

# Agenda



## Overview and Scrutiny Management Committee

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Date: Thursday, 26 September 2019

Time: 4.00 pm

Venue: Committee Room 1 - Civic Centre

To: Councillors L Lacey (Chair), M Al-Nuaimi, G Berry, C Evans, M Evans, C Ferris, Y Forsey, K Thomas and P Hourahine

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Item		Wards Affected
1	<u>Apologies</u>	
2	<u>Declarations of Interest</u>	
3	<u>Minutes of the Meeting held on 12/07/2019</u> (Pages 3 - 12)	
4	<u>Corporate Plan Annual Report 2018 /19</u> (Pages 13 - 48)	
5	<u>Draft Economic Regeneration Strategy Update</u> (Pages 49 - 94)	
6	<u>Conclusion of Committee Reports</u> Following the completion of the Committee reports, the Committee will be asked to formalise its conclusions, recommendations and comments on previous items for actioning.	
7	<u>Scrutiny Adviser Reports</u> (Pages 95 - 100)  a) Forward Work Programme Update ( <b>Appendix 1</b> )	

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# Minutes



## Overview and Scrutiny Management Committee

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Date: 12 July 2019

Time: 10.00 am

Present: Councillors L Lacey (Chair), M Al-Nuaimi, G Berry, C Evans, M Evans, Y Forsey, M Linton and K Thomas

In Attendance: D Cooke (Scrutiny Adviser), L Davies (Governance Officer), E Blayney (Scrutiny and Governance Manager), M Bleazard (Information Development Manager), R Cornwall (Head of People and Business Change) and M Rushworth (Head of Finance)

Apologies: None

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### 1 **Declarations of Interest**

None

### 2 **Minutes of the Meeting held on 18/04/2019**

Minutes held as a true and accurate record.

The members raised the following matters with the minutes and subsequent action sheet;

- The recommendations and actions from the previous meeting were not included in the current Action Sheet.
- The Members wished to know why recommended changes they put forward and Officers verbally agreed during the meeting were not implemented prior to the Annual Corporate Safeguarding report being submitted to Cabinet.
- The Committee had not yet received the additional information that was requested at the previous meeting.

The Scrutiny Adviser informed the Committee that the additional information would be requested from Officers and the outstanding actions would be added to the Action Sheet

### 3 **Finance Team Update**

Attendees;

- Merion Rushworth – Head of Finance

The Head of Finance introduced the two information reports provided in response to the outstanding actions from the Overview and Scrutiny Management Committee meeting on the 31 January 2019. The first of the two information reports updated the Committee on the Corporate Plan Commitments and their financial impact on the budget. The Head of Finance then explained the Budget Process the Council would be using for the year 2019/2020. The Committee asked the following questions;

- The Committee reminded the Officer that in the past they had recommended that the Council looked to plan financially across the medium term, and to consult with the public about the medium term savings instead of doing it year by year and consulting at the end of December and start of January. The Officer agreed with the Committee and stated that it was his professional opinion that the Council should look to set up a longer term saving plans in line with the Medium Term Financial Plan, instead of waiting for the annual Welsh Government settlement and then consulting. The Officer continued to say that there was a gap where a Strategic Change Framework could be put in place. This Strategic Change Framework would coordinate any high level plans and projects that the Council were designing or implementing.
- The Newport Knowledge Quarter had been discussed a number of times by the Committee. If the Knowledge Quarter was to be developed would the Council provide capital investment to support it? The Officer informed the Committee that this was one area they were currently looking at and its capital implications. Coleg Gwent, sixth forms and schools were all involved in the discussions. The Officer quoted 18 million pounds would be made available for developing the Knowledge Quarter from the capital investment and that Cabinet wanted the deal and were close to a resolution.
- A Member pointed out that in the Corporate Plan Commitments table 'waste' had been misspelled as 'water'. The Officer agreed to change this and went onto say that with Welsh Government support the second household waste recycling facility was close to completion.
- The Officer reassured the Committee that they were working hard to ensure that the out of county provision that had cost Education and Children and Young Peoples Services £3.9 million in 2019/2020 would be refocused through increasing residential home places in Newport going forward.
- The Committee requested more information on the apprenticeships included in the report. The Officer explained that these apprentices were all within the Council, they were able to access free training through Welsh Government funding and the Council were partnered with ACT training to provide the training. The Council were the only Welsh Council to take part in the Local Government Association Graduate Scheme. The Council were also proud to be offering 22 Looked After Children the opportunity to get valuable work experience, the young people were all paid above the minimum apprentice wage as well.
- The Committee Members raised serious concerns that the Corporate Plan commitments contained no reference to the Councils carbon footprint and following other councils lead to become carbon neutral by 2030. The Officer explained that a number of the points raised were indeed in motion but as they were not included in the Corporate Plan commitments there was no mechanism for him to include the additional information. The Council were looking at fleet vehicles being electrified, solar panels being used in the recycling tips, car charging point network through the City and we had recently hired two new renewable energy related posts into the Regeneration, Investment and Housing service area.

