



Housing and Communities Service Plan 2022-24

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Introduction

Newport City Council's Corporate Plan 2022-27 has four Well-being Objectives to support its mission '**insert mission Statement here**' and contribute towards Wales' Well-being Goals set in the Well-being of Future Generations Act. To support the delivery of these objectives and strategic priorities, each service area has developed their service plan. The Housing & Communities Service Plan 2022-24 outlines its own priorities and how the service will contribute towards the Corporate Plan and deliver continuous improvement.

The Housing & Communities Service is part of Newport City Council's Environment and Sustainability Directorate and is responsible for delivering a wide range of services including strategic housing, housing needs, homelessness, housing support, community regeneration, libraries, community cohesion and our resettlement services.

Housing: Newport Housing Services ensure that Registered Social Landlords provide housing to meet assessed needs in the city, including specialist or support accommodation and for those not usually catered to through the traditional housing market. We identify, promote and fund innovative sources of affordable housing by bringing empty properties back into use and working with the private rented sector. Directly and through our commissioned services we work with individuals to prevent homeless, support people to recover from the issues that lead them to become homeless and to move on from temporary accommodation. We also hold statutory duties in relation to homelessness and the fair allocation of social housing through the common housing register.

Community Regeneration: Placed within the heart of Newport's communities, these services work to facilitate the development of services for and by the community through our community development services. We manage and commission community centres which enable a range of services; including courses run by our Adult Community Learning team. Our network of libraries provide citizens with free access to books, digital resources, training and activities.

Community Cohesion: Our Community Cohesion Service supports Newport's diverse communities to connect to services and develop links across the city. We monitor developing tensions in communities, including issues with extremism, and work closely with Newport City Council colleagues and partners, including the police, to safely manage issues. Resettlement Services work with people who have moved to Newport, largely as a result of a conflict, supporting them to settle in the city and build new lives. Our immigration adviser supports colleagues from across the council in this complex legislative area.

Housing & Communities Objectives

To support the delivery of the Corporate Plan, meet our statutory duties and improve the services we deliver, we will be delivering three objectives:

Objective 1- Improve and increase the provision of housing and housing related support services to meet the needs of Newport's citizens.

Objective 2- Supporting the development of Newport's communities and making most effective use of resources available.

Objective 3- Developing cohesive and inclusive communities across the city through supporting delivery that promotes positive community relations.

Transformation Plan / Service Area Projects

To support the successful delivery of the Council's Corporate Plan, NCC will have a Transformation Plan that will deliver the strategic programmes and projects that will contribute towards the delivery of the Corporate Plan. Service areas will also be delivering smaller scale projects that will contribute towards continuous improvement in the delivery of services as well as contributing towards the strategic priorities of the Council's Corporate Plan.

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Supports Council's Transformation Plan	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
Neighbourhood Hubs	<p>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.</p> <p>The Ringland hub has been completed and opened in November 2019. This was a pathfinder project to establish the appropriate model for the remaining three hubs. Work will commence on reviewing the Ringland hub model and developing proposals for the remaining three hubs.</p>	Well-being Objective 3	TBC	TBC	Q4 2022/23
Newport Housing Sector Programme	<p>In conjunction with RSL partners, increase the supply of social rented and affordable housing across the city, in line with the Housing Prospectus.</p> <p>Series of housing grants to meeting need of citizens.</p> <p>Empty Homes.</p>	<p>Well-being Objective 2</p> <p>Well-being Objective 3</p>	TBC	Housing Service Manager	Q4 2026/27

Workforce Development

To support workforce development across Housing and Communities, the following actions have been identified as priority between 2022-24.

