Housing and Communities

Service Plan 2022-24

Contents

Cabinet Member for Strategic Planning, Regulation & Housing	Councillor James Clarke
Cabinet Member for Community Wellbeing	Councillor Deb Harvey
Cabinet Members for Social Services	Councillor Stephen Marshall
	Councillor Jason Hughes
Director for Environment and Sustainability	Paul Jones
Head of Service	David Walton

Introduction

Newport City Council's Corporate Plan 2022-27 has four Well-being Objectives to support its mission to deliver an *Ambitious, Fairer and Greener Newport for Everyone* 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

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
Neighbourhood Hubs	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. 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.	Well-being Objective 3	Head of Service	Quarter 4 2023/24
Newport Housing Sector Programme	Working in partnership with RSL partners, increase the supply of social rented and affordable housing across the city, in line with the Housing Prospectus.	Well-being Objective 2

Well-being Objective 3 | Housing Service Manager | Quarter 4 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
Housing A 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	7th November 2022	
Housing 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.	An audit of current practices to identify their effectiveness in responding to the identified challenges. 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 practice sessions. Newport can better respond to the needs of clients and deliver a rapid rehousing approach in the future. KPIs and quality standards to track our progress and impact of the changes.	Housing Service Manager	1st January 2023	
Community Regen Develop a cost-effective staff development program which is based on the principals of Community Wealth Building and will enable the council to facilitate the development of community initiatives more effectively.	Skills audit within team. Shadowing opportunities internally and externally to develop competencies. Toolkit, KPIs and quality standards to support and monitor effective community development in the future.	Communities Team Manager	1st April 2023	31st March 2024
Connected Communities Train 3 members of the Connected Communities Team to become IOSC accredited..	Staff attend course and gain qualification. Clients have better access to formal and accredited immigration advice in Newport.	Connected Communities Manager	1st December 2022	31st 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)	- 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.	A Housing Strategy and action plan which aligns to Welsh Government and Newport Council's priorities. The strategy supports the Local Housing Market Assessment, Rapid Rehousing Transition Plan, and the Housing Support Strategy.	WBO 2 / Strategic Priority 2 WBO 3 / Strategic Priority 5	Housing Service Manager	1st October 2022	31st 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 delivered through the incorporated Action Plan and annual Delivery Plan actions. These actions are to be achieved within designated timescales in to meet internal and Welsh Government timescales and make a difference to citizens via the provision of housing-related support.	WBO 3 / Strategic Priority 5	Housing Support Grant Lead Officer	1st October 2022	31st March 2024
3	Review the Common Allocations policy in line with a	Conduct a review of the Common Allocations Policy.	WBO 3 / Strategic Priority 5	Housing Needs Manager	1st October 2022	31st March 2024

	Rapid Rehousing Approach (RRA).	Develop a new policy which enables a Rapid Rehousing Approach.				
4	Produce a Local Housing Market Assessment (LHMA)	The council completes and publishes and new LHMA. The new LHMA provides an up-to-date assessment of the gaps between supply and demand of all housing tenures within the city, which will support relevant decisions e.g., grant funding and planning.	WBO 2 / Strategic Priority 2 WBO3 / Strategic Priority 5	Housing Strategy Manager	1st October 2022	31st March 2023
5	Produce a Housing Prospectus	The council publishes an up-to-date assessment of the areas of focus for different property types and tenures within the city. This enables Registered Social Landlords to provide affordable housing in line with assessed needs.	WBO 2 / Strategic Priority 2 WBO3 / Strategic Priority 5	Housing Strategy Manager	1st January 2023	31st March 2024
6	Develop initiatives to support the private rented sector, including advice for landlords and tenants.	Evidence based understanding of the needs of private landlords and tenants in the city. The council develops a clear and balanced offer of support and advice for both groups	WBO 2 / Strategic Priority 2 WBO3/ Strategic Priority 5	Housing Service Manager	1st October 2022	31st March 2024
7	Develop a methodology for assessing the impact of affordable housing on the wellbeing of residents and communities	Evidence based understanding of the impact that affordable housing has on residents and communities in Newport. This information is used to plan developments with relevant partners.	WBO 2 / Strategic Priority 2 WBO3/ Strategic Priority 5	Housing Strategy Manager	1st October 2022	31st 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 in operation.	WBO 2 / Strategic Priority 2 WBO3/ Strategic Priority 5	Housing Service Manager	1st April 2021	31st 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)			**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 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 **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 2** – Transform our neighbourhood and community services to enable communities to make best use of land and property through community asset transfer. **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	**Community Centres:** Based on the principles of Community Wealth Building, review the expectations of communities and the long-term sustainability of Community Centres. Agree an action plan, which will include community asset transfer options as appropriate.	Comm Centres are sustainable and continue to have a positive impact on communities in the long term. 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	1st October 2022	31st March 2024