The Chair thanked the Officers for their time.

#### Conclusions

The Committee made the following comments and recommendations on the finance update;

- The Committee recommended that the Senior Leadership Team look at implementing a Strategic Change Framework line in with what the Head of Finance introduced to the Committee.

- The Committee recommended that the Council commit to become carbon neutral, self-impose a deadline and create an action plan to achieve this.
- The Committee requested feedback on whether the Council had created a ten year plan and whether this document was still viable.

#### 4 Annual Information Risk Report

Attendees;

- Rhys Cornwall – Head of People and Business Change
- Mark Bleazard – Information Development Manager
- Tariq Slaoui – Information Manager

The Head of People and Business Change introduced the report and explained that this was not a statutory report but something the Council did as best practice. Each year the Council produce this report as act of transparency and openness. There will always be a risk associated with information but we are trying to mitigate those risks by creating and implementing processes, procedures and training staff. The report covered a number of areas including the introduction of GDPR, Freedom of Information requests and covered up until 31<sup>st</sup> March 2019.

The Committee asked the following questions;

- If there was a data breach where one of the other SRS partners were affected, would our information be at risk? The Head of Service informed the Committee that all of Newport's data is segregated from other organisations, without exception. The data belongs to the organisation and SRS just host it on their servers. With Office 365 you might see Monmouth email addresses in the address book but this does mean they can access our information.
- One of the members explained to the Committee that they are using their work issued mobile for emails, but the new app does not require a password to access and queried whether this was a risk? The Officers explained that some of the new facilities were not as secure as they could have been and they were working on some issues and bugs with the new hardware and software. They thanked the Member for bringing to their attention and asked to speak with him later to see what they could do to increase the security on his phone. The Head of Service explained that financially moving to Office 365 was the cheaper option for the Council at the time, which meant that they made the transition sooner than they would have liked.
- The Committee drew the Officers attention to the significant increase in Freedom of Information (FOI) requests, and the reasons for this. The Officers stated that they did not know why there had been an increase in FOI requests, but it might be due to people becoming more aware of the process. There are ten or twelve data sets available online to the public and the Council were looking at ways of introducing more. There was a self-interest in decreasing the number of FOIs due to the ever increasing impact it had on staff resources. The FOI requests covered everything from Brexit and Grenfell. The Committee asked if themes were identified and added to the FOI transparency page and Officers stated that this was something that could be looked at in the future. The Officer explained that one problem they faced with FOI was a citizen could ask as many questions as they wished, sometimes which required multiple officers from across the organisation to answer, which impacted on our ability to respond within the time limit of twenty working days.
- The Officers explained that the personal notebook that contained Newport City Council data was taken when an employee left. This was a data breach because regardless of who owned the notebook, Newport City Council owned the data contained in it. The

Officers reassured the Councillors that the exit process for employees had been changed to reflect this newly identified risk.

- The Committee requested more information on the process of staff claiming expenses. The Head of Service informed the Committee that all HR claims were made through the online HR system, they had seen a decrease of sixty thousand pounds since switching from paper based.
- The Officer informed the Committee that they were planning to apply for the Cyber Essential Plus accreditation in July 2019, in line with Cyber Essential Plus funding from Welsh Government.