Action	Outcome(s) of Action Delivery	Responsible Officer (Service Manager)	Action Start Date	Anticipated Completion Date
New on-call service is developed and introduced which provides best value to citizens and supports effective service delivery.	A new model for on-call which is proportionate to need and does not impact on day-to-day service delivery.	Housing Service Manager	7 th November 2022	31 st March 2023
Develop a cost-effective training program, quality standards and KPIs which will enable frontline housing staff to work effectively with increased client complexity, changes in legislation and Welsh government requirements e.g., Rapid Rehousing.	<p>An audit of current practices to identify their effectiveness in supporting us to tackle the identified challenges.</p> <p>A training program drawing on knowledge and resources from within the council and partner agencies which supports staff to work in a more person-centred way (including psychologically informed and critical time intervention approaches and reflective sessions). Newport can better respond to the needs of clients and deliver a rapid rehousing approach in the future.</p> <p>KPIs and quality standards to track our progress and impact of the changes.</p>	Housing Service Manager	1 st January 2023	31 st March 2024
Develop a cost-effective staff development program within Community Development to increase our capacity in supporting community initiatives develop into constituted community groups.	<p>Skill audit within team. Shadowing opportunities internally and externally to develop competencies.</p> <p>Toolkit, KPIs and quality standards to support and monitor effective community development in the future.</p>	Communities Team Manager	1 st April 2023	31 st March 2024
Train at 3 members of the VPRS service become IOSC accredited and able to provide formal immigration advice.	Use grant funding to pay for training courses. Staff attend course and gain qualification. Clients have better access to formal and accredited immigration advice in Newport.	Connected Communities Manager	1 st December 2022	31 st December 2023

Service Area Objectives and Action Plan 2022-24

Objective 1		Improve and increase the provision of housing and housing related support services to meet the needs of Newport's citizens.				
Objective Outcome(s)		<ul style="list-style-type: none"> Increasing the right type and tenures of housing in Newport Tailored support at the right time to maintain accommodation. Collaborative Working with partners to support Welsh Government's aspirations of homelessness being rare, brief and non-recurring. Understanding and planning to meet the housing and housing related support needs. 				
Continuous Improvement / Well-being Objective / Strategy		Corporate Plan 2022-27				
Well-being Objective Supported (If Applicable)		Well-being Objective 2 – A City that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future. Well-being Objective 3 – Newport is a supportive city where communities and care are at the heart of what we do.				
Well-being Strategic Priorities Supported		WBO 2 / Strategic Priority 2 - Collaborate and involve developers, communities, and businesses to create buildings for working and living in that are sustainable, affordable and enhance the environment. WBO 3 / Strategic Priority 5 – Reduce the number of people that are and/or at risk of becoming homeless through the provision of a holistic housing and preventative multi-agency support services.				
Objective Owner(s)		Housing Service Manager (KH)				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	Develop an overarching Corporate Housing Strategy that will support an organisational approach to delivering housing and homelessness services in Newport.	<p>To have an overarching Housing Strategy and action plan which aligns to Welsh Government and Newport Council's priorities.</p> <p>The strategy to support and align other housing strategies such as housing need, housing supply and support needs, using data from LA key documents such as the Local Housing Market Assessment, Rapid Rehousing Transition Plan and the Housing Support Programme Plan.</p>	<p>WBO 2 / Strategic Priority 2</p> <p>WBO 3 / Strategic Priority 5</p>	Housing Service Manager	1 st October 2022	31 st March 2024
2	Deliver Housing Support Programme Strategy (HSPS) (including Rapid Rehousing Action Plan) and undertake review of actions	HSP Strategy's nine strategic priorities, including homelessness and housing support priorities, to be delivered through the incorporated Action	WBO 3 / Strategic Priority 5	Housing Support Grant Lead Officer	1 st October 2022	31 st March 2024

