Housing prospectus produced setting out the nature of housing need in Newport.	<b>Strategic Recovery Aim 4</b> by identifying and addressing housing needs post COVID	Housing Manager (Strategy)	1 <sup>st</sup> August 2020	31 <sup>st</sup> March 2021

<b>Objective 6</b>		<b>Promote the decarbonisation of our operations and support sustainable travel and clean air measures in housing programmes.</b>				
<b>Objective Outcome(s)</b>		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.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 2</b> – To promote economic growth and regeneration whilst protecting the environment. <b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Thriving City</b> <b>Resilient Communities</b> <b>Modernised Council</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the action support the Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	Undertake the first Carbon Management Plan review.	As part of the Carbon Management Plan the Council will undertake a review of its progress of reaching its target of net carbon neutral by 2030.	<b>Strategic Recovery Aim 2</b> - Protect and improve the environment, including air quality and decarbonisation of the city for its residents, businesses and visitors.	Energy & Sustainability Manager	1 <sup>st</sup> May 2020	30 <sup>th</sup> September 2020
2	Collaborate with external partners to develop internal and external carbon reduction opportunities	Collaborating with internal and external partners to develop opportunities to reduce their carbon emissions.	<b>Strategic Recovery Aim 2</b> - Protect and improve the environment, including air quality and decarbonisation of the city for its residents, businesses and visitors.	Energy & Sustainability Manager	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022
3	Continue to develop and promote the installation of community energy in the city	This provides opportunities to collaborate with external organisations to install energy schemes and improve their efficiency, reduce carbon emissions.	<b>Strategic Recovery Aim 2</b> - Protect and improve the environment, including air quality and decarbonisation of the city for its residents, businesses and visitors.	Energy & Sustainability Manager	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
4	Develop a programme to improve the energy efficiency of the estate.	Prioritisation of 10 properties in the Council's estate to assess and implement energy saving items.	<b>Strategic Recovery Aim 2</b> - Protect and improve the environment, including air quality and decarbonisation of the city for its residents, businesses and visitors.	Energy & Sustainability Manager	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021

<b>Objective 6</b>		<b>Promote the decarbonisation of our operations and support sustainable travel and clean air measures in housing programmes.</b>				
<b>Objective Outcome(s)</b>		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.				
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 2</b> – To promote economic growth and regeneration whilst protecting the environment. <b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient				
<b>What Corporate Theme(s) does this objective support?</b>		<b>Thriving City</b> <b>Resilient Communities</b> <b>Modernised Council</b>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the action support the Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
5	Investigate opportunities to improve domestic energy efficiency and relieve fuel poverty in Newport.		Not Applicable	Housing Delivery Manager	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2021
6	Begin to use zero emission vehicles and active travel to deliver services	RIH to reduce grey mileage and maximise the use of zero emission transport across the service area	<b>Strategic Recovery Aim 2</b> - Protect and improve the environment, including air quality and decarbonisation of the city for its residents, businesses and visitors.	Energy & Sustainability Manager	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2021
7	Develop a Climate Strategy for Newport City Council.	Support the council in developing a climate strategy with a wider scope than the existing carbon management plan to help ensure that the Covid 19 recovery is a green recovery maximising the benefits to people and the planet.	<b>Strategic Recovery Aim 2</b> - Protect and improve the environment, including air quality and decarbonisation of the city for its residents, businesses and visitors.	Energy & Sustainability Manager	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022

<b>Objective 7</b>		<b>Effective and sustainable management of NCC properties and assets</b>				
<b>Objective Outcome(s)</b>		<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>				
<b>What Well-being Objective(s) does this objective support?</b>		<p><b>Wellbeing Objective 1</b> – To improve skills, education and employment opportunities.  <b>Wellbeing Objective 2</b> – To promote economic growth and regeneration whilst protecting the environment.  <b>Wellbeing Objective 3</b> – To enable people to be healthy, independent and resilient  <b>Wellbeing Objective 4</b> - To build cohesive and sustainable communities</p>				
<b>What Corporate Theme(s) does this objective support?</b>		<p><b>Aspirational People</b>  <b>Thriving City</b>  <b>Resilient Communities</b>  <b>Modernised Council</b></p>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the action support the Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	Develop and update a Civic Centre maintenance backlog prioritisation schedule.	Identify, log and prioritise the maintenance needs of the Civic Centre, and set out a work schedule which enables the most effective use of the building	Not applicable	Property Manager	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
2	Ensure that the property and assets held by NCC sustain and support the corporate plan	Implement the 5 year plan of the SAMP	Not applicable.	Property Manager	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
3	Adherence to the Corporate Landlord Policy	Ensure 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	Supports Strategic recovery Aim 1.	Property Manager	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021
4	Accountable and responsible Premise Managers in all NCC premises	An up to date and comprehensive list of premise managers is compiled, ensuring all premise managers have received NCC training.	Not applicable	Property Manager	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021