### Conclusions

The Committee made the following comments and recommendations to the Cabinet Member;

- The Committee recommended that the Freedom of Information requests and responses are documented on the internet, the Committee also felt that they should be categorised and organised by theme.
- The Committee recommended that the transparency webpage should be expanded to allow the citizens of Newport access to more information.

## **5 Draft Scrutiny Annual Report 2018/19**

### Scrutiny Annual Report 2018/19

The Scrutiny and Governance Officer introduced the Scrutiny annual Report to the Committee, while highlighting the key sections and their contents. The Officer invited questions from the Committee;

- The Committee asked what had been done to align the Scrutiny Work Programme with Cabinets. The Officer explained that a complete alignment was difficult to achieve for a number of reasons. Scrutiny was very reactive, when more could be done to be proactive in forecasting and identifying possible scrutiny agenda items this would involve further engagement from Heads of Service and Directors.
- The Committee were concerned that the impact of the Scrutiny Committee was not being highlighted in the report and the value for money was not represented for the citizens of Newport. The Officer explained that Scrutiny received feedback on some agenda items, but if the Committee wished for more feedback from Cabinet or Cabinet Members then they would need to request this. The Officer continued to say that the Scrutiny team were working on a new method of collating, tracking and presenting recommendations and related responses to the Committee.
- The Officer informed the Committee that the reference to engagement in the report was related to the Scrutiny function of the Council and not public engagement on a whole across the Council. The Officer will change the report to clarify the engagement section.
- The Officer clarified that it was difficult to measure what impact the Committee had made when scrutinising certain items, like the City Centre Public Spaces Protection Order and Civil Parking Enforcement, due to the decisions being taken at Council but the report could contain the recommendations and comments the Committee made towards all past agenda items but this would be very resources intensive and make the final report very large.

- The Committee asked if there could be more information included about the scrutiny of the regional city deal. The Officer informed the Committee that this was not appropriate as the Scrutiny was done independent of the scrutiny function of the Council. The Chair of the PSC Partnership committee is the Council representative on the scrutiny committee for the regional city deal. The Chair of the Committee reports back to the Partnership Committee after city deal scrutiny. If any members are interested in the regional city deal scrutiny then they could look at the minutes from the Partnership Committee.

### Conclusions

The Committee made the following comments and recommendations relating to the Scrutiny Annual Report;

- The Committee recommended that more was done to track the impact the Committees conclusions had and for a mechanism to be created to feed this back at later meetings.
- The Committee recommended that Scrutiny link the work programmes of its four Committees to the Cabinets work programme.

## 6 **Scrutiny Adviser Reports**

### **A) Forward Work Programme**

The Scrutiny Adviser presented the Forward Work Programme, and informed the Committee of the agenda items scheduled;

**26 September 2019**, the agenda items;

- Corporate Annual Plan
- Toilet Strategy
- Draft Economic Regeneration Strategy

The Committee requested that this meetings start time be moved from 5pm to 4pm to accommodate Members with prior commitments and schedule conflicts.

**1 November 2019**, the agenda items;

- Performance Management Strategy – Recommendations Monitoring

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**Overview and Scrutiny Management Committee  
ACTION SHEET – September 2019**

	<b>Agenda Item</b>	<b>Service area / Performance measure</b>	<b>Action</b>	<b>Responsibility</b>	<b>Outcome</b>
1	Annual Corporate Safeguarding report 2018/19	Social Services	Update the VAWDASV Training number to annual figure for the year of the report before reporting to Cabinet.	Corporate Safeguarding Manager	<b>The Corporate Safeguarding Manager wished to inform the Committee that the Training and Corporate data was only available from November each year. The next available data set would be November 2019.</b>
2	Finance Update	Finance	The Committee requested feedback on whether the Council had previously created a ten year financial plan and whether this document was still viable.	Head of Finance	<b>Awaiting response</b>
3	Finance Update	Senior Leadership Team	Senior Leadership Team to look at the implementation of a Strategic Change Framework in line with the plans expressed by the Head of Finance.	Senior Leadership Team	<b>Awaiting Response</b>
4	Finance Update	Senior Leadership Team	The Council should commit to becoming carbon neutral by a self-imposed deadline.	Senior Leadership Team	<b>Awaiting response</b>
5	Scrutiny Annual Report 2018/19	Law and Regulation	The Committee recommended that more was done to track the impact the Committees conclusions had and for a mechanism to be created to feed this back at later meetings.	Scrutiny Adviser	<b>Completed</b>
6	Scrutiny Annual	Law and	The Committee recommended that Scrutiny	Scrutiny Adviser	<b>Completed</b>