		Plan and annual Delivery Plan actions. These actions are to be achieved within the designated timescales in order to meet Welsh Government timescales and make a difference to citizens via the provision of housing-related support.				
3	Review the Common Allocations policy in line with rapid rehousing.	Ensure alignment between the Rapid Rehousing Action Plan and the Common Allocations policy.	WBO 3 / Strategic Priority 5	Housing Needs Manager	1 st October 2022	31 st March 2024
4	Produce a Local Housing Market Assessment	An up-to-date assessment of the gaps between supply and demand of all housing tenures within the city to assist with future decisions about grant funding and planning.	WBO 2 / Strategic Priority 2 WBO3 / Strategic Priority 5	Housing Strategy Manager	1 st October 2022	31 st March 2023
5	Produce a Housing Prospectus	An up-to-date assessment of the areas of focus for different property types and tenures within the city to be used for planning purposes for RSL partners seeking to develop units of affordable housing.	WBO 2 / Strategic Priority 2 WBO3 / Strategic Priority 5	Housing Strategy Manager	1 st January 2023	31 st March 2024
6	Develop initiatives to support an effective private rented sector to include support and information for landlords and tenants (from Manifesto).	Increased understanding of the issues facing tenants and landlords and increased provision of information to tenants and landlords.	WBO 2 / Strategic Priority 2 WBO3/ Strategic Priority 5	Housing Service Manager	1 st October 2022	31 st March 2024
7	Develop a methodology for assessing the impact of affordable housing on the wellbeing of residents and communities	Understand the impact of the development of affordable housing on the wellbeing of residents and communities	WBO 2 / Strategic Priority 2 WBO3/ Strategic Priority 5	Housing Strategy Manager	1 st October 2022	31 st March 2023
8	Review of the Community Housing Protocol to ensure that it remains fit for purpose and delivers the expected outcomes.	To have a revised Community Housing Protocol.	WBO 2 / Strategic Priority 2 WBO3/ Strategic Priority 5	Housing Service Manager	1 st April 2021	31 st March 2023

Objective 2		Supporting the development of Newport's communities and making most effective use of resources available.				
Objective Outcome(s)		Ensure that the re-structured Community Regeneration team is most effectively making use of the opportunity for partnership working to deliver services efficiently and effectively within our Communities.				
Continuous Improvement / Well-being Objective / Strategy		Corporate Plan 2022-27				
Well-being Objective Supported (If Applicable)		<p>Well-being Objective 3 - Newport is a supportive city where communities and care are at the heart of what we do.</p> <p>Well-being Objective 4 - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.</p>				
Well-being Strategic Priorities Supported		<p>WBO 3 / Strategic Priority 4 - Strengthening our investment in early intervention and prevention with a range of youth, play and community based activities supporting families and individuals to live positive and healthy lives</p> <p>WBO 3 / Strategic Priority 7- Promote positive community inclusion and culture by engaging with key stakeholders and communities to address issues of anti-social behaviour and crime</p> <p>WBO 4 / Strategic Priority 2 – Transform our neighbourhood and community services to enable communities to make best use of land and property through community asset transfer.</p> <p>WBO 4 / Strategic Priority 4 – Provide fair access to the council's in-person and digital services, including digital skills training and support</p>				
Objective Owner(s)		Communities Team Manager				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	Review sustainability of directly managed Community Centres establish appropriate framework for voluntary managed centres to support community asset transfer proposals as required.	Review the needs and expectations of communities and the long term sustainability of directly managed Community Centres. Consider (where feasible) support for voluntary managed centres as part of the Council's Community Asset Transfer proposals.	WBO 3 / Strategic Priority 4 WBO 4 / Strategic Priority 2	Communities Team Manager	1 st October 2022	31 st March 2024
3	To review existing Community Development provision to ensure that delivery aligns with changing Welsh Government guidance as it is received. Ensure that the core offer is targeted to effectively focus resources upon those communities identified as being most in need. Work with	That a 'core' offer of delivery is established and understood by stakeholders to ensure targeted support which does not get diluted.	WBO 3 / Strategic Priority 7 WBO 4 / Strategic Priority 2 WBO 4 / Strategic Priority 4	Communities Team Manager	1 st October 2022	31 st March 2024

