



NEWPORT
CITY COUNCIL
CYNGOR DINAS
CASNEWYDD

MID-YEAR REVIEW

REGENERATION & ECONOMIC DEVELOPMENT

2024-25



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Strategic Leads

Cabinet Member for Regeneration and Democratic Services	Councillor James Clarke
Cabinet Member for Housing and Planning	Councillor Saeed Adan
Cabinet Member for Communications and Culture	Councillor Emma Stowell-Corten
Director for Environment and Sustainability	Paul Jones
Head of Regeneration & Economic Development	Tracey Brooks

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 Regeneration & Economic Development Service Plan 2024-25.

The Regeneration and Economic Development service area supports the Environment and Sustainability Directorate and is responsible for delivering the statutory land use planning function to enable the City to grow in a sustainable manner and ensure the delivery of the Council's regeneration priorities. The service includes planning policy and development management along with historic building conservation and the building control function. The Regeneration Team develop and deliver a variety of grant funded regeneration programmes as we seek to stimulate economic growth and investment across the City Centre and wider City. We also deliver work and skills support to residents in order to support them into employment and ensure they have the necessary skills required to fulfil their potential. The Team also provides support for businesses and inward investors alongside marketing Newport as a great place to live, work and invest in. Tourism, Events, Culture and Heritage is also an important part of the service as we seek to develop and promote facilities such as the Museum and Art Gallery, the Transporter Bridge and the Newport Medieval Ship and celebrate our diverse and rich culture. The service also oversees the delivery of the Council's sport and leisure facilities contract which is delivered by Newport Live.

Regeneration & Economic Development Vision and Objectives

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

Objective 1 - Encourage and support continued economic growth within the city, with particular focus on strategic projects and regeneration in the City Centre.

Objective 2 - Creating a vibrant and proud city where our tourism, destination, culture, leisure and heritage offer will be improved and promoted through events and marketing.

Objective 3 - Newport residents will be supported into work and increasing their employment opportunities.

Objective 4 - Support the sustainable and resilient growth of the City and seek to protect heritage and relevant landscape features through effective use land use planning regulations



Head of Service Executive Summary

This has been another busy period for the Regeneration and Economic Development service as we remain focussed on delivering key strategic projects including the Transporter Bridge and the new Leisure and Wellbeing Centre. We have also entered into the final year of delivery for the Local Investment Plan, associated with the Shared Prosperity Fund, with various council services and stakeholders engaged in the delivery of projects which will see significant investment going to community groups as well as supporting local businesses and ensuring local people have access to skills and qualification support. An example of the projects supported include the installation of a new Splash Park at Tredegar Park. The Business Support Team continue to help businesses access advice and financial support through the City of Newport Business Grants. We supported the delivery of events such as the Newport Marathon and continue to work in partnership with organisations such as Newport Live, Newport Now and Urdd Gobaith Cymru to plan for upcoming events including the Food Festival, Countdown to Christmas and the Urdd Eisteddfod in 2027. The What's On webpage is continuing to be a very popular resource for event organisers, residents and visitors. These events have brought people back into parks, venues and the city centre in huge numbers and have been well received by our residents and businesses.

Our work and skills teams continue to provide excellent support to young people and residents in need of assistance to find work or training opportunities. The Team have delivered job fairs and employment events and directly supported residents at risk of redundancy from their employment. The Newport Youth Academy continues to support some of our most vulnerable young people in gaining the necessary skills and qualifications to find work and careers.

The Planning and Development Team continue to support the delivery of not only the Council's priority projects, but also strategic developments including the new Microsoft Data Centre at Imperial Park. The team have also experienced some challenges over the last year, including ongoing uncertainties regarding the implementation of the new Technical Advice Note 15 on Flooding and recruitment and retention issues, particularly within the Planning and Development and Building Control service. Whilst this is a problem which is being experienced on a national scale, we have adopted a new approach of recruiting trainees which gives new entrants to the profession the opportunity to experience working on real projects and applications.

Our key focus going forward will be to continue making good quality and efficient Planning decisions and progressing the replacement Local Development Plan to the Deposit stage. We will also continue delivering key strategic regeneration projects and administering the final year of funding for Shared Prosperity Fund, alongside supporting the formal approval of the new Investment Zone which identifies Newport's semiconductor cluster as the priority sector. Securing new funding opportunities and attracting new inward investment remains at the heart of our efforts to support sustainable and resilient economic growth and ensure our residents have access to good quality jobs. We are also focussed on ensuring that our work and skills teams continue to support people who need to find employment and that our residents can access the right skills and training provisions to meet the needs of our current and future employers.

We have our sights firmly set on the future Newport and we are progressing with the development of a new Placemaking Plan and a new cultural strategy which identifies and embraces Newport's artistic, creative and cultural strengths.

Our greatest asset always remains our staff. They continually seek to help and support residents and businesses as well as creating resilient and sustainable places and spaces. They approach their work with positive professionalism, trying to find solutions to any problems posed and going the extra mile in order to ensure that we deliver good quality outcomes for the city, its residents and businesses.

Service Area 2024/25 Dashboard Overview

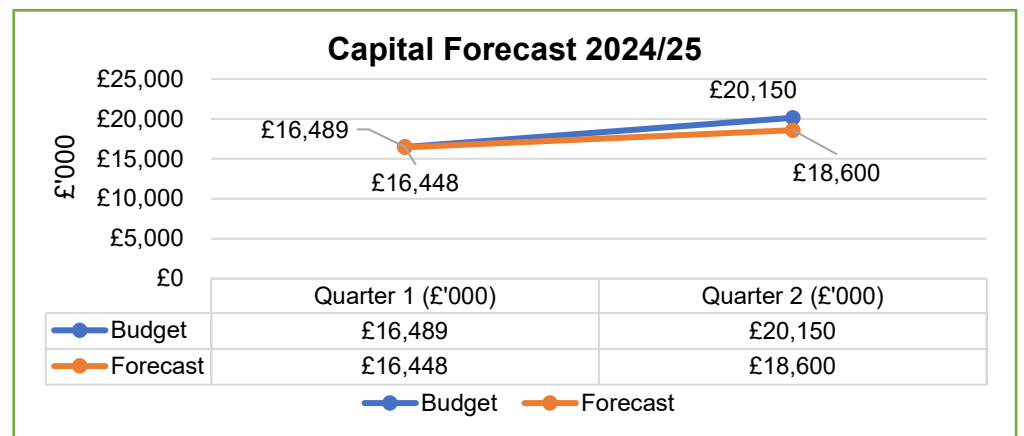
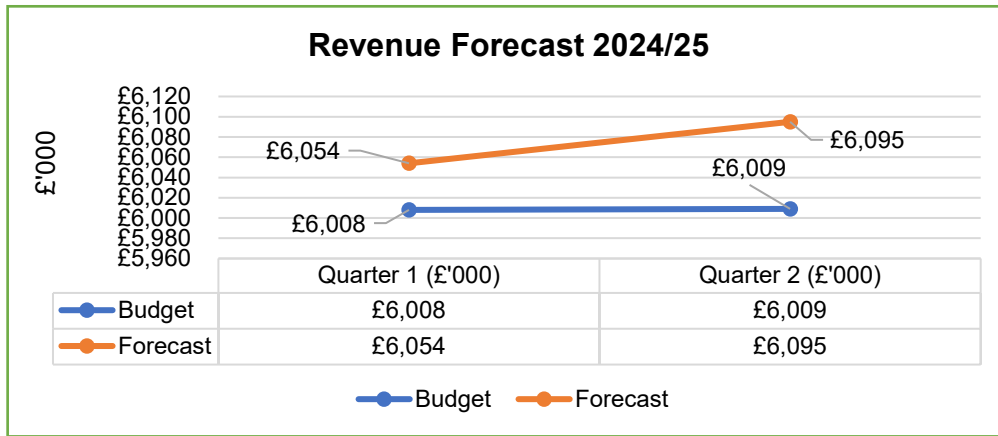
Service Plan Objectives

Objective	End of Year Status 23/24 (Red / Amber / Green / Blue)	Mid-Year Status 24/25 (Red / Amber / Green / Blue)
Objective 1 - Encourage and support continued economic growth within the city, with particular focus on strategic projects and regeneration in the City Centre.		
Objective 2 - Creating a vibrant and proud city where our tourism, destination, culture, leisure and heritage offer will be improved and promoted through events and marketing.		
Objective 3 - Newport residents will be supported into work and increasing their employment opportunities.		
Objective 4 - Support the sustainable and resilient growth of the City and seek to protect heritage and relevant landscape features through effective use land use planning regulations		

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
Transporter Bridge / Visitor Centre not delivered to time and budget.	Service Risk	16	6	12	12	12	12
Shared Prosperity Fund Programme	Service Risk	12	4	9	12	12	12
Replacement LDP is not delivered on time and to budget	Service Risk	9	3	9	9	9	9
Leisure Project	Service Risk	12	4	12	12	12	9
Planning & Development staff recruitment and retention	Service Risk	9	4	N/A	N/A	9	9

Service Area Finance Forecast 2024/25



Medium Term Financial Plan (MTFP) Savings 2024/25

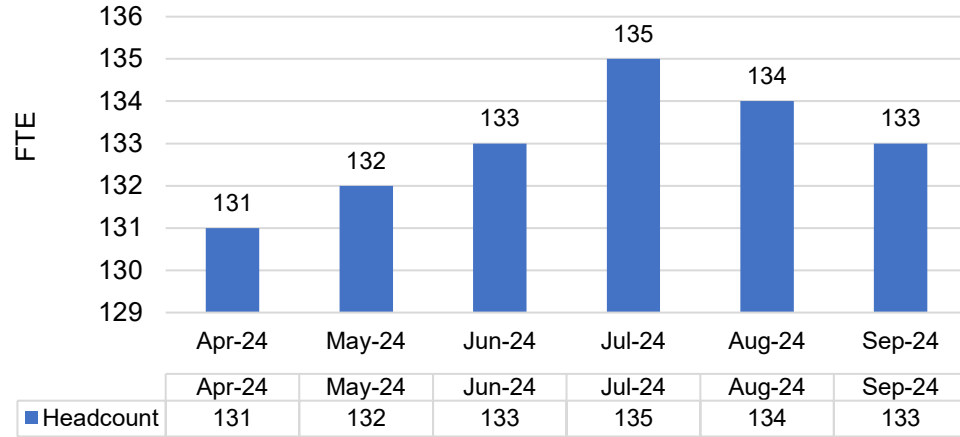
MTFP Proposal	Savings Target (£)	Savings Forecasted (£)	Forecast Variation (£)	% Variation
Reduction in Newport Live Management Fee	£195k	£195k	£0	0%
Increasing Non-Statutory Fees for Planning Services	£13K	£13K	£0	0%
Events Management Service	£38k	£38k	£0	0%
Planning Enforcement Student Officer	£14K	£14K	£0	0%
Total	£259k	£259k	£0	0%

Service Area Workforce Demographics, Sickness, and Check Ins

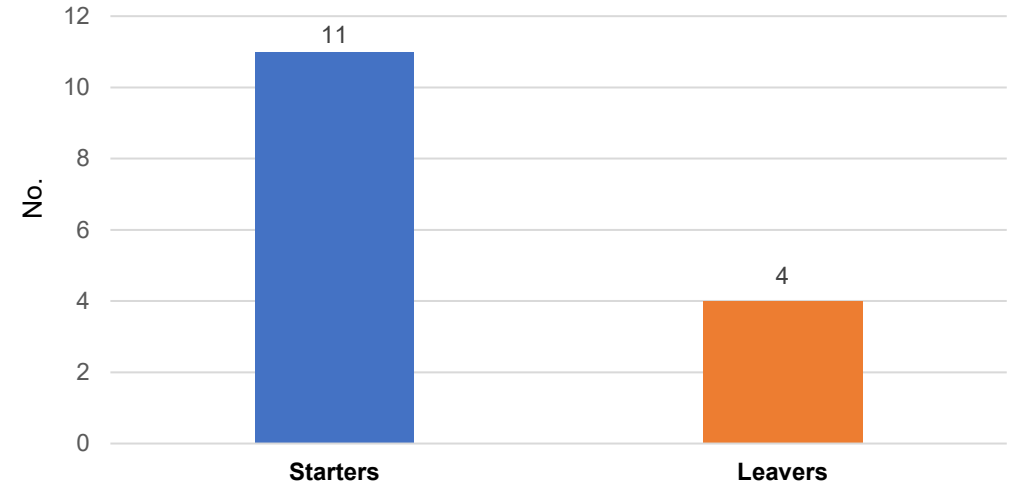
HeadCount - This does not include Agency staff.

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.

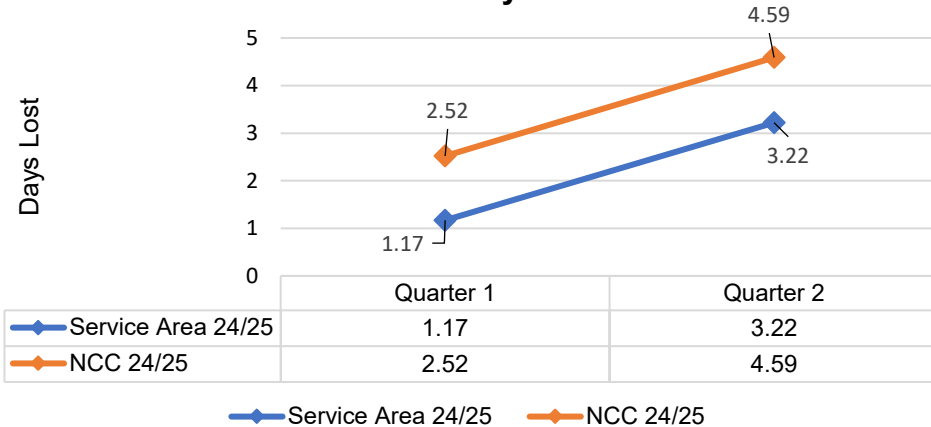
Regeneration & Economic Development Head Count



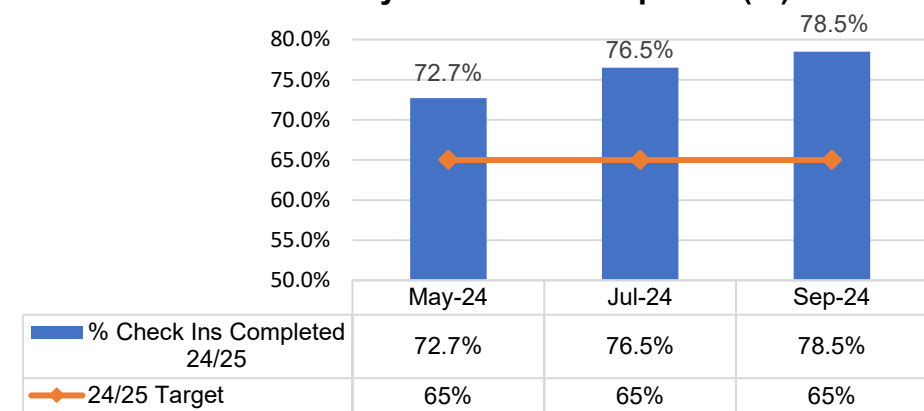
Organisational Starters and Leavers 2024/25



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)
Transporter Bridge Refurbishment	The Transporter Bridge is a Grade I listed building and an important part of Newport's heritage. It is an iconic part of the Newport skyline and one of less than 10 transporter bridges that remain in use in the world. The bridge opened in September 1906 and was designed by French engineer Ferdinand Arnodin. The bridge requires repair and refurbishment in order to ensure that it remain operational and accessible to visitors. The repair works include replacement and repainting of cables and supports and the repair of the gondola and approach ramps.	Well-being Objective 1	Quarter 3 2025/26	55%	60%	Project has visibly progressed on site with large sections of the boom having been grit blasted and repainted. Work on the bridge has been impacted by weather conditions, including wind and heat.
Transporter Bridge Visitor Centre	The delivery of the Visitor Centre which will attract visitors into the city generating income and promoting economic growth. This will contribute towards the long term objectives of supporting the maintenance of the Transporter Bridge and expanding upon the cultural offer of Newport. This will support the Council's Economic Growth Strategy, Corporate Plan commitment to revitalise the city centre and surrounding areas, and the proposed cultural strategy and destination management plan.	Well-being Objective 1	Quarter 3 2024/25	55%	99%	The Visitor Centre is approaching substantial completion with site handover expected to be before the end of the year. Organised group visits are expected to commence by the end of January 2025 with full public access possible once the full bridge repair works have been completed.

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)
Former IAC Building, Mill Street	Refurbishment of the building to provide high spec office accommodation. This will support the Council's Economic Growth Strategy and Corporate Plan commitment to re-vitalise the city centre.	Well-being Objective 1	Quarter 4 2025/26	75%	75%	Ongoing negotiations with owner regarding site condition, security and future use for property.
Newport Replacement Local Development Plan (RLDP)	Creation of a LDP is a statutory duty. The plan will include policies used to determine all planning applications in Newport. It will also identify land for development, helping with economic growth, and it will protect and enhance our best environmental and historical assets. This is in line with the Corporate Plan's priority to support sustainable economic growth and strong placemaking across our communities.	Well-being Objective 1 Well-being Objective 2	Quarter 4 2025/26	55%	55%	Work continues on reviewing and responding to the consultation responses received as part of the public consultation on the Preferred Strategy. These responses will inform the development of the Deposit Plan which will be considered by Cabinet and Council in the New Year.
DWP Restart Programme	The £2.9 billion Restart scheme launched in November 2020, supports Universal Credit claimants who have been out of work for at least 12 months. They are given enhanced support to find jobs in their local area, breaking down employment barriers that could be holding them back from finding work. This supports Council's Economic Growth Strategy and Corporate Plan commitment to provide equitable opportunities for people to retrain, learn new skills and find long term work.	Well-being Objective 1	Quarter 1 2027/28	90%	95%	The Restart contract for Newport has seen an increase of 4% in delivery caseload. The team are actively servicing approximately 264 clients and on average, place approximately 36 individuals into meaningful work, breaking down their barriers and supporting individuals to achieve their goals.

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)
City Centre Leisure and Well-being Centre	New leisure centre facility to be constructed adjacent to the USW campus on Usk Way. Facility will include fully accessible leisure pool and facilities with café space. Design innovation will help deliver a scheme which is carbon net zero in operation. Project is being supported with grants from Welsh and UK Government and will provide swimming and leisure facilities within the city centre. This will support the Council's Corporate Plan commitment to re-vitalise the city centre.	Well-being Objective 1 Well-being Objective 2	Quarter 1 2026/27	60%	65%	Final design work has been completed and external funding offers received. Enabling works have commenced on site to ensure that groundworks are completed before the commencement of the main build contract. Procurement of the main construction contractor has been completed with formal appointment subject to Cabinet approval.
Skills and Training Provision	Understanding the future skills needs of key employers and supporting the delivery of relevant facilities and training opportunities in order to ensure that existing and growing businesses have access to a skilled and suitably qualified workforce. The Council will not be operating such a facility but will play a coordinating and enabling role.	Well-being Objective 1	Quarter 3 2025/26	Not Applicable	25%	NCC work closely with the CCR to identify the key emerging trends in the employment industry and key sectors. Employer feedback is that current FE/HE training and qualification provision is not meeting their future needs. With the Investment Zone opportunity coming forward in 2025/26, it is important that we understand the issues and opportunities available to support the priority sector and a piece of work will be commissioned in Quarter 3 to progress this.

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)
Shared Prosperity Funding Programme	<p>In April 2022 the previous UK Government published details of the new £2.6bn Shared Prosperity Fund which seeks to support three priority areas:</p> <ul style="list-style-type: none"> •Communities and Place •Supporting Local Business; and •People and Skills <p>There is also a fund called Multiply, which seeks to improve adult numeracy skills. Newport's allocation of funding is just over £27m for core spend and a further £5.6m for Multiply. Current funding ends on 31st March 2025.</p>	<p>Well-being Objective 1</p> <p>Well-being Objective 2</p>	<p>Quarter 4 2024/25</p>	<p>66%</p>	<p>83%</p>	<p>Approximately £8m of SPF funding has been claimed in Q1 and Q2 with all project leads focussed on achieving full spend ahead of the closure of the programme by year end. With the election of a new UK Government, we are awaiting confirmation of what funding programme will replace SPF for 2025/26.</p>
Placemaking Plan	<p>Development of a new Placemaking Plan for the City Centre area which provides a targeted framework for regeneration, refurbishment and investment across the City Centre. This will support the Council's Economic Growth Strategy, Corporate Plan commitment to revitalise the city centre and proposed cultural strategy and destination management plan.</p>	<p>Well-being Objective 1</p> <p>Well-being Objective 2</p> <p>Well-being Objective 3</p>	<p>Quarter 3 2024/25</p>	<p>Not Applicable</p>	<p>50%</p>	<p>Lead consultants have been appointed and a Steering Group is in place comprising representatives from the public sector, third sector, businesses and community groups. Cabinet also agreed to the creation of a Cross Party Working Group which held its first meeting at the end of September 2024. Public engagement is ongoing with Stage 2 expected to be concluded in November.</p>
Cultural Strategy	<p>Development of a strategy which captures what makes Newport a rich, diverse and proud City and what we will do to develop, promote and celebrate our culture and heritage. This will support the Council's Economic Growth Strategy, Corporate Plan commitment to revitalise the city centre and proposed Placemaking Plan and Destination Management and Marketing Plan.</p>	<p>Well-being Objective 1</p> <p>Well-being Objective 2</p> <p>Well-being Objective 3</p>	<p>Quarter 4 2024/25</p>	<p>Not Applicable</p>	<p>50%</p>	<p>Lead consultants have been appointed and a Steering Group is in place comprising representatives from the public sector, businesses and community groups. Public engagement has been completed with a launch event expected in Q4 2024/25.</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)
Investment Zone	Supporting the South East Wales Corporate Joint Committee to deliver on the UK and Welsh Government commitment to deliver an Investment Zone in Newport and Cardiff, focussed on the Compound Semiconductor cluster. This will support the Council's Economic Growth Strategy and Corporate Plan commitment to make Newport a thriving and growing city that offers opportunities for all.	Well-being Objective 1 Well-being Objective 2	Quarter 4 2024/25	Not Applicable	25%	The CCR Corporate Joint Committee are the lead authority for the Newport and Cardiff Investment Zone with NCC Officers working closely with CCR on progressing this initiative through the various gateways. NCC remain focused on ensuring that the priority sector relates to the Compound Semiconductor cluster, delivering UK and Welsh Govt commitments to support the compound semiconductor sector and related supply chain. Currently awaiting confirmation of priorities of new UK Government and their commitment to the Investment Zone initiative.
Urdd Eisteddfod 2027	Supporting the Urdd to deliver the national event in Newport in 2027. This will support the Corporate Plan commitment to become a destination that celebrates cultural diversity, heritage and delivers elite sporting events, and increasing the number of Welsh speakers in Newport by improving access to Welsh education, supporting businesses, and promoting the Welsh language.	Well-being Objective 1 Well-being Objective 2	Quarter 1 2027/28	Not Applicable	5%	Cabinet accepted the invitation to host the Urdd Eisteddfod in Newport in May 2027 and Officers have been working with the Urdd Gobaith Cymru on early planning activities. A launch event was held by the Urdd Gobaith Cymru in September when Newport was formally confirmed as the location for the 2027 event. Officers will be working closely with the Urdd organisers in developing and delivering the event over the next 2.5 years.

Workforce Development

To support workforce development across the service area the following actions were identified as priority in 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)
Ensure that workforce is equipped to support business continuity.	Review age workforce profile of workforce on a regular basis and to identify areas of concern in relation to business continuity. Undertake further activity to support staff development.	1 st April 2024	31 st March 2026	Not Applicable	25%	Service Managers and Team Managers have been reviewing team structures and looking at innovative ways of filling roles which have been difficult to recruit to and to bring more young people into the RED areas of work. This has included recruiting Year-Out Planners, LABC and RTPI funded placements and also employment of apprentices. Existing staff have also been offered the opportunity to take on higher grade roles through mentoring and additional support.
Review Job Descriptions & Team Structures	Review job descriptions (JD's) and team structures to ensure that roles reflect current operating model and requirements of the service	1 st April 2024	31 st March 2026	Not Applicable	33%	A review of Planning and Development JD's has been completed and all roles and responsibilities reflect current structure and objectives of the service area.
Ensure workforce is developed and capable.	Upskilling staff to ensure they have appropriate qualifications and knowledge	1 st April 2024	31 st March 2026	Not Applicable	25%	Training and development needs are established and reviewed as part of bi-monthly check ins and a training budget is available to all staff. Staff are supported to undertake post graduate qualifications as well as management qualifications. This is alongside attending relevant CPD and other relevant training courses to improve knowledge and performance in their area of work.

Objectives and Action Plan Update

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

Objective 1 - Encourage and support continued economic growth within the City, with particular focus on strategic projects and regeneration in the City Centre.

Corporate Plan Well-being Objectives Supported – Well-being Objective 1

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	Encourage inward investment and support growth of new and existing businesses within the city, through proactive business support and as part of regional partnerships.	Newport attracts new businesses into the City through our excellent geographic location and connectivity, and strengthens our existing growth sectors in tech, digital, data, compound semiconductors / advanced manufacturing and hospitality. Existing businesses are supported to grow in order to create a resilient and sustainable business mix across the city. An Investment Prospectus is used at appropriate investment and marketing events to raise investor awareness in Newport.	1 st April 2024	Ongoing	Not Applicable	50%	Business support is provided for all new and existing businesses with grant funding available for start ups and expanding enterprises. Marketing materials, including an Investment Prospectus is available online and the marketing of Newport as a place is being improved through the development of a new website. A pilot international soft landing project has been underway with Tramshed Tech and has seen international businesses being hosted in the former Information Station offices for up to 6 months whilst they receive support and guidance from Tramshed Tech. This has seen a number of companies go on to establish a presence in Newport.

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	Deliver a new Placemaking Plan for the City Centre which provides a targeted framework for regeneration, refurbishment and investment across the City Centre.	An update to the City Centre Master Plan which builds upon key projects which have been delivered such as the Indoor Market, Market Arcade and 4* Chartist Hotel. The plan will consider the need for green spaces and also reflect the projects in progress including the development of a new leisure and well-being centre and Coleg Gwent's plans for a new city centre campus. Funding will be sought for priority projects which have the potential to bring increased footfall, employment, investment or vibrancy to the city.	1 st April 2024	Placemaking Plan – 31 st October 2024 Supporting Regeneration Projects - Ongoing	Not Applicable	50%	Lead consultants have been appointed and a Steering Group is in place comprising representatives from the public sector, third sector, businesses and community groups. Cabinet also agreed to the creation of a Cross Party Working Group which held its first meeting at the end of September 2024. Public engagement is ongoing with Stage 2 expected to be concluded in November.

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	Support the South East Wales Corporate Joint Committee (CJC) in delivering an Investment Zone across Newport and Cardiff	Supporting the priority sector of advanced manufacturing with particular focus on the compound semiconductor cluster based in and around Imperial Park. The first stage is the approval of an Outline Business Case by UK and Welsh Government. Additional funding is available to support delivery of the approved vision which will include fiscal incentives and development funding in order to bring forward new sites for further investment and development.	1 st November 2023	Outline Business Case – 31 st March 2025 Investment Zone delivery - 31 st March 2035	Not Applicable	25%	The CCR Corporate Joint Committee are the lead authority for the Newport and Cardiff Investment Zone with NCC Officers working closely with CCR on progressing this initiative through the various gateways. NCC remain focused on ensuring that the priority sector relates to the Compound Semiconductor cluster, delivering UK and Welsh Govt commitments to support the compound semiconductor sector and related supply chain. Currently awaiting confirmation of priorities of new UK Government and their commitment to the Investment Zone initiative.

Objective 2 - Creating a vibrant and proud city where our tourism, destination, culture, leisure and heritage offer will be improved and promoted through events and marketing.

Corporate Plan Well-being Objectives Supported – Well-being Objective 1

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	Develop and adopt a Cultural Strategy	An important part of the delivery of this objective is the creation of a robust and ambitious strategy which has been developed through engagement and collaboration with our communities. The strategy will capture what makes Newport a rich, diverse and proud City and what we will do to develop, promote and celebrate our culture and heritage.	1 st April 2024	31 st March 2025	Not Applicable	50%	Lead consultants have been appointed and a Steering Group is in place comprising representatives from the public sector, businesses and community groups. Public engagement has been completed with a launch event expected in Q4 2024/25.
2	Enhance and promote our heritage and culture offer to encourage more awareness and participation in Newport's culture and heritage, in accordance with the approved Cultural Strategy.	The provision of spaces and technology which showcases our culture and heritage assets in a stimulating and engaging way which is also accessible and inclusive. This will contribute towards our commitment to promote Newport as a destination for our communities and visitors to explore and celebrate our culture and heritage.	1 st April 2024	Ongoing	Not Applicable	30%	Full programme of engagement and promotion will be informed by the Cultural Strategy, once approved. However, promotion is ongoing through activities including filming of a Newport Ship documentary along with short films to highlight National Contemporary Art Gallery work in Newport.

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3	To develop a long term strategy for the storage and display of the medieval ship.	Production of a strategy which presents the Council with options for the long term future of the Ship. We will work in collaboration with partners to understand what the requirements are for the storage and preservation of the Ship, in order to allow visitors to explore and celebrate part of Newport's heritage.	1 st April 2021	31 st March 2026	60%	65%	Consultants appointed to undertake a detailed options appraisal. Report expected in Q4 2024/25.
4	Develop a new Destination Management and Marketing Plan which identifies how we promote Newport as a visitor destination and great place to live, work, learn and invest.	Production of a strategy and plan which supports the promotion of Newport using proactive and targeted marketing in order to support inward investment opportunities and the visitor economy.	1 st April 2024	Destination Plan Approval – 31 st October 2025 Implementation - Ongoing	Not Applicable	25%	This Plan is being developed by the consultants undertaking the Placemaking Plan due to the synergies between both plans. Branding and place promotion is a key part of the Placemaking Plan and this needs to be aligned with how we promote Newport as a destination to visitors. The Destination Management Plan will also consider the wider tourism offer across the city.

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	Successful delivery of corporate events and support with the delivery of local, community and partner events which reflects our cultural, sport, leisure and heritage offer.	Delivery of corporate events, and through collaboration with national organisations such as Urdd Gobaith Cymru and local partners, including, ICCW, Newport Live, Dragons and Newport County AFC, we will continue to promote and host regional, national and international events. We will also support community groups and stakeholders to develop a calendar of inclusive and accessible events which will give the City a positive vibrancy and raise awareness of our heritage and our cultural diversity.	1 st April 2024	Ongoing	Not Applicable	50%	Destination Development team continue to deliver the statutory and corporate events programme which has included supporting the delivery of the annual Newport Marathon, the Big Splash and Urban Beach, and corporate events including mayor making and Armed Forces Day. Key city centre events are planned in Q3 including the Food Festival, Countdown to Christmas and Remembrance service.
6	Monitor and manage the delivery of the Newport Live contract.	Working with Newport Live to oversee the delivery of the Funding Management Agreement to ensure that accessible sports and leisure activities are delivered across the City. We will also work in partnership to secure funding opportunities to improve and enhance facilities. Oversight of the Partnership will also be considered by Partnerships Scrutiny Committee on an annual basis.	1 st April 2022	Ongoing	Not applicable	N/A	A new client officer role has been appointed and is the principal point of contact between Newport Live and the Council.

Objective 3 - Working towards being a Living Wage City by working in partnership with businesses to gain accreditation as Living Wage Employers and helping Newport residents to retrain, learn new skills and find long term work
Corporate Plan Well-being Objectives Supported – Well-being Objective 1

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	Explore the opportunity to become a recognised Living Wage City.	Working together with communities and businesses we will seek to establish how we tackle issues of low pay within Newport and how we engage with Newport employers to develop a strategy to enable Newport to become a Living Wage City.	1 st November 2022	31 st March 2026	20%	30%	Work activity is currently being led by People, Policy and Transformation colleagues and USW have been commissioned to understand how NCC can achieve recognition as a Living Wage City. RED will support with engagement with businesses at the appropriate point. Expected completion of the review in Q1 2025.
2	Delivery of employment and skills support across the City for programmes including Communities 4 Work+ and Restart.	Ensuring there is access to tailored employment and skills support across the City in order to increase numbers of people accessing and benefitting from employment support. This will result in improved access to digital facilities and improved skills, educational outcomes & employment opportunities.	1 st April 2024	31 st May 2027	Not applicable	16%	A new method of curriculum delivery has been developed to ensure we are offering complementary training opportunities to participants. The employment hub at the former information station offers a strong ESOL provision, regular digital skills & literacy support, Multiply classes & employability/confidence classes – alongside the 1-1 mentorship already provided. To date over 300 participants have been engaged. The Quickstart scheme has been funded through SPF and supported 19 individuals into a work placement, with three of those placements subsequently being offered a full-time role.

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3	Continue to develop skills and qualification opportunities through the Youth Academy in order to reduce the number of young people not in employment, education or training (NEET).	Working with young people to deliver targeted skills and qualifications with the following annual targets. Positive Progression Rate – 75% Activity Success Rate – 65% Attendance – 85%	1 st April 2022	31 st March 2026	65%	70%	At mid-year, the Newport Youth Academy (NYA) are meeting contractual targets in relation to Positive Progression Rates. The service has set a higher target of 75% for the full year and there is confidence that this target will be achieved based on pipeline and students length of time on programme. To date, the NYA have also achieved 150 fully certified Level 1, 2 and 3 qualifications with the students
4	Organise and support the delivery of job fairs and recruitment activities to connect employers with the local workforce.	Linking job seekers with local employers, we intend to deliver at least two open access jobs fair events per year.	1 st April 2022	Ongoing	50%	70%	Employer engagement events are a regular feature of the work undertaken by the Work & Skills team. A recent event has supported festive recruitment for a number of Newport businesses and saw a total of 95 interviews undertaken across the day and 46 job offers made. Volunteers job fair scheduled for January 2025 and an employment job fair planned for March 2025.

Objective 4- Support the sustainable and resilient growth of the City and seek to protect heritage and relevant landscape features through effective use land use planning regulations.

Corporate Plan Well-being Objectives Supported – Well-being Objective 1 and Well-being Objective 2

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1	Adopt a replacement Local Development Plan which will provide the statutory land use planning framework for the sustainable growth and protection of Newport up until 2036.	An up to date development plan which reflects the economic growth ambitions of the City whilst also seeking to protect historic buildings and landscape features from inappropriate development.	1 st April 2021	28 th February 2026	55%	55%	Work continues on reviewing and responding to the consultation responses received as part of the public consultation on the Preferred Strategy. These responses will inform the development of the Deposit Plan which will be considered by Cabinet and Council in the New Year.
2	Work collaboratively with the Cardiff Capital Region Corporate Joint Committee to develop a Strategic Development Plan.	Through collaboration we shall support and contribute towards the development of the Strategic Development Plan for the Cardiff Capital Region. This will be delivered by the Corporate Joint Committee and will provide a regional planning policy document which sits between the National Plan, Future Wales and the Council's adopted Local Development Plan. It will focus on issues of regional importance such as green belts and regional growth targets for housing delivery and employment.	1 st October 2022	31 st March 2030	10%	15%	The delivery of the Strategic Development Plan (SDP) is the responsibility of the CCR Corporate Joint Committee (CJC). The CJC is developing a Delivery Agreement which is planned for submission to Welsh Gov in December 2024. Recruitment to the CJC team is expected to take place in 2025/26.

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	Support sustainable development, ensure climate resilience, preserve heritage and the environment and promote importance of placemaking, ensuring development is fully aligned with Planning Policy Wales 12, the Well-being of Future Generations Act and the Placemaking Wales Charter.	Effective decision making through the statutory planning function can help support sustainable economic growth, good quality buildings and strong placemaking across Newport's communities.	1 st April 2024	Ongoing	Not Applicable	20%	All developments considered against up-to-date local and national planning policy to ensure it is sustainable. All reports reviewed by Planning and Development Manager and/or Area Managers to ensure policies are being considered and applied consistently.
4	Use effective enforcement powers to protect against inappropriate development and bring back some of the City's long standing vacant and derelict properties.	Enforcement action is taken where appropriate and in order to address harm which is caused by the unauthorised development. This includes tackling some of the City's long standing vacant and derelict properties. A priority list of unsightly properties and sites has been developed and a collaborative approach will be taken across all service areas to use regulatory powers to tackle the appearance of these properties with a view to seeing them refurbished and brought back into use.	1 st April 2024	Ongoing	Not Applicable	20%	Vacancy in enforcement team now filled with student planner. Progress made on some of the long standing empty properties, including removal of scaffolding on 17-18 Upper Dock Street, works being undertaken on The Maltings to protect it from further deterioration and property in Charles Street is undergoing repair. Whilst planning enforcement is resulting in an improvement in the appearance of property or preventing further deterioration of certain listed buildings, it is not resulting in the reuse of empty properties. Formal enforcement powers continue to be used where necessary.

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	Prepare Annual Performance / Monitoring Reports relating to performance of the Development Management service and the performance of the adopted Local Development Plan (LDP) - (APR and AMR respectively)	The annual LDP monitoring report reviews and evaluates incidences of non-conformity with the development plan and is reported to Welsh Government in October every year. An All Wales Annual Performance Report which considered the performance of the Development Management service of all Local Authorities was previously prepared by Welsh Government up until 2017. Whilst Welsh Government consider the future requirement of Annual Performance Reports, a Newport focussed report will be prepared and reported to Planning Committee, reflecting on the performance of the planning applications and enforcement functions.	1 st April 2024	Annual Monitoring Report: October 2024 Annual Performance Report: December 2024	Not Applicable	50%	Annual Performance Report prepared and due to be reported to Planning Committee in October. Annual Monitoring Report due to be submitted to Welsh Gov at the end of October. Both reports will be translated into Welsh and published on the Council website.

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)
6	Ensure continued presence on the Council's major project and programme groups to ensure colleagues receive professional planning advice regularly and early on in the development of strategic projects and programmes.	The planning service supports and enables the Council in the delivery of its well-being objectives. Early planning engagement ensures that proposals and strategies comply with relevant planning policies, ensuring that appropriate resources and key issues are identified and addressed.	1 st April 2024	Ongoing	Not Applicable	20%	Service Manager attends Strategic Housing, Community Safety and Education boards to provide advice and input into key Council strategies. Head of Service attends Property, Climate Change and Employment Boards. Other team members also attend various stakeholder meetings to provide planning input.
7	Prepare a detailed annual report on Section 106 contributions which are secured by the Council as part of development proposals, in order to highlight money and infrastructure secured as part of development that benefits local communities and the Council	Section 106 contributions can be secured as part of development proposals to secure necessary infrastructure. The Council has a designated Section 106 Officer whose role is to co-ordinate the requirements and spend of such contributions. The publication of an annual report which would be presented to the Planning Committee would ensure that a list of secured benefits of development are recorded and monitored.	1 st April 2024	31 st October 2024	Not Applicable	50%	S106 (Planning Contributions) Annual Report prepared and due to be reported to Planning Committee in October. This report will outline the number of S106 agreements secured last year, the income received and expenditure. Report will be translated into Welsh and published on the Council website.

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
Percentage of all planning applications determined in time. *Reflects Welsh Government targets.	62.4%	66.5%	86.63%	83.4%	89.8%	80%*	Positive to see this indicator continuing to improve, demonstrating that Officers are enabling development in a timely manner.
Percentage of all planning decisions successfully defended at appeal. *Reflects Welsh Government targets.	76.9%	71.4%	67.7%	54.6% (12/22)	66.7% (6/9)	66%*	We aim to make good quality decisions and use the Welsh Government target of 66% which they consider to represent a good performing Authority. Planning is often subjective in respect of matters such as design and Planning Committee are entitled to make decisions against officer recommendation.
Number of businesses supported through the provision of advice and guidance	3,922	231	964	350	484	500	Business Support team continue to proactively engage with businesses, offering support and assistance with grant requests.
(New) Number of people supported by the work and skills team through the provision of advice, guidance and skills training	Not Available	Not Available	Not Available	239	855	950 (475)	Positive performance and reflects the collective efforts across the employability programmes to support residents to gain skills, qualifications and employment
Number of events supported or led by the Council	Not Available	30	22	14	18	23 (11)	There are a number of annual corporate and civic events which were successfully delivered in the first half year, including Flag raising and local ceremonies (including D-Day). Major events supported included the Newport Marathon, Big Splash and Urban Beach.

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
(New) Number of hits on Events (What's On) website	Not Available	Not Available	Not Available	N/A	7,900	4,000	The What's On Website is being promoted to local groups and organisations and is proving to be a very popular tool for event organisers to promote their events and for the public to find out what is happening in Newport throughout the year. At times over 100 events are being advertised.
(New) City Centre Footfall (number)	Not Available	Not Available	Not Available	N/A	2,010,840	Comparator Measure	

Compliments, Comments and Complaints

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

Complaints	Quarter 1		Quarter 2		Total 2024/25	
	Stage 1	Stage 2	Stage 1	Stage 2	Stage 1	Stage 2
Number of Complaints received	1	0	2	2	3	2
Number of Complaints refused after assessment*	4		2		6	

*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.

Community Consultations and Engagement 2024/25

Below is a summary of the consultations and engagement completed by the service area in the last year to support key decisions, strategy and/or policy development; and delivery of services. This list could also include any surveys, engagement activities such as workshops with service user / community groups, where their views were considered.

Consultation / Engagement Activity	Method(s) e.g. Bus Wi-Fi, forums, surveys etc	Number of Responses	Outcomes of the Engagement Activity
City Centre Placemaking Plan (Views of the City Centre in Newport)	Digital Survey, Focus Groups and Public Interviews	1,730	Informed ongoing development of the plan. Engagement has been critical to production of the 60 Big Ideas document and a platform for further engagement in November and December.
Cultural Strategy	Digital Survey	430	Informed ongoing development of the plan. A follow up short form survey and focus groups are planned for October/November 2024.

Case Studies, Key Achievements, Awards

Case Study 1 – NCC Work & Skills Recruitment Day – Rodney Parade

Communities For Work Plus (CfW+) Employer Liaison team used Rodney Parade executive boxes to bring a range of local employers together to support their festive recruitment. Participants from the Work and Skills projects including, Shared Prosperity Fund, DWP Restart, Newport Youth Academy and Communities for Work Plus were offered interviews across a range of different sectors and roles. Employers involved were RF Brooks (food production), Superdrug (retail), Toby Carvery (hospitality roles), Celtic Manor (hospitality including front of house, bar & housekeeping), Smyths Toys (retail), ALUK (Warehouse), Mercure Hotel (hospitality), McDonalds and Claires Accessories (retail).

A total of 95 interviews were attended across the day. Out of the 95 interviews there were 46 job offers made and a further 6 people were offered 2nd interviews.

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

Abbreviation	Description
CCR	Cardiff Capital Region
CJC	Corporate Joint Committee
ESOL	English for Speakers of Other Languages
FE/HE	Further Education/Higher Education
LABC	Local Authority Building Control
LDP	Local Development Plan
NYA	Newport Youth Academy
RTPI	Royal Town Planning Institute
SDP	Strategic Development Plan
S106	Section 106 Agreement
SPF	UK Shared Prosperity Fund