**Overview and Scrutiny Management Committee  
ACTION SHEET – September 2019**

	Report 2018/19	Regulation	link the work programmes of its four Committees to the Cabinets work programme.			
Page 10	7	WAO Wellbeing of Future Generations report	Regeneration, Investment and Housing	When were the city centre stakeholders consulted on the City Centre Masterplan?	Head of Regeneration, Investment and Housing	<p><b><i>Launched at City Summit 18th Jan 2018 – the event was reported by the Argus who provided a link for readers to take part in the consultation - <a href="https://www.southwalesargus.co.uk/news/15865334.newport-city-centre-masterplan-revealed/">https://www.southwalesargus.co.uk/news/15865334.newport-city-centre-masterplan-revealed/</a></i></b></p> <p>The consultation was made available on the councils Have Your Say webpage between 18th Jan – 5th of March. This was then extended to 26th of March due to technical problems with the Website. A total of 68 days just over 9 weeks.</p>
	7	WAO Wellbeing of Future Generations report	Regeneration, Investment and Housing	Do the Newport Economic Network minute their meetings?	Head of Regeneration, Investment and Housing	<p><b>The NEN is a stakeholder group that NCC are invited to attend. Any queries need to be addressed to the Chair, as previously stated by the Leader.</b></p>
		Forward Work	<b>Scrutiny</b>	The Committee <b>approved</b> the report and the items to be considered during the next two	Scrutiny Adviser	Work programme updated.

**Overview and Scrutiny Management Committee  
ACTION SHEET – September 2019**

	Programme Update		meetings.		
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# Scrutiny Report

## Overview and Scrutiny Management Committee

### Part 1

Date: 26 September 2019

### Subject **Corporate Plan Annual Report 2018/19**

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Area / Role / Subject
Councillor Debbie Wilcox	<b>Leader of Newport City Council</b>
Will Godfrey	<b>Chief Executive</b>
Bev Owen	<b>Strategic Director – Place</b>
James Harris	<b>Strategic Director – People</b>

## Section A – Committee Guidance and Recommendations

### 1 Recommendations to the Committee

The Committee is asked to consider:

1. The Council's progress towards achieving its promise to **Improve People's Lives** in Newport.
2. Whether the Corporate Plan Annual Report contains sufficient information to monitor the achievement of the four Wellbeing Goals and 20 Commitments.
3. Whether it wishes to provide comment and recommendations on the Corporate Plan Annual Report to Cabinet.

## 2 Context

### Background

- 2.1 The 2018-19 Annual Report outlines the progress Newport City Council has made so far in delivering the Corporate Plan 2017-22. This is the second year of reporting progress against the plan, and the first year of scrutiny from the Overview and Scrutiny Management Committee, and this report reflects the achievements made in the year, where decisions made have been learned from and what will be delivered in 2019/20 and beyond.

The Corporate Plan introduces the Council's four Wellbeing Objectives and related steps to achievement (Corporate Plan pages 40 – 46):

- To improve skills, education and employment opportunities
- To promote economic growth and regeneration while protecting the environment
- To enable people to be healthy, independent and resilient
- To build cohesive and sustainable communities

In the Corporate Plan the four Wellbeing Objectives are linked to three **Corporate Action Plans** (Corporate Plan Page 26):

- **Resilient Communities** (To build cohesive and sustainable communities)
- **Thriving City** (To promote economic growth and regeneration while protecting the environment)
- **Aspirational people** (To improve skills, education and employment opportunities and to be healthy, independent and resilient)

The Corporate Plan introduces **Modernised Council** as the overarching supporting function for the three Corporate Action Plans.