<b>Objective 7</b>		<b>Effective and sustainable management of NCC properties and assets</b>				
<b>Objective Outcome(s)</b>		<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.</p> <p>This aligns with Strategic Recovery Aim 2, Supporting Environment and Economy..</p>				
<b>What Well-being Objective(s) does this objective support?</b>		<p><b>Wellbeing Objective 1</b> – To improve skills, education and employment opportunities.</p> <p><b>Wellbeing Objective 2</b> – To promote economic growth and regeneration whilst protecting the environment.</p> <p><b>Wellbeing Objective 3</b> – To enable people to be healthy, independent and resilient</p> <p><b>Wellbeing Objective 4</b> - To build cohesive and sustainable communities</p>				
<b>What Corporate Theme(s) does this objective support?</b>		<p><b>Aspirational People</b>  <b>Thriving City</b>  <b>Resilient Communities</b>  <b>Modernised Council</b></p>				
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Does the action support the Strategic Recovery Aim(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
5	Create and develop the Civic Centre Operational Groups	Organise and develop a group of Officers from NCC and Norse to oversee the current and future management of the Civic Centre.	Not applicable	Property Manager	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2021

## Regeneration, Investment & Housing 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 all planning applications determined in time	National	Objective 1	87.5%	85%	87%	87%
Percentage of all planning appeals dismissed	National	Objective 1	75.7%	65%	75%	75%
Percentage Quality Indicators (with targets) achieved by the library service	National	Objective 3	Not Applicable	Not Applicable	75%	75%
The percentage of households for whom homelessness was prevented	National	Objective 5	54%	52%	52%	52%
The percentage of empty private properties brought back into use	National	Objective 5	0.6%	0.5%	1%	1%
Number of new homes created as a result of bringing empty properties back into use.	National	Objective 5	21	18	20	18
Average calendar days to deliver a DFG	National	Objective 5	201	192	192	300
Number of additional affordable housing units delivered per 10,000 households	National	Objective 5	18.76 units	12 units	30 units	19 units
Number of businesses supported	Management Information	Objective 1	113	121	115	115
Number of new business start-ups	Management Information	Objective 1	10	25	12	18
<b>New</b> – Amount of commercial floor space brought back into use in the City Centre	Management Information	Objective 1	N/A	N/A	N/A	TBC
Transporter Bridge Visits	Management Information	Objective 2	15,544	Not Applicable	Not Applicable	Not Applicable
Museum and Arts Gallery visits	Management Information	Objective 2	33,643	Not Applicable	Not Applicable	Not Applicable
Number of people improving skills & qualifications	Management Information	Objective 4	487	450	500	500
Number of people supported into employment	Management Information	Objective 4	97	125	200	200
Number of young people (11-19) supported (ACES)	Management Information	Objective 4	88	75	100	100
Number of children (0-10) supported (ACES)	Management Information	Objective 4	97	300	200	200

Performance Measure	National / Local / Management Information	Service Plan (SP) Objective	2018/19 Actual	2018/19 Target	2019/20 Target	2020/21 Target
Number of families supported with interventions	Management Information	Objective 4	794	1,000	1000	1000
Number of people approaching authority for housing advice and assistance	Management Information	Objective 5	507	525	1800	1800
Percentage of people seeking housing assistance who are determined as statutorily homeless	Management Information	Objective 5	30.77%	18%	18%	18%

### **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)
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.	Housing & Assets Manager	Corporate Risk	Well-being Objectives 2 and 3	Modernised Council, Resilient Communities Thriving City	Not Applicable	16	10
Failure to secure match funding for Transport Bridge project	The Transporter Bridge redevelopment cannot proceed unless it is able to identify match funding for the project.	Culture & Continuing Learning Manager	Service Risk	Not Applicable	Thriving City	Not Applicable	16	8
Grant Funding Unavailable	Grant funding unavailable to deliver key services and projects.	Culture & Continuing Learning Manager	Service Risk	Well-being Objectives 3 and 4	Resilient Communities (Community, Social Care)	Not Applicable	10	5
Market Arcade – Failure to deliver scope of the project	The Market Arcade project does not deliver all of the benefits identified in the project to maximise its full potential.	Acting Head of Service	Service Risk	Well-being Objective 2	Thriving City	Encourage and support continued economic growth in the city	15	6
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	Housing & Assets Manager	Corporate Risk	Not Applicable	Modernised Council	Not Applicable	16	9

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)
	required standards to enable access, safety, security and in the long term sustainable for staff and residents to use.							
Non delivery of the Strategic Development Plan	As part of the Corporate Joint Committees NCC will be required to contribute towards the development of the Strategic Development Plan. Impact – This could result in additional pressure for developments in Newport that could impact on the delivery of the Council's local development plan.	Acting Head of Service	Service Risk	Well-being Objective 2	Thriving City	Encourage and support continued economic growth within the City.	12	4
Norse JV does not deliver	Norse JV does not deliver efficiencies, quality of service and/or MTFP savings	Housing & Assets Manager	Service Risk	Not Applicable	Not Applicable	Not Applicable	12	6
Increased Pressure on Homelessness Service	Further pressures and increased presentations on the homeless service due to the lack of placements available for individuals and where organisations are unable to operate due to social distancing.	Housing & Assets Manager	Service Risk	Well-being Objective 4	Resilient Communities (Community)	Enhance community wellbeing through improved housing offer	15	9
Pressure on Housing Services	Increased pressure on Housing services to provide residents with safe, affordable housing options.	Housing & Assets Manager	Service Risk	Wellbeing Objectives 3 and 4	Resilient Communities (Community)	Not Applicable	12	5
<b>New</b> – Transporter Bridge Visitor Centre is not delivered on	In the delivery of the Transporter Bridge Visitor Centre there is a risk that the project is not delivered	Culture & Continuing Learning Manager	Service Risk	Wellbeing Objective 2	Thriving City	Regeneration Investment & Housing will make Newport a thriving City	20	6

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)
time / budget and scope	on time, to budget and the scope of the plan.							