



**NEWPORT**  
CITY COUNCIL  
CYNGOR DINAS  
**CASNEWYDD**

# MID-YEAR REVIEW

HOUSING & COMMUNITY

## 2024-25



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## Strategic Leads

Cabinet Member for Housing & Planning	Councillor Saed Adan
Cabinet Member for Communities and Poverty Reduction	Councillor Pat Drewett
Director for Environment & Sustainability	Paul Jones
Head of Housing & Communities	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, strategic priorities, and deliver continuous improvement each service area has developed their service plan. This report provides the mid-year progress against the Housing & Communities Service Plan 2024-25.

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-related public health and licensing functions, 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. We also regulate the private rented sector using licensing and public health powers to ensure the safety and health of occupiers is protected. 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 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 provides citizens with free access to books, digital resources, training and activities. The service also supports and deliver a range of community-based initiatives (alongside charities, and community-based organisations) supporting households with the cost of living, food poverty and the provision of warm spaces.

**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 Vision and Objectives

### Housing and Communities Service Vision:

By 2027 our communities, including people who are in housing need, experiencing food poverty and those who have migrated to Newport, can access preventative services which tackle any immediate crises in their lives whilst also providing support to acquire the skills, social capital and resilience to achieve their potential.

To support the delivery of the Corporate Plan and Housing & Communities vision the following objectives have been set.

**Objective 1** – Reduce housing need in the city (including homelessness) by increasing the supply of affordable and supported housing, ensuring high quality housing support is provided to those who need it most, and through the effective regulation of landlords in the city.

**Objective 2** – Support Newport's communities by developing a modern and proactive library service and reducing poverty whilst making effective and sustainable use of available resources.

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

## Head of Service Executive Summary

### Overview

The first 6 months of 2024/25 have been very active for Housing and Communities as we continue to tackle some of the most significant challenges facing the authority and the wider city.

### Key Achievements and Positive Performance

There have been a range of positive achievements over the first 6 months of 2024/25. These include:

- Design and delivery of a robust training program to support frontline housing staff to operate to a new model which will deliver an outcome(s) focused, preventative and trauma informed service to people approaching the council as homeless.
- An increase in the total number of positive outcomes achieved by the housing team. The Council continue to work with partners to support people sleeping rough in the city and have increased the number of people it accommodates by almost 50% in the first two quarters.
- Approval of changes to the Common Housing Allocations Policy and a Single Suitable Offer approach which will in time reduce demand for temporary accommodation in the city.
- Completion of the Local Housing Market Assessment which is a crucial document assessing housing need in the city and will inform the allocation of social housing grant and the local development program.
- Five privately rented properties have been bought back into use through capital grants.
- Continued excellent performance in delivering “prevent” training to support people at risk of radicalisation in the city.
- The continued popularity of events run by the library service which are on track to meet or exceed targets. The Community Led Librarian has also begun to develop sessions to marginalised communities including homeless families living in temporary accommodation.
- Development of new classrooms for English as a Foreign Language (ESOL) courses and the Multiply Project which provided numeracy courses to 1,046 people.
- Despite significant changes staff sickness remains below the NCC average.

### Key Challenges and Risks

#### Homelessness

Homelessness demand and use of Temporary Accommodation (TA) remains the key risk facing the service. NCC is currently projecting a 15.65% increase in the total number of households approaching for assistance compared to last financial year. Whilst housing performance has continued to improve, and we expect this improvement to scale up with the introduction of the single offer approach and the impact of the service restructure. This increased demand means that these significant challenges will remain. Housing Benefit Regulations prevent councils from recovering the full cost of paying for TA and this is the largest contributing factor to the very significant MTFP pressure faced by Housing and Communities.

The nature of demand for TA is also changing, and since April 2024 there has been a 32.75% decrease in the number of families with dependent children placed into TA. Conversely there has been a 38% increase in the number of single people. Many of this group come with significant support needs (e.g., mental health and substance misuse) related to previous experiences of trauma often dating back to their childhoods. Since Covid, the Council has established properties with onsite security and the Mission Court Pods to manage the risks associated with housing this group. These projects are expensive and do not always provide the right environment to support people to recover from the issues which led to their homelessness.

To reduce cost pressures and improve outcomes, Housing and Communities have commissioned more support for this group and are working on measures to safely reduce security presence. NCC is decanting the Mission Court project which has reached the end of its useful life and is supporting the residents to move into better long term housing options. We are also in discussions with partners to develop good quality and cost-effective housing options for this client group as an alternative to TA.

### **Multiply**

Whilst the Multiply project has delivered impressive outcomes for the citizens of Newport, the risks around the council's ability to utilise all the funding remains. This is largely due to the quantum of the award and that the fact that NCC was unable to use the funding for the first year. These risks will increase over the next six months as the Council brings the program to an end in line with the funding agreement. Officers are doing everything they can to ensure that the program delivers as many positive outcomes as possible before the end of the financial year.

### **Staffing and Support**

As with many significant change projects there has been a considerable turn over in staff within housing. There is significant ongoing recruitment to ensure that the frontline housing team have capacity to meet demand and perform in line with the new model. The vast bulk of this work will be completed by the end of December.

There has been a modest improvement in check in performance, but the team are still slightly under target. All managers have check ins recorded as one of their key objectives and we expect the trend of improvement to continue to the point the service hits target.

### **Key developments for the remainder of 24/25**

The key priorities for the remainder of the financial year are as follows:

- Continued performance improvement with the embedding of the housing restructure, single offer approach and the roll out of improved systems.
- Delivery of Housing Transformation workstreams to reduce housing budget pressure for 25/26.
- Embedding the new Housing Data based and automation projects, including the automation of the Housing Register Application process.
- Development of the Food Poverty Action plan in collaboration with partners from the sustainable food network.
- Development of the Community Led Libraries Action Plan.