	Information Hub to identify need.					
4	Community Development – to support measures to help residents suffering from Fuel and Food poverty. Working collaboratively with other NCC services and the third sector.	That the Community Development Team fully supports any NCC initiatives to combat poverty as part of a collaborative approach.	WBO 3 / Strategic Priority 4 WBO 4 / Strategic Priority 4	Communities Team Manager	1 st October 2022	31 st March 2024
5	Adult Community Learning – develop and deliver an updated programme which supports community need in venues across the City. This will include an increased focus upon delivering Family Learning and Essential Skills courses within Communities.	Full programme value is achieved and no clawback of funding at the end of 2022/23 academic year. ACL is more flexible and offers a wider range of activity than in previous years.	WBO 3 / Strategic Priority 4 WBO 4 / Strategic Priority 4	Communities Team Manager	1 st October 2022	31 st August 2023

Objective 3		Developing cohesive and inclusive communities across the city through supporting delivery that promotes positive community relations.				
Objective Outcome(s)		Engaged communities that feel safe welcomed and connected with the place they live.				
Continuous Improvement / Well-being Objective / Strategy		Corporate Plan 2022-27				
Well-being Objective Supported (If Applicable)		Well-being Objective 3 - Newport is a supportive city where communities and care are at the heart of what we do. Well-being Objective 4 - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.				
Well-being Strategic Priorities Supported		WBO 3 / Strategic Priority 6 – Newport will be a City of Sanctuary which supports Asylum Seekers, refugees and our global community to settle and become part of our community. WBO 3 / Strategic Priority 7 - Promote positive community inclusion and culture by engaging with key stakeholders and communities to address issues of anti-social behaviour and crime WBO 4 / Strategic Priority 4 – Provide fair access to the council’s in-person and digital services, including digital skills training and support.				
Objective Owner(s)		Communities Team Manager				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	To deliver against the Welsh Government's Community Cohesion Plan in 2021/22 and conditions set out in funding arrangements for new Community Cohesion Officers.	Community tensions are monitored and mitigated against Communities are resilient to risks including hate crime and radicalisation. EU nationals feel supported and welcomed in the city. Community impact of exit from the EU is minimised. Recovery of communities is understood and considered. Programme effectively responds to community tensions and shared sense of identity. Prevent training delivered to schools.	WBO 3 / Strategic Priority 6 WBO 3 / Strategic Priority 7 WBO 4 / Strategic Priority 4	Connected Communities Manager	1 st April 2021	31 st March 2023
2	To develop an Integration Strategy for Newport, focusing on our approach to asylum seekers, refugees and migrants and contributing to Welsh Government's Nation of Sanctuary Plan.	Positive messages about migration are regularly highlighted. Newcomers to Newport are welcomed, and have access to appropriate services.	WBO 3 / Strategic Priority 6 WBO 3 / Strategic Priority 7 WBO 4 / Strategic Priority 4	Connected Communities Manager	1 st April 2020	31 st March 2023

		<p>Services, decision and policy making consider the impact on refugees, asylum seekers and migrants.</p> <p>Continued support of families under the UK Resettlement scheme integrated with other services.</p>				
3	<p>Delivery against community cohesion requirements identified in the Strategic Equalities Plan 2020-24</p>	<p>Provision of immigration advice and representation to people with an insecure migration status.</p> <p>Developing a Council Hate Crime policy.</p> <p>Delivery of a Welcome to Newport App to the city.</p> <p>Working in partnership to develop a safe space for LGBTQ+ people in Newport.</p>	<p>WBO 3 / Strategic Priority 6</p> <p>WBO 3 / Strategic Priority 7</p> <p>WBO 4 / Strategic Priority 4</p>	<p>Connected Communities Manager</p>	<p>1st October 2022</p>	<p>31st March 2024</p>
4	<p>Deliver resettlement services supported by Home Office and Welsh Government Programmes.</p>	<p>Continued support for families under the Home Office UK Resettlement schemes</p> <p>Coordinating response to the Ukraine humanitarian support.</p>	<p>WBO 3 / Strategic Priority 6</p> <p>WBO 3 / Strategic Priority 7</p>	<p>Connected Communities Manager</p>	<p>1st October 2022</p>	<p>31st March 2024</p>