The **Modernised Council** and the three **Corporate Action Plans** are made up of **20 Commitments**. These 20 commitments are outlined on page 28 - 34 of the Corporate Plan.

- 2.2 The Committee requested that the Leader and Officers provide an annual report on the performance of the Corporate Plan to the Committee at their meeting held on the [28 September 2017](#). At this meeting the Committee made a number of recommendations that were followed up by the Committee at their meeting on the [20 December 2018](#).
- 2.3 At the meeting on the 28 September 2017 the Committee expressed concern regarding how easy the Corporate Plan would be to monitor. The performance of the Council at an operational level is scrutinised by the Performance Scrutiny Committee - People and the Performance Scrutiny Committee – Place and Corporate, which receive Mid-Year and End of Year Service Plan Updates for monitoring from each of the service areas.

Each Service Area has set a Service Plan from 2018 – 2022, in line with the Corporate Plan timescale and approved by the relevant Cabinet Member. These Service Plans contain:

- Service Plan Objectives;
- Planned Actions for each Objective for the year and the subsequent years for the life of the plan;
- Performance indicators; which include National and Locally set performance Measures;
- Resources and Risk.

The Operational and Service Area specific monitoring carried out through Service Plan scrutiny for the People Committee is available [here](#) and Place and Corporate is available [here](#). (Dates of meetings and date specific hyperlinks are presented in section 7 of this report.)

The Corporate Plan Annual Report is presented to the Overview and Scrutiny Management Committee for a **strategic overview** to work alongside the performance monitoring completed by other Committees.

### 3 Information Submitted to the Committee

3.1 **Appendix 1** – Newport City Council Annual Report 2018 / 19

### 4. Suggested Areas of Focus

#### Role of the Committee

##### The role of the Committee in considering the report is to:

Question the Leader of the Council and the Senior Leadership Team on the progress towards achieving the promise to **Improve People's Lives** in Newport set out in the Corporate Plan 2017 - 2022.

- Take a backward look at how well the Council has performed in 2018/19 against its 20 commitments in the Corporate Plan 2017 - 22;
- To assess whether the steps to achieving the four Wellbeing Objectives are being undertaken, to what extent and where the evidence for this is;
- Assess and make comment on:
  - How effectively the Council are performing against the four wellbeing objectives;
  - The extent to which any underperformance is being addressed and associated risks are being mitigated;
- Conclusions:
  - What was the overall conclusion on the information contained within the reports?
  - Is the Committee satisfied that it has had all of the relevant information to base a conclusion on the performance against the Corporate Plan?
  - Do any areas require a more in-depth review by the Committee?
  - Do the Committee wish to make any Comments / Recommendations to the Cabinet?

## Section B – Supporting Information

### 5. Links to Council Policies and Priorities

- The report is intrinsically linked with each of the Council policies and priorities:

<b>Well-being Objectives</b>	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities
<b>Corporate Plan Commitments</b>	Thriving City	Aspirational People		Resilient Communities
<b>Supporting Function</b>	Modernised Council			

### 6. Wellbeing of Future Generation (Wales) Act

5 Ways of Working	Types of Questions to consider:
<p><b>Long-term</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</p>	<p>How are you prioritising the actions with the plan against the short term and long term needs of the Community? Are there any long term trends developing that could affect how this plan is implemented to how the actions are prioritised?</p>
<p><b>Prevention</b> Prevent problems occurring or getting worse.</p>	<p>How are you ensuring that the needs of the service users monitored and are taken into account within the implementation of the Plan.</p>
<p><b>Integration</b> Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p>	<p>How does the Council's implementation of the plan impact upon the services of other public bodies and their objectives?</p>
<p><b>Collaboration</b> Acting in collaboration with any other person (or different parts of the organisation itself).</p>	<p>How is the knowledge / information / good practice of others being used to inform / influence the Council's work?</p>
<p><b>Involvement</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p>	<p>How as a Council are we ensuring we are consistently seeking the views of those who are impacted through the implementation of the plan? Within the work of the Project Boards, how are you ensuring the diverse communities are involved in your decision making?</p>