# Service Area 2024/25 Dashboard Overview

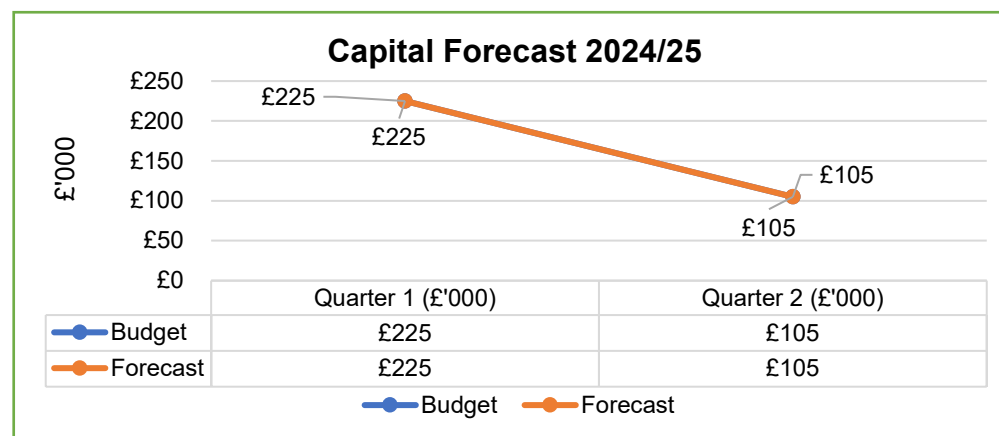
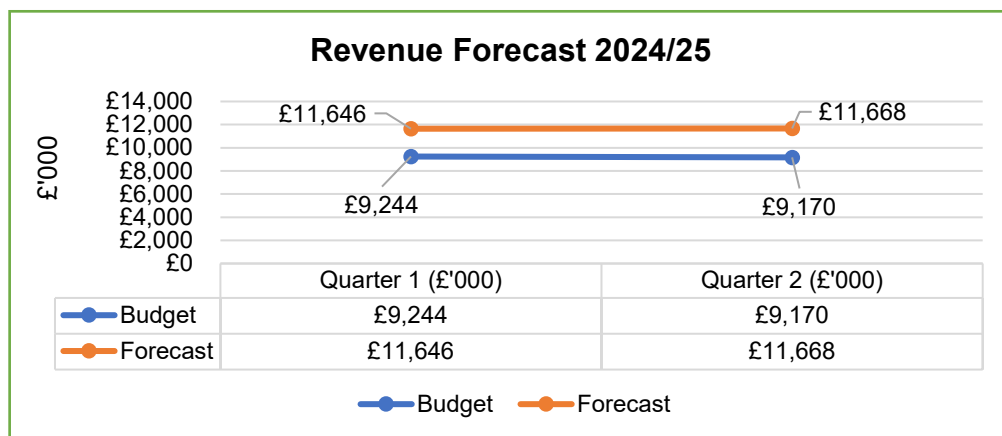
## Service Plan Objectives

Objective	End of Year Status 23/24 (Red / Amber / Green / Blue)	Mid-Year Status 24/25 (Red / Amber / Green / Blue)
<b>Objective 1</b> – Reduce housing need in the city (including homelessness) by increasing the supply of affordable and supported housing, ensuring high quality housing support is provided to those who need it most, and through the effective regulation of landlords in the city.	Amber	Amber
<b>Objective 2</b> – Support Newport’s communities by developing a modern and proactive library service and reducing poverty whilst making effective and sustainable use of available resources.	Green	Green
<b>Objective 3</b> - Support and enable cohesive and inclusive communities across the city through supporting delivery that promotes positive community relations.	Amber	Amber

## Service Area Risks

Risk	Corporate / Service Risk	Inherent Risk Score	Target Risk Score	Quarterly Risk Scores (Q3 2023/24 to Q2 24/25)			
				Quarter 3 23/24	Quarter 4 23/24	Quarter 1 24/25	Quarter 2 24/25
Pressure on Housing & Homelessness Services	Corporate Risk	20	6	20	20	25	25
Housing Support Grant spend	Service Risk	16	9	9	9	9	9
Social Housing Grant spend	Service Risk	16	9	9	9	9	9
NCC Landlord Risk	Service Risk	9	4	N/A	N/A	9	9

## Service Area Finance Forecast 2024/25



## Medium Term Financial Plan (MTFP) Savings 2024/25

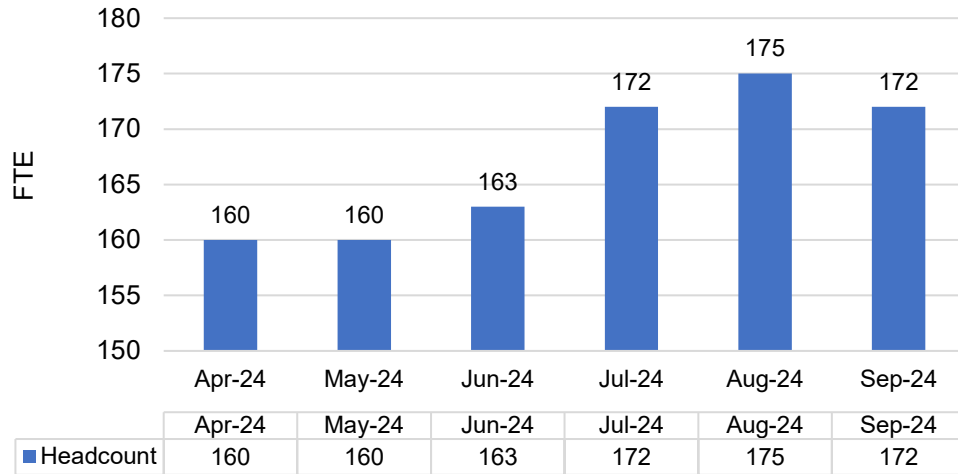
MTFP Proposal	Savings Target (£)	Savings Forecasted (£)	Forecast Variation (£)	% Variation
Library and Adult Community Learning Services	£15k	£15k	£0	0%
Four buildings operational delivery - Pillgwenly Library, Bettws Library; Malpas Library and St Julian's Community Education Centre (CEC).	£104k	£47.2k	£56.8	-55%
Provide £40k funding to Citizens Advice to provide specialist debt advice to people who are homeless or threatened with homelessness. This will be funded through the Housing Support Grant offset against a £40k saving from the council's "core" budget.	£40k	£40k	£0	0%
Act as a guarantor and provide financial incentives for private sector landlords to encourage them to establish tenancies with clients, to move on people currently in Temporary Accommodation who are in employment and could sustain a tenancy in the PRS.	£372k	£0k	£372k	-100%
To increase the fees within Environmental Health Housing by 8% for statutory functions and 10% for non-statutory (commercial) work.	£8k	£8k	£0k	0%
Reduce the car allowance in Housing and Communities. Aligned to this will be an active drive within the department to promote the use of public transport and active travel during to conduct business.	£5k	£5k	£0k	0%
Ellen Ridge pitches will be allocated by Mar 24 at the latest and legal expenses will be known/expended.	£15k	£15k	£0k	0%
<b>Total</b>	<b>£559k</b>	<b>£130.2k</b>	<b>£428.8k</b>	<b>-77%</b>