3	**CommunityDevelopment (Comm Dev)-** **Community Development** (Comm Dev)-Conduct a review of Comm Dev ensuring that it is targeted at assessed needs within communities, aligns with Welsh Government guidance and facilitates the development of a Community Wealth Building approach across the city.	An agreed approach to Comm Dev with a supporting action plan. This ensures a "core" offer of delivery and that stakeholders are clear in their roles.	WBO 3 / Strategic Priority 7 WBO 4 / Strategic Priority 2 WBO 4 / Strategic Priority 4	Communities Team Manager	1st October 2022	31st March 2024
4	**Comm Dev—** **Comm Dev**-support measures to help residents suffering from Fuel and Food poverty. Working collaboratively with other NCC services and the third sector.	The Comm Dev team supports council initiatives to combat poverty as part of a collaborative approach with a range of n	WBO 3 / Strategic Priority 4 WBO 4 / Strategic Priority 4	Communities Team Manager	1st October 2022	31st March 2024
5	**Adult Community Learning (ACL)** – 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	1st October 2022	31st 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	Successfully deliver against the Welsh Government's Community Cohesion Plan and funding requirements.	Tensions within communities are effectively monitored and where required mitigated. Communities are resilient to risks, including hate crime and radicalisation. *"Prevent Training"* is delivered to schools. EU nationals feel supported and welcomed in the city. Community impact of exit from the EU is minimised.	WBO 3 / Strategic Priority 6 WBO 3 / Strategic Priority 7 WBO 4 / Strategic Priority 4	Connected Communities Manager	1st April 2021	31st March 2023
2	Deliver an integration strategy for Newport. This will focus on the council's approach in supporting asylum seekers, refugees, and migrants. It will contribute to the Welsh Government's Nation of Sanctuary Plan.	Positive messages about migration are promoted. Newcomers to Newport are welcomed and have access to appropriate services. Services, decision, and policy making considers the impact on refugees, asylum seekers and migrants.	WBO 3 / Strategic Priority 6 WBO 3 / Strategic Priority 7 WBO 4 / Strategic Priority 4	Connected Communities Manager	1st April 2020	31st March 2023

		Continued support of families under the UK Resettlement scheme integrated with other services.				
3	Deliver against the relevant requirements of the Strategic Equalities Plan.	Provide immigration advice and representation to people with an insecure migration status. Introduce a Council Hate Crime policy. Develop a "Welcome to Newport App" for people who have recently moved to the city. W Develop a safe space for LGBTQ+ people in Newport.	WBO 3 / Strategic Priority 6 WBO 3 / Strategic Priority 7 WBO 4 / Strategic Priority 4	Connected Communities Manager	1st October 2022	31st March 2024
4	Deliver resettlement services funded through Home Office and Welsh Government.	Continued support for families under the Home Office UK Resettlement schemes Coordinate response to the Ukraine humanitarian support.	WBO 3 / Strategic Priority 6 WBO 3 / Strategic Priority 7	Connected Communities Manager	1st October 2022	31st March 2024

Performance Measures

Performance Measure Title / Description	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	Annual	Communities Team Manager	Communities Team	70.3%	**60%**	74.1%	**60%**
The percentage of households for whom homelessness was prevented.	Quarterly	Housing Services Manager	Housing Needs Manager	43.5%	40.1%	50%	**50%**
Number of people approaching authority for statutory housing advice and assistance	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.	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.	Quarterly	Housing Services Manager	Housing Needs Manager	N/A	N/A	N/A	**35%**
(New) Households in temporary accommodation under homelessness duties	Half Yearly	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.	Half Yearly	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	Increased pressures being faced by the Council's housing service as a result of Welsh Government's post-covid /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. Removal of covid hardship grant and uncertainty of future financial support for the Council for the costs required to provide temporary accommodation. Impact on staff retention/morale due to the challenges outlined above and the resultant impact on the provision of housing advice and temporary accommodation. Lack of suitable affordable move- on accommodation, creating a bottle-neck of persons in temporary accommodation.	Housing Service Manager	**20**	**6**	**Corporate Risk**
Community Cohesion	Community Cohesion is threatened or disrupted.	Community Cohesion Manager	**16**	**4**	**Service Risk**
(New) Housing Support Grant spend	Inflationary pressures reduce the viability of services funded through HSG. This leads to a reduction in the number of organisations able to run HSG services and the quality of the services that are funded. The impact is that vulnerable people receive a poorer service, and the council is unable to achieve its strategic aims. .	Housing Service Manager	**16**	**9**	**Service Risk**
(New) Social Housing Grant spend	Inflationary pressures reduce the viability of developments funded through SHG. This leads to in the new of developments and/or units funded through SHG. The impact is that fewer social and affordable housing units are developed in the city, and the council is unable to achieve its strategic aims.	Housing Service Manager	**16**	**9**	**Service Risk**