Performance Measures

Performance Measure Title / Description	KPI for Corporate Plan (Yes/No)	Frequency (Quarterly / Half-yearly / Annual)	Performance Measure Owners (Service Manager Name)	Name of Data Provider	Actual 20/21	Actual 21/22	Target 21/22	Target 2022/23
Percentage Quality Indicators (with targets) achieved by the library service	No	Annual	Communities Team Manager	Communities Team	70.3%	60%	74.1%	60%
The percentage of households for whom homelessness was prevented.	Yes	Quarterly	Housing Services Manager	Housing Needs Manager	43.5%	40.1%	50%	50%
Number of people approaching authority for statutory housing advice and assistance	Yes	Quarterly	Housing Services Manager	Housing Needs Manager	1,778	1,849	2,000	2,000
Percentage of people seeking housing assistance who are determined as statutorily homeless Note: Target subject to Welsh Government review of Local Authority Statutory Duty.	Yes	Quarterly	Housing Services Manager	Housing Needs Manager	21.6%	17.6%	30%	30%
The percentage of empty private properties brought back into use.		Half Yearly	Housing Services Manager	Housing Team	0.9%	2.02%	1.52%	1.52%
Number of employees trained in Prevent PVE.		Quarterly	Connected Communities Manager	Connected Communities Team	145	136	100	145
(New) Percentage of households for whom homelessness was relieved.	TBC	Quarterly	Housing Services Manager	Housing Needs Manager	N/A	N/A	N/A	35%
(New) Households in temporary accommodation under homelessness duties	Yes	TBC	Housing Services Manager	Housing Team	N/A	N/A	N/A	360
(New) Number of private sector dwellings improved with local authority grants or loans.	Yes	TBC	Housing Services Manager	Housing Team	N/A	N/A	N/A	5

Service Area Risk Register

Risk Title	Risk Description	Risk Owner	Inherent Risk Score	Target Risk Score	Corporate / Service Risk
Pressure on Housing & Homelessness Services	<p>Increased pressures being faced by the Council's housing service as a result of Welsh Government's post-covid expectations /changes to legislation relating to homeless duties/rapid rehousing and the Renting Homes Wales Act, combined with the potential increase in people needing housing advice and temporary accommodation as a result of the cost of living crisis and Ukrainian refugees requiring accommodation.</p> <p>Removal of covid hardship grant and uncertainty of future financial support for the Council for the costs required to provide temporary accommodation.</p> <p>Impact on staff retention/morale due to the challenges outlined above and the resultant impact on the provision of housing advice and temporary accommodation.</p> <p>Lack of suitable affordable move- on accommodation, creating a bottle-neck of persons in temporary accommodation.</p>	Housing Service Manager	20	6	Corporate Risk
Community Cohesion (Currently in PPT)	Community Cohesion is threatened or disrupted.	Community Cohesion Manager	16	4	Service Risk
(New) Housing Support Grant spend	Reduced number of support providers applying for tenders to provide support and reduced commitment to sign to longer-term contracts as a result of providers not being able to recruit/concerns about financial impact on business of cost of living crisis. Resultant impact upon the availability of staff to support the most vulnerable citizens which could result in tenancy breakdowns and an increase in homelessness, which may have wider impacts on community cohesion, crime and disorder.	Housing Service Manager	TBC	TBC	TBC
(New) Social Housing Grant spend	Increased challenges in spending the Council's full allocation of grant due to issues with supply chains, increased costs, contactor availability and the wider framework in which affordable housing is delivered which may result in a decrease in the delivery of affordable housing.	Housing Service Manager	TBC	TBC	TBC
Neighbourhood Hubs	TBC	TBC	TBC	TBC	TBC

Risk Title	Risk Description	Risk Owner	Inherent Risk Score	Target Risk Score	Corporate / Service Risk
Community Centres	TBC	TBC	TBC	TBC	TBC