## Service Area Workforce Demographics, Sickness, and Check Ins

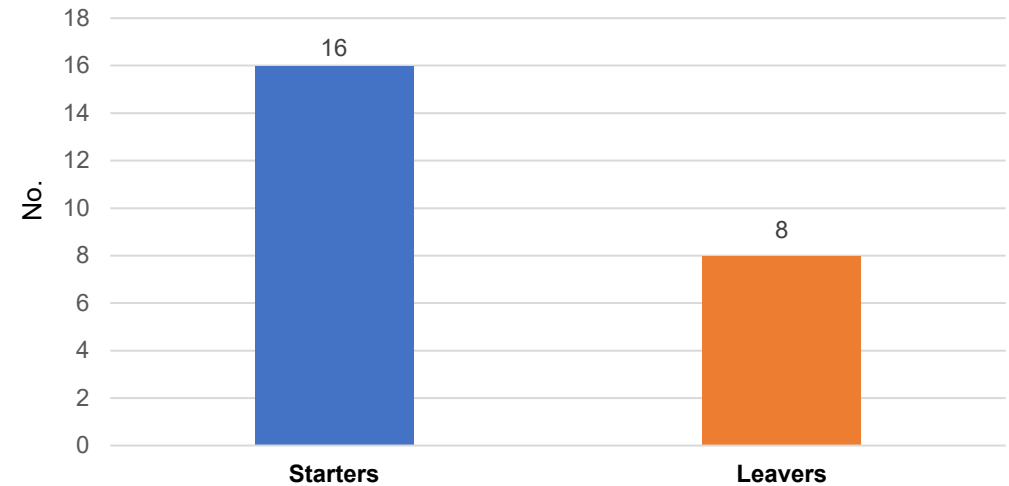
HeadCount – This does not include Agency staff.

Starters and Leavers- The figures provided show new organisational starters, and officers that have left the organisation. This does not include officers which have transferred between service areas.

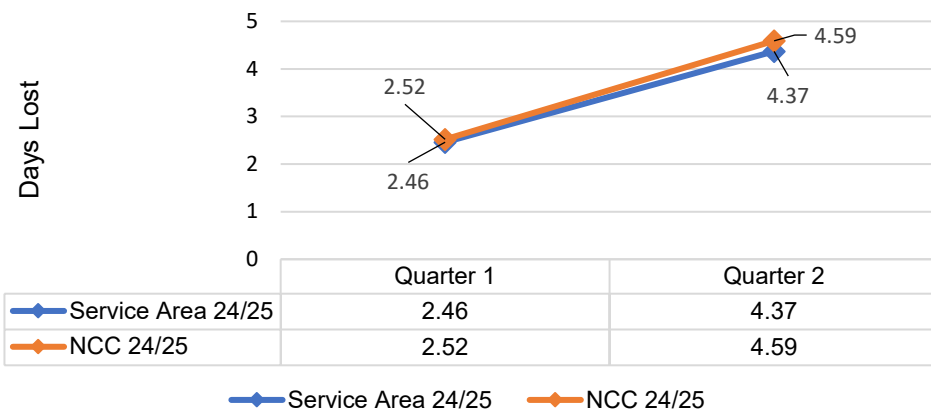
### Housing & Communities Head Count 2024/25



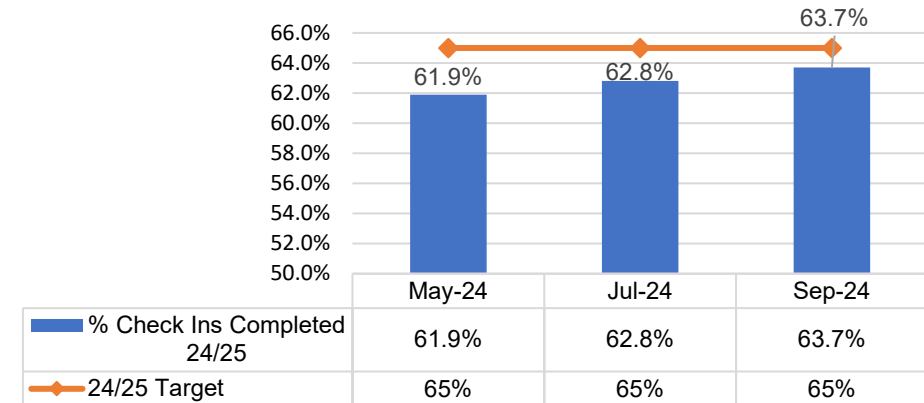
### Organisational Starters and Leavers 2024/25



### Sickness Days Lost



### Bi Monthly Check Ins Completed (%)





# Programmes and Projects

See Glossary for Red / Amber / Green / Blue assessment and Expected Completion date definitions.

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	End of Year 23/24 (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed projects – Summary of project outcomes)
<b>Housing Transformation Programme</b>	To transform how housing and housing services are delivered in Newport by the council and our partners. This will be achieved through a thorough review of performance, data, systems, processes and through consultation with people who have lived experience of homelessness. As a result of these changes, effective homelessness prevention and housing support services, reduce homelessness, including rough sleeping. With partners, the council will also increase supply of affordable housing, with a specific focus on social rented housing.	Well-being Objective 2  Well-being Objective 3	Quarter 4 2024/25	50%	75%	The Housing Transformation Plan continues to progress well with several key milestones such as changes to the Common Allocations Policy being delivered this quarter. Despite this progress, increased demand for homelessness assistance means that the impact of these changes has not yet resulted in reduced number in temporary Accommodation or costs to the council. The Amber reflects this reality as opposed to the council's work to deliver against the objectives of the strategy.

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	End of Year 23/24 (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed projects – Summary of project outcomes)
<p><b>Develop a Community Led Libraries Approach</b></p>	<p>Restructure Library Services to work pro-actively in our communities and more effectively build and maintain positive relationships with marginalised groups within the City. This work complements the review of the physical library estate, which was completed in 2023/24, responding to changing patterns of use in our libraries, particularly the switch to digital services in recent years. A new Community Librarian role will be created with responsibility to deliver activity in community venues across the City.</p>	<p>Well-being objective 3  Well-being objective 4</p>	<p>Quarter 4 2024/25</p>	<p>Not Applicable</p>	<p><b>60%</b></p>	<p>Community Librarian role recruited with post-holder starting role in August. A number of projects have commenced supporting marginalised groups and contributing towards the service and council's wider objectives (see case studies)</p> <p>As agreed in the MTFP savings proposal, Pillgwenlly Library closed to the public on 27<sup>th</sup> August, and early termination of lease agreed with landlord, at a lower than estimated cost. Work is underway to develop a new partnership with a community organisation in Pillgwenlly to provide a library access point.</p>

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	End of Year 23/24 (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed projects – Summary of project outcomes)
<b>Eveswell Community Centre</b>	To transfer (Community Asset Transfer) Eveswell Community Centre and site to the Toc H charity. The outcomes of the project will support the redevelopment of the site for community use and working with other public and third sector organisations.	Well-being objective 3 Well-being objective 4	Quarter 3 2024/25	Not Applicable	50%	Change in national government has led to uncertainty on future of the Communities Ownership Grant programme which had been identified as preferred funding route for the proposal. Confirmation of national funding is anticipated during QTR3. A meeting has been held with ToC H who have agreed to pursue alternative funding opportunities in the meantime.
<b>Malpas Court</b>	To re-locate Adult Community Learning (ACL) and Malpas Library to the currently under-utilised Malpas Court. This project will allow ACL to increase the volume and breadth of provision whilst delivering efficiencies through co-location of services. The service will work with the Malpas Court Social Enterprise to ensure that the site is accessible to the public with a strong focus on working flexibly to maximise community benefit.	Well-being Objective 1 Well-being Objective 2	Quarter 4 2024/25	Not Applicable	50%	Survey of site and re-evaluation of works required to support service transfer has been completed by Newport Norse. This project is ongoing with negotiation between the key partners.

# Workforce Development

To support workforce development across the service area the following actions were identified as priority between 2024/25.

Action	Outcome(s) of Action Delivery	Action Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
Staff in Housing Advice and Support, Private Sector Initiatives and Commissioning and Support participate in a comprehensive training package which will enable them to develop the knowledge, skills, and behaviours to successfully implement the new structure and ways of working. The impact of this training is regularly evaluated.	Officers deliver a trauma informed housing service which reduces homelessness in Newport. An evaluation establishes that this practice is in place and is making a positive difference to clients.	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2025	Not Applicable	50%	Staff who transferred to new roles as part of the restructure received a full training programme and reviews of further training requirements are being undertaken. New staff will also receive full training.
Develop a Housing and Communities staff group which comprises of officers from across the area to share knowledge, opportunities and to develop a program of service wide events (including all service meetings).	Knowledge and skills are shared widely across the service, people better understand their corporate contribution and officers feel part of a wider and supportive staff team.	1 <sup>st</sup> April 2024	1 <sup>st</sup> October 2024	Not Applicable	Complete	This group is now in place and active.

Action	Outcome(s) of Action Delivery	Action Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
Restructure the Connected Communities Service by increasing management capacity to ensure that there is sufficient capacity and resilience to deliver the various strategic, policy and client facing objectives	The Connected Communities Team has sufficient management capacity which drives performance improvement in all areas of the team's work. This includes developing a clear model of support and training for resettlement support which is focused upon developing resilience and independence for clients.	1 <sup>st</sup> September 2023	30 <sup>th</sup> January 2025	85%	95%	This is now complete, and the implementation/recruitment is underway.

# Objectives and Action Plan Update

See Glossary for Red / Amber / Green and Expected completion date assessment definitions.

**Objective 1** - Reduce housing need in the city (including homelessness) by increasing the supply of affordable and supported housing, ensuring high quality housing support is provided to those who need it most, and through the effective regulation of landlords in the city.

**Corporate Plan Well-being Objectives Supported** – Well-being Objective 2 and Well-being Objective 3

## Overall RAG Assessment

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
1	Publish a Homelessness Prevention and Support Strategy for Newport.	A Homelessness Prevention Strategy which clearly sets out how the council and a wide partners will collaborate to reduce homelessness in the city through effective prevention and support is published.	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2025	40%	90%	The final draft has been completed and will be published by the end of the financial year.
2	The council agrees a standard charter with support providers and the providers of short-term temporary accommodation it uses regularly to place homeless households with dependent children.	Providers work to an agreed set of standards which provide the right support, a good environment for families and value for money to the council.	1 <sup>st</sup> July 2024	31 <sup>st</sup> March 2025	Not Applicable	50%	Good progress has been made to draft the standards and pilot improvements with two providers of Temporary Accommodation. This work will be reviewed in line with the changing demographics in TA.

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
3	Develop a range of housing management policies including rent management, repairs and maintenance, and warnings, and evictions.	Improved governance, performance, and clarity on expectations for clients and residents in TA.	1 <sup>st</sup> July 2024	31 <sup>st</sup> March 2025	Not Applicable	50%	Strong progress has been made to develop these policies. The Rent Policy has been drafted and approval of this will be sought via a Cabinet Member report in the near future. We expect the other policies to go through this process in February and March 2025.
4	Publish Newport's Rapid Rehousing Transition Plan.	The Rapid Rehousing plan is published.	1 <sup>st</sup> October 2022	31 <sup>st</sup> December 2024	90%	90%	The Strategy has been reviewed and agreed by Cabinet Member. It is being taken to scrutiny for review in early February.
5	Finalise the Local Housing Market Assessment (LHMA) and publish the Housing Prospectus.	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. and recreation interventions.	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2025	80%	Complete	This action has now been completed
6	Undertake a review of the Council's Empty Residential Property action plan and consider implementing Council Tax premiums for empty properties.	An effective action plan is in place and actions are being delivered to bring empty properties back into use. The service achieves its performance standards.	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2025	70%	75%	Resources assigned to review the strategy and work commenced. This will be completed by the end of the financial year.

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
7	Ensure that Social Housing Grant, Transitional Accommodation Capital Program, and any other capital grants are fully utilised to meet assessed housing needs and that any opportunities to access “slippage” funding are maximised.	The supply of new socially rented accommodation is maximised and is targeted to provide housing solutions to those in greatest need.	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2025	Not Applicable	50%	These grant funding streams are reviewed regularly and are being utilised effectively. A range of additional governance arrangements and partnership meetings have been established to ensure focus on those in the greatest housing need.
8	Review opportunities for the council to take an active role in property investment or the utilisation of council owned assets for housing.	Establish appropriate opportunities and their viability. Take forward agreed projects in collaboration with relevant partners.	1 <sup>st</sup> July 2024	31 <sup>st</sup> March 2025	Not Applicable	50%	Progress has been made to transfer 3 no. residential properties from Education to Housing & Communities. The go-live date is planned to be January 2025. Further plans are being actively considered in this area.
9	Frontline officers in the team develop specialisms in the following areas (Rough Sleeping, Asylum Accommodation, Ukraine and Resettlement Schemes, Women and Criminal Justice)	Improved staff understanding and outcomes for these groups.	1 <sup>st</sup> April 2024	31 <sup>st</sup> December 2024	Not Applicable	50%	Some specialisms are developing organically due to experience in previous roles. This will be taken forward once the team is fully staffed and training has been completed for new starters.



Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
10	The Common Housing Allocations Policy is amended to ensure that those in the most acute housing need are prioritised and that applications can be processed as quickly as possible.	A higher proportion of lettings are made to people in the most acute housing need. People are able to make informed decisions about their housing situation.	1 <sup>st</sup> April 2024	31 <sup>st</sup> December 2024	Not Applicable	Complete	The policy has been approved and the authority is working with Housing Association partners to implement the policy in quarter 3, 2024/25.
11	Review the information that is available to citizens and council partners to ensure that people receive clear and accurate advice on their housing options including the likelihood of accessing social housing.	People are better informed about their realistic housing options and partner agencies are able to provide pragmatic advice which enables clients to make informed decisions.	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2025	Not Applicable	33%	An FAQ document is in progress which will be utilised to respond to queries from AMs/MPs and Members. A full review of the information provided to citizens will be undertaken.
12	Embed trauma informed approaches and coproduction with clients in all processes including client assessments and casework standards.	All areas of the Housing Service operate in a way which recognises the impact of trauma on clients and seeks to minimise its impact.	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2025	Not Applicable	50%	The restructure of the housing teams is complete. Staff recruitment is underway. All team members have received training in this area. This will be further embedded when the team is at full capacity.

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
13	Working with the Homewards program, develop an early intervention approach to homelessness prevention with partners.	Homelessness is prevented in more cases through existing and new partnerships.	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2025	Not Applicable	50%	A subgroup of the Homelessness Task Force focusing on early intervention to prevent homelessness has been established. Key aspects of this work include work with Cardiff University to understand how data can enable us to more effectively identify households at risk of homelessness earlier, and an early intervention pilot in a Newport primary school.
14	Strategic approach agreed with probation to mitigate the impact of changes within the probation service and to ensure that people are not released from prison into homelessness.	The number of people who are released from prison into homelessness is reduced.	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2025	Not Applicable	90%	A process and protocol has been agreed. All stakeholders attend a regular meeting to ensure that the most appropriate planning for accommodation is undertaken.
15	Pathways are established to reduce homelessness from Asylum Accommodation and Refugee Resettlement Schemes.	The number of people who become homeless from these groups is reduced. Resources are developed to support the housing team to engage with people who have migrated to Newport.	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2025	Not Applicable	90%	A process and protocol have been agreed. All stakeholders attend a regular meeting to ensure that the most appropriate planning for accommodation is undertaken.
16	Commission a new service specifically for single people and childless couples with significant support needs in TA.	Increase the level of support provided, improve outcomes and increase move on from TA for this client group.	1 <sup>st</sup> April 2024	31 <sup>st</sup> December 2024	Not Applicable	Complete	A decision was made to increase resource within existing providers and this work is now complete. These services will be commencing in quarter 4.

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
17	Review current floating support arrangements and work with providers to ensure that everyone in TA has access to appropriate floating support for the duration of their stay in TA and to support positive move on. Identify how this support can help the council to reduce the cost of providing TA.	Everyone who becomes homeless can access floating support which works to meet their needs, reduce the impact of homelessness, and supports them to take pragmatic decisions about their move on options.	1 <sup>st</sup> July 2024	31 <sup>st</sup> March 2025	Not Applicable	<b>Complete</b>	<p>HAP Team staff have been given training sessions on the Newport Gateway and Housing Support Outcomes by the Housing Support Team's Gateway Co-ordinators and Planning officer. The Gateway is the referral path for access to housing-related support where an identified need is established by the officers for all those who require Temporary Accommodation.</p> <p>Completion of the relevant Gateway Support Application forms by HAP officers are submitted to Gateway Officers for a further assessment by the Gateway Assessment Workers. On completion of the forms the Gateway Co-ordinators submit the forms to the most relevant support provider based on the support needs identified on the forms for support sessions to commence.</p> <p>Support providers also inform their staff around managing expectations on move-on and options for those in Temporary Accommodation. A new cohort of HAP officers will also be trained in the next quarter.</p>

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
18	Successfully implement a range of system and IT improvements, including the Civica System Upgrade.	The productivity and performed of the team is improved through more efficient systems.	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2025	Not Applicable	50%	The Core Abrisas Upgrade from version 9 to 16.3.0 has been completed. User Acceptance Testing scheduled for the start of January. Small Works Order to be developed in December 2024 and tested in January. Housing Benefit Payment automation has been deployed and in use. Housing Register automation currently in development. Temporary Accommodation team now using DocuSign and Idox Uniform to manage compliance. CEMP developed to manage and monitor Rough Sleepers. InPhase dashboard built for performance management.

**Objective 2** - Support Newport's communities by developing a modern and proactive library service and reducing poverty whilst making effective and sustainable use of available resources.

**Corporate Plan Well-being Objectives Supported** – Well-being Objective 3 and Well-being Objective 4

**Overall RAG Assessment**

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24	Mid-Year 24/25	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
					Assessment (Red / Amber / Green / Blue) % Completion	Assessment (Red / Amber / Green / Blue) % Completion	
1	Support the delivery of the Council's Asset Rationalisation programme developing long-term approach for the management of Community Centres across Newport. This will include the planned changes to Malpas Court.	Community Centres are financially sustainable and meet the assessed needs of the community. Community Asset Transfer options and alternative uses are pursued where appropriate.	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2025	60%	75%	This objective is part of a wider corporate workstream and there has been a significant amount by Housing and Communities to contribute to the success of the project. Key achievements for Housing and Communities include political agreement on a potential community asset transfer though lack of clarity on national funding has stalled the transfer of this site to the ToCH charity. The transfer of the Alway and Gaer Centres to P&I have been agreed by SAMG and will transfer on 1st October. Pill Library closed to the public on 27th August and work is underway to complete the legal agreement on early termination of the lease. This is anticipated to complete during the w/c 21st October and the cost of £18k is significantly below the £56k if full remaining tenure of 8 years had to be paid. Bettws Library relocation to the Community Centre will take place on 2 December.

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
2	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 2023/24 academic year. ACL is more flexible and offers a wider range of activity than in previous years.	1 <sup>st</sup> October 2022	31 <sup>st</sup> August 2025	75%	80%	The 24-25 community learning program commenced in September. The proposed program has been agreed by both funding organisations, Welsh Government and Coleg Gwent, and we have secured similar funding levels to last year. We are confident that there is flexibility within the scheme to ensure that we can recruit sufficient learners to alleviate the risk of funding clawback. Shared Prosperity Funding has been used to create a new multi-use teaching space in the Central Library building which will act as a new base for several ESOL and Essential Skills classes. Works have also been completed during October to convert space in Pill Old Library on Temple Street which was previously used by Flying Start in to good quality teaching spaces. Together, these will provide a more cohesive offer for ESOL in the City and save room hire charges of circa £20k during the academic year.
3	Lead and collaborate with partners the Council's community support to help households through the cost of living.	Working in collaboration with other Council services, third sector organisations and charities, we will lead and support the delivery of initiatives to help households through the cost of living. This will include delivering Warm Spaces over the winter.	1 <sup>st</sup> April 2023	31 <sup>st</sup> March 2025	80%	80%	Warm Spaces grant applications went live on 9th September. To date 37 applications have been received and it is highly likely that full grants funding will be allocated. The food poverty grants scheme has supported 11 community organisations to deliver enhanced food projects during school holidays.

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
4	The Multiply Project achieves its targets to improve numeracy skills across people aged 16 and above.	The Community Regeneration service, in partnership with other departments and commissioned partners, delivers a diverse range of courses which engage citizens.	1 <sup>st</sup> April 2023	31 <sup>st</sup> March 2025	50%	70%	<p>Delivery has commenced by all external contracts Early Years and Housing teams. A monitoring system has been put in place and all activity is being recorded via the CEMP system.</p> <p>Alternative options to address elements of the budget underspend were identified but these will not deliver full spend.</p> <p>To the end of September, 233 courses were recorded on the CEMP system, either having been completed or in progress at that date. Across the project 1,046 people had taken part in a Multiply funded course. To date 53 people have received a maths qualification, with a further 979 of those registered in a course set to achieve some form of qualification at course end, subject to successful course completion. These figures would strongly suggest that the project will exceed its initial target of 900 students completing Multiply courses by project end. Further program activity will continue to run until March.</p> <p>Given the challenging financial situation and final performance being subject to audit at project end it is appropriate to retain RAG status as Amber.</p>

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
5	NCC develops a Food Poverty Action Plan.	The council and its partners have a clear strategy and action plan to reduce food poverty in the city.	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2025	Not Applicable	50%	Food Poverty Working Group put in place to focus delivery in this area. The group contains representatives from GAVO; POBL and teams from across the Council. We are currently working with colleagues in the Prevention & Inclusion team to identify funding opportunities to create a joint role that will be able to develop an Action Plan and work with food poverty support organisations in Newport.
6	Develop a Community Lead Libraries Strategy and Action Plan.	There is a clear approach to ensuring that the diverse library offer is well understood, the service is embedded in communities and develops specific interventions to attract marginalised groups.	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2025	Not Applicable	40%	A number of new initiatives to pro-actively engage with marginalised communities in the City have been developed by the Community Librarian, with initial events and activities being held over the Summer. A summary of these interventions is included later in this document. The team plan to complete the draft strategy in the new year for a formal adoption by the end of the financial year.



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

**Corporate Plan Well-being Objectives Supported** – Well-being Objective 3 and Well-being Objective 4

**Overall RAG Assessment**

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24	Mid-Year 24/25	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
					Assessment (Red / Amber / Green / Blue) % Completion	Assessment (Red / Amber / Green / Blue) % Completion	
1	Develop an Integration and Council of Sanctuary 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. Services, decision and policy making consider the impact on refugees, asylum seekers and migrants. Continued support of families under the UK Resettlement scheme integrated with other services.	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2025	50%	60%	Surveys have been completed and this information has been analysed which now needs to feed in to the wider plan for NCC strategy.
2	Deliver against relevant outcomes in the council's new Strategic Equalities Plan.	The Connected Communities deliver the relevant objectives within the Strategic Equalities Plan.	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2027	Not Applicable	20%	We are engaging with the equalities team and regularly report on the SEP. It is in the early stages of development, but strong progress is being made with community tensions. The riots of August 2024 demonstrated an ability to effectively manage partnership working and strong multi-agency work when it came to tensions monitoring. Strategic and operational tensions monitoring take place on a Newport and also regional basis.

Ref	Action	Action Outcome(s)	Start Date	Expected Completion Date	End of Year 23/24 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year 24/25 Assessment (Red / Amber / Green / Blue) % Completion	Mid-Year Summary of Progress (Completed Actions– Summary of action outcomes)
3	Deliver against the Welsh Governments new Community Cohesion Action Plan, including a successful small grants project in 24/25.	NCC successfully delivers against all relevant objectives within the Community Cohesion Action Plan.	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2025	Not Applicable	70%	The WG working plan has been adapted to suit the priorities for NCC. Work is being made in areas that have not previously had much input. Strong progress has been made in work with refugees and migrants with drop-in sessions now running from CLM and links with public bodies being strengthened across the area, we are engaging with an increasing amount of community groups across the city and engagement with GRT groups is starting to increase.
4	Deliver effective resettlement services which prioritises creating independence and responds to new and emerging needs.	Continued support for families under the Home Office UK Resettlement schemes. Coordinating response to the Ukraine humanitarian support. A clear approach is developed which will allow the council to respond proactively to new schemes.	1 <sup>st</sup> October 2022	30 <sup>th</sup> September 2025	90%	Complete	The team restructure has been completed to support the demand and needs of people accessing the service.

# Performance Measures

Annual measures will be reported in the service area's End of Year Review.

Performance Measure / Description	End of Year Performance (2020/21 to 22/23)			Mid-Year Performance 24/25			
	Actual 2021/22	Actual 2022/23	Actual 2023/24	Mid-Year Actual 23/24	Mid-Year Actual 24/25	Target 2024/25 (Mid-year assessment)	Mid-Year Assessment of Performance
<b>Housing &amp; Homelessness</b> The number of households in temporary accommodation under homelessness duties.	Not available	443	510	482	572	530	The Council continues to experience high levels of people presenting themselves as homeless in Newport due to various factors.
<b>Housing &amp; Homelessness</b> Percentage (Number) of households for whom homelessness was relieved.	Not available	32.4% (381/1,175)	29% (537/1,849)	27% (282 / 1,047)	15.4% (76 / 494)	30%	This reduction is offset by the total increase in positive outcomes and the percentage rises in homelessness prevention (11%) and discharge of the full duty 13%. The introduction of the "Single Suitable Offer" approach will drive improved performance in this year over the remainder of the year.
<b>Housing &amp; Homelessness</b> The percentage (Number) of households for whom homelessness was prevented increases.	40.1%	33.6% (181/539)	38.3% (312/815)	34.13% (157 / 460)	48.9% (191 / 391)	50%	Despite recruitment challenges the team have continued to improve performance in this area. We expect the introduction of the "Single Suitable Offer" approach will drive improved performance in this year over the remainder of the year.
<b>Housing &amp; Homelessness (New Measure)</b> Total number of positive outcomes (Prevention, Relief or Discharge*) for people who are homeless or threatened with homelessness.	Not available	Not available	849	Not Applicable	439	750 (374)	Overall positive outcomes have improved significantly despite increased demands and the team are on track to exceed their annual targets. Prevention = 191 Relief = 76 Discharge = 172

\*See Welsh Government Definitions for Prevention, Relief and Discharge in the Glossary section.

Performance Measure / Description	End of Year Performance (2020/21 to 22/23)			Mid-Year Performance 24/25			
	Actual 2021/22	Actual 2022/23	Actual 2023/24	Mid-Year Actual 23/24	Mid-Year Actual 24/25	Target 2024/25 (Mid-year Assessment)	Mid-Year Assessment of Performance
<b>Housing &amp; Homelessness (New Measure)</b> Percentage of significant regulatory issues resolved by Environmental Health Housing	Not Available	Not Available	Not Available	Not Applicable	92.5%	95%	Performance against this metric is currently amber. Considerable work is underway to support staff with additional technology, better systems and potentially some additional resource to support them to achieve targets.
<b>Housing &amp; Homelessness</b> The percentage (Number) of empty private residential properties brought back into use meets Welsh Government performance indicator.	1.37%	0.4% (4/993)	1.12% (13/1,157)	0.69% (8 / 1,157)	0.8% (9 / 1,205)	1.52% (0.8%)	Considerable progress has been made to improve and drive this performance forward.
<b>Housing &amp; Homelessness (New Measure)</b> Increase of new units (Number) of cost-effective Temporary Accommodation, Private Rented Sector and Leasing Scheme Wales units of accommodation.	Not Available	Not Available	Not Available	Not Applicable	31	30 (15)	24 units of hotel accommodation block booked. 7 properties leased under Leasing Scheme Wales, with a healthy pipeline
<b>Housing &amp; Homelessness</b> Number of private sector dwellings improved or brought into use with local authority loans.	No Available	2	9	3	5	10	Loan agreed and tranche payment commenced to convert an empty units into 5 self-contained flats.
<b>Housing &amp; Homelessness (New Measure)</b> Percentage of placements of people to whom the council owes statutory homelessness duties and have support needs placed into Supported Housing.	Not Available	Not Available	Not Available	Not Applicable	90%	90%	

Performance Measure / Description	End of Year Performance (2020/21 to 22/23)			Mid-Year Performance 24/25			
	Actual 2021/22	Actual 2022/23	Actual 2023/24	Mid-Year Actual 23/24	Mid-Year Actual 24/25	Target 2024/25 (Mid-year Assessment)	Mid-Year Assessment of Performance
<b>Communities – Libraries / Community Centres / Hubs (New Measure)</b> Percentage of students successfully completing courses	78.5% (20/21 Academic year)	83.4% (21/22 Academic year)	82% (22/23 Academic year)	Not Applicable	<b>75.8%</b> (23/24 academic year)	<b>83%</b>	75.8% is final result for the 23-24 academic year so target has not been met. There are two significant reasons for this - <ul style="list-style-type: none"> <li>An unexpectedly high number of withdrawals of students from ESOL classes. To address this, classes have been re-located to more accessible and attractive venues in the Central Library and Pill Old Library (Temple St). New class times are also being trialled.</li> </ul> Partnership working. A newly developed partnership with an alternative education provider was highly successful in recruiting a cohort of new students to our essential skills offer. However, as this provision worked with young people the completion rate was much lower than anticipated, affecting our overall results.
<b>Communities – Libraries / Community Centres / Hubs (New Measure)</b> Number of attendees at library service events and activities	2,774	12,799	14,106	Not Applicable	<b>7,380</b>	<b>15,000</b> (7,500)	Events and activities to date have been largely well attended. The service is on-line to meet the annual target.
<b>Communities - Libraries / Community Centres / Hubs (New Measure)</b> Number of events and activities delivered by the Library Service	270	666	603	Not Applicable	<b>394</b>	<b>700</b> (350)	An appropriate number of events and activities have been delivered to date. A calendar of activities is in place to the end of the year to ensure his target will be met.
<b>Communities - Connected Communities</b> Number of relevant colleagues who have received Prevent Training	136	398	161	88	<b>225</b>	<b>161</b> (80)	

## Compliments, Comments and Complaints

Compliments / Comments	Quarter 1	Quarter 2	Total Number
Number of Compliments received	1	4	5
Number of Comments received	7	2	9

Complaints	Quarter 1		Quarter 2		Total 2024/25	
	Stage 1	Stage 2	Stage 1	Stage 2	Stage 1	Stage 2
Number of Complaints received	2	3	2	1	4	4
Number of Complaints refused after assessment*	4		6		10	

\*Refusals include – Out of timescale (over 6 months); dealt under separate process e.g. HR, Disciplinary, compensation; Attention of another agency e.g. Newport City Homes, Police, Health etc.

## Case Studies, Key Achievements, Awards

### **Case Study 1 – Housing Multiply Project to support people in Temporary Accommodation**

Over a 6-month period, multiply worked with the Waterloo Hotel to build connections and improves the lives of the families residing in the temporary Accommodation. The team worked with the owner to use the space within the hotel and piloted a drop in service to explore the residents' needs and provide goodie bags for the children from Play Wales. The team worked on a plan for Halloween to provide a week of activities. The Halloween week included the team setting up partnerships with the Cost-of-Living Team, another Multiply team Whitehead Ross, Youth and Play Team and Community Librarian. Activities included crafts, a movie night and free cinema tickets. There have been active talks about ways to replicate this into other temporary accommodation. By doing this pilot work, Multiply are improving the social environment and with other agencies, all have a passion to be able to create environments that are more trauma informed and looking to reduce, when possible, the impact of trauma when entering temporary accommodation, especially for families.

### **Case Study 2 – Joint work between POBL support (commissioned by NCC) and NCC housing team to support vulnerable clients. (Written by POBL Support Worker)**

Michael was aged 56 when he was referred to the Physical Disability Service in August 2023. He had recently been diagnosed with Motor Neurone Disease. He was already having mobility problems transferring on the stairs and using the shower, which was situated upstairs in a private rented, 2 bedroomed terraced property shared with his wife. Michael's life expectancy is around 4 years from diagnosis with a steady decline in motor function until death.

Michael was appalled at the prospect of not being able to shower and having to sleep downstairs and use a commode chair. At this point, Michael had not applied to Newport Home Options. Michael and his wife expressed a strong preference to stay in the area of Newport they living in to be near their friends and family for support. Indeed, they remarked that an older adult complex across the road, which was in sight of their existing property, would be ideal for them.

I completed a Newport Home Options application online and once submitted, I emailed the Home Options Team Leader at NCC and requested a fast-track process due to the urgent medical need. I also obtained a specialist neurology occupational therapist and forwarded that at the same time.

With the ongoing support of NCC, I was able to successfully submit a direct let application and was able to present the case to the housing panel 3 weeks later. During the panel meeting I was advised that a ground floor adapted flat at the complex would be available in 2/3 weeks' time. It was agreed that given the nature of his condition and the urgency, that it would be offered to Michael.

After viewing Michael and his wife signed the tenancy and moved into the property, following the submission of a DAF for white goods. The entire process from meeting the client for the first time to them moving in was less than five months.

### Case Study 3 – Community Led Librarian Activities

Activities Completed	Activity overview	Outcomes
<b>GWIR BOOK CLUB</b>	Reading queer literature, reviewing it and depending on the thoughts promoting it at the library with a display and written reviews	A chance for young queer people in Newport to bond whilst exploring queer culture from past and present
<b>Queer Creative Writing Group</b>	Creative writing exercises to explore queer poems, scripts, stories etc	In order to promote literature by queer authors
<b>Coffee &amp; Laughs Digital literacy sessions</b>	Teaching isolated elderly women how to use social media and smart phones to the advantage to reconnect with loved ones	Boosts wellbeing and deters isolation
<b>Active Lives Writing Group</b>	Writing an anthology based on 10 Muslim women's lives and the Muslim community in Newport	Showcases Newport's Muslim community whilst also allowing Muslim women to develop creative writing skills
<b>Wise Kids</b>	Digital wellbeing and E-reading group	Boosts digital and literacy skills in LAC
<b>Waterloo Hotel Book Club</b>	Book club for parents and young people in the waterloo hotel temporary accommodation	Helps bring a sense of normalcy to parents in temporary accommodation
<b>Waterloo Hotel Storytime</b>	Childrens Storytime sessions for children at the waterloo hotel	Helps their developing literacy skills and boosts the social skills at a young age
<b>St Patricks R.C</b>	Guardian and Children reading sessions	Helping families who aren't native English speakers develop their literacy skills by reading to one another



#### Case Study 4 – Effective Commissioning by NCC: Service User Testimonials 2024 for The Lighthouse Project Service delivered by Taff Housing.

“At the start of support, we felt so insecure as we were trapped in our old home but now due to receiving support to help us with moving we are very grateful that we received support and now have moved properties we are so happy with the way things have turned out for us. Our support worker would always see if we needed anything or just a check-up which is lovely and nice to do. Thank you for everything you have done and helped us with. I would recommend to receive help and support if you need it. Thank you again very much 10/10 rating”

“I am happy with the support I have received. A great help with information, home options bidding and guidance. I have gained a lot of reassurance. I don't have the confidence to deal with things e.g. homelessness on my own. It has been hard to accept the move into my temporary situation but after my last support meeting I understand why Taff support has to end following my successful outcomes.”

“Since I have met my Support Worker from Taff, she has been so much help with housing and benefits. I struggle with my mental health and her calling to see me eases my anxiety sorry that she is closing and will not have anyone to talk to or help me with forms/letters but the work she did was so positive.”

“She is a very good support worker I have ever met before. She has helped us lots all our homeless journey we are really thankful for what she done for us all the help she did for us big thanks to you for sending her to us.”

“For me it was assistance to complete an application for Linc-Cymru for my mother, hands on help to complete and submit an Attendance Allowance application, accompany us to meet the Service Manager at Wellwood House, referral to Housing Support and investigate whether my mother qualified for pension credit. Very impressed with the Support Worker from Taff Housing who did all this for us!”

“I was only on support for a short time as I gained private accommodation. Support worker helped me gain a DAF grant, which helped me a lot. She was always available to offer practical advice which helped me with the move.”

“Our Support Worker has been amazing supporting me and my family. She has gone above and beyond and helped with a wide range of things such as housing appointments and helping me manage my home. She has been professional, friendly, and has always made me feel at ease. She has helped me get into the housing register and get housed in a new property. I am moving out of Newport so will no longer be able to access her support, which is a real shame.”

Exit questionnaire form completed via phone call. Service user stated that “she was very happy with support and appreciated having someone to help her through a difficult time. She stated that she could not think of any negatives and thought that nothing could have been done differently”

“Support Worker gave best advice when needed and suggested the idea for 55+ housing. The flat she helped me get is much better than I was expecting. Having that support when needed really helped especially when dealing with the council. Our support worker was the right help at the right time.”

“Very happy with the contact communication. Our Support Worker was very knowledgeable and helpful he gave me reassurance and confidence I could resolve my issues as I couldn't do this independently.”

# Glossary

## Service Area Project / Action Assessment

RAG Status	Description
X%	Objective / Project / Action is not on track to deliver by the expected completion date with major risks and/or issues preventing its achievement. Immediate management interventions is required to improve performance and escalation to Directorate Management Team and/or relevant Board.
X%	Objective / Project / Action is at risk of not delivering by the expected completion date with potential risks / issues which could prevent the Objective / Project / Action being completed. Management intervention(s) required to improve performance and close monitoring by the Head of Service / Service Management Team.
X%	Objective / Project / Action is on track to be completed with no risks or issues.
Complete	Objective / Project / Action has been successfully delivered and achieved its outcomes.

## Performance Measure Monitoring / Tolerance Assessment

*Newport City Council has agreed a 15% tolerance against targets set in service plans.*

RAG Status	Description
=>15%	Performance is under achieving against Target or previous year's performance. Immediate management intervention and escalation to Directorate Management Board is required.
<15%	Performance is off target or Previous Year's Performance but within a variance of 15%. Management intervention and close monitoring by the Head of Service / Service Management Team is required.
	Performance is achieving / succeeding against its agreed Target or Previous Year's Performance.

## Risk Assessment Matrix

Probability	5	5 - Moderate	10 - Major	15 - Severe	20 - Severe	25 - Severe
	4	4 - Moderate	8 - Moderate	12 - Major	16 - Severe	20 - Severe
	3	3 - Low	6 - Moderate	9 - Major	12 - Major	15 - Severe
	2	2 - Low	4 - Moderate	6 - Moderate	8 - Moderate	10 - Major
	1	1 - Very Low	2 - Low	3 - Low	4 - Moderate	5 - Moderate
		1	2	3	4	5
		Impact				

## Abbreviations and Definitions

Abbreviation		Description
ESOL	English for Speakers of Other Languages	
SPF	Shared Prosperity Funding	

Welsh Government Definition		Description
Homelessness Discharge	Positive outcomes to discharge the statutory duty to provide settled accommodation.	
Homelessness Prevention	Positive outcomes which result in homelessness being prevented.	
Homelessness Relief	Positive outcomes to discharge the statutory duty to help secure accommodation and relieve homelessness.	