## 7. Background Papers

- [The Essentials – Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017 / 22](#)
- PSC – People Mid-Year Service Plan Reviews – [25 June 2019](#) – [11 June 2019](#)
- PSC People End of Year Service Plan Reviews – [4 December 2019](#) – [26 November 2019](#)
- PSC – Place and Corporate Mid – Year Service Plan Review – [24 June 2019](#) – [10 June 2019](#)
- PSC – Place and Corporate End of Year Service Plan Review – [19 November 2019](#) – [3 December 2019](#)

Report Completed: September 2019

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# Improving People's Lives

## Newport City Council Annual Report 2018/19

### Resilient Communities



### Aspirational People



### Thriving City



### Modernised Council

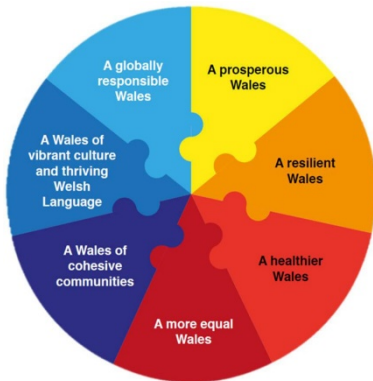


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Aspirational People
Thriving City
Modernised Council
The Way we Work (Well-being of Future Generations Act)
Equality
Welsh Language
Summary of Events in Newport 2018/19
Have your Say

# Purpose of the Annual Report

The 2018-19 Annual Report outlines the progress Newport City Council has made so far in delivering the **Corporate Plan 2017-22**. This is the second year of reporting progress against the plan and this report reflects the achievements we have made in the year, where we have learned from decisions made and also what will be delivered in 2019/20 and beyond.



The **Well-being of Future Generations (Wales) Act 2015** requires all public bodies, including Newport City Council, to think about the long-term impact of their decisions, to work better with people and communities and to prevent persistent problems such as poverty, health inequalities and climate change. The Act has set seven well-being goals to make sure that we are all working towards the same vision and that the council delivers ‘*sustainable development*’ to improve economic, social, environmental and cultural well-being.

To enable a common approach to delivering the Corporate Plan, and make effective decisions, the council has adopted the *five ways of working principles*.



**Long-term**



**Integration**



**Involvement**



**Collaboration**



**Prevention**

In 2018/19, the Corporate Plan set out the council’s mission to improve people’s lives in Newport and four ambitious well-being objectives. These will also be our objectives for the next financial year 2019/20:

1. To Improve skills, education and employment opportunities
2. To promote economic growth and regeneration while protecting the environment
3. To enable people to be healthy, independent and resilient
4. To build cohesive and sustainable communities.

These objectives also support the delivery of One Newport, the Public Services Board’s ‘**Well-being Plan 2018-23**’, which brings together Newport City Council, Natural Resources Wales, Aneurin Bevan University Health Board, South Wales Fire & Rescue Service as well as other public sector and third sector partners. Through setting common goals and collaborative working, it aims to deliver each organisation’s own objectives and support the achievement of partners’ goals.



Working collaboratively with other public sector organisations is essential to get the best outcomes. The council is part of the G10 Group, a group of key decision-makers across public services in Gwent that discusses priorities and/or emerging issues, in order to improve public services in a transparent and meaningful way. As a group, G10 has already agreed on many Gwent-wide strategies, including a scheme to combat illegal parking that will improve the safety of our towns and streets, as well as initiatives across the health, police, and other public service sectors.

We are also one of the ten partner authorities in the Cardiff Capital Region City Deal - a £1.2billion deal from the UK Government that aims to create jobs and boost economic prosperity across south east Wales by improving transport links, increasing skills, helping people into work and giving businesses the support they need to grow. The Cardiff Capital Region cabinet brings together the council leaders in order to link decision making,

pool resources and develop partnerships with businesses.

#### Case Study – IQE



One of the major projects from working with the Cardiff Capital Region is the development of the IQE high- tech facility in Newport. CCR funding of £38.5million was agreed towards the establishment of the cutting-edge facility, as an anchor in the region for high-end production of compound semiconductors. This year, highly skilled technicians and engineers have started working at the facility, and it is predicted it will continue providing high-level, skilled jobs for local people.

The council recognises that the delivery of the well-being objectives also requires a change in the way it approaches and delivers services to users. In the context of ongoing financial pressures, the council has to innovate and make decisions that will enable the council to be more resilient and continue to meet our statutory duties as a public sector body. To achieve these changes four themes and 20 practical steps are identified in the Corporate Plan, and also aligned to the well-being objectives, to enable the step changes.



**Resilient Communities**

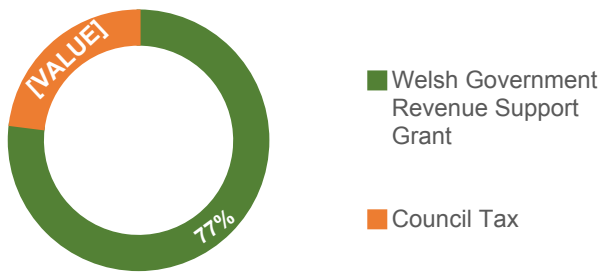
**Aspirational People**

**Thriving City**

**Modernised Council**

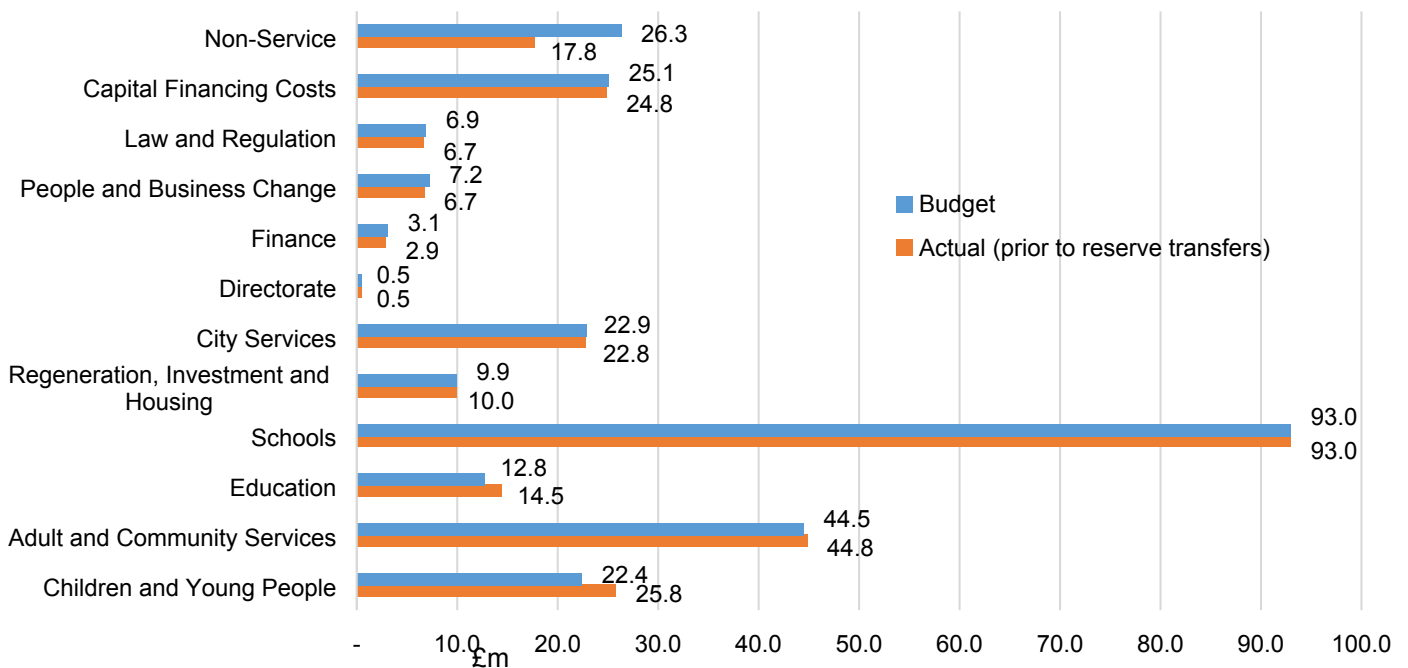
# Council Budget – 2018/19

## Sources of Council Income 2018/19



Newport City Council has operated in a challenging financial environment of reduced funding, rising demand for services and other budget pressures. The council provides more than 800 services, for more than 151,000 people in Newport. At the start of 2018/19 the council's net budget (excluding grants) was £275million. The funding from Welsh Government included a 2.18 per cent increase from 2017/18. When transfers of grants into the budget and new responsibilities were taken into account the final budget saw a decrease of 0.03 per cent.

## Budget vs Actual Spend



Newport Council operates eight service areas, and maintains 55 schools. The **council's Statement of Accounts 2018/19** showed an underspend of £2.4m.

The council faced significant challenges within children and young people services due to the increase in demand for out-of area placements (£1.6m) and independent foster agencies (£0.8m). Increase in demand within adult community care (£1.1m); and Special Educational Needs (£1.3m) also contributed towards the spending challenges in 2018/19.

To reduce the overspending the council has invested to increase our capacity and improve our service delivery as well as use the underspending from other service areas. This will become more challenging and it will not be sustainable to continue this approach to prevent future spending at the current levels.

The position of schools continued to be challenging and overall, schools' balances reduced by £727k to £3.1m. However, this was better than anticipated due to late income from grants.

As at 31<sup>st</sup> March 2019, there were six schools in deficit: four were secondary schools, one primary school and one nursery school. In 2019/20, it is anticipated that the position will continue to be challenging for

schools and they will need to identify significant levels of savings in order to achieve balanced budget positions.

## Capital

The council has an ambitious five-year capital programme totalling £170.4m, as at 31<sup>st</sup> March 2019, including:

- Investment to ensure the council is prepared for taking over responsibility for parking enforcement in July 2019
- £70m for the 21<sup>st</sup> Century Schools programme
- Neighbourhood Hubs schemes – delivering the first of four planned community hubs in Ringland
- Investment in new energy efficiency schemes including LED streetlights



New Caerleon Lodge Hill School



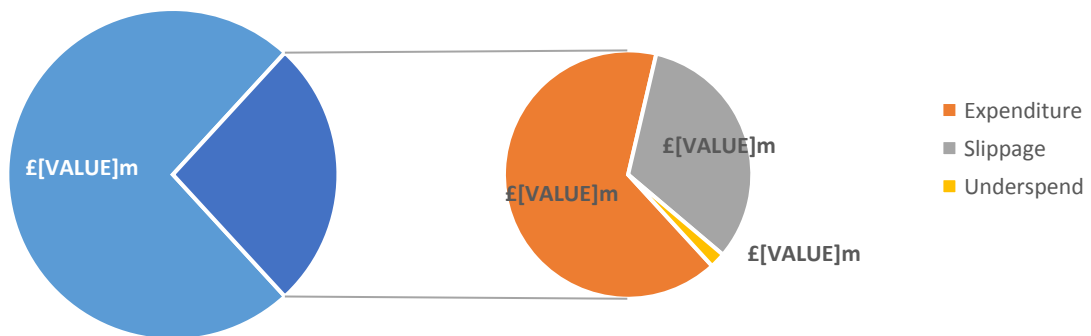
Artist impression of Transporter Bridge activity centre

- Gypsy & Traveller site development
- £8m fleet replacement programme
- Commitment to invest in the Transporter Bridge
- Investment in the Cardiff City Region City Deal

2018/19 was the first year of the new programme in which the council spent £29.4m on its assets to maintain and improve service delivery as well as supporting regeneration initiatives. At the beginning of the financial year, the 2018/19 budget was £34.4m that increased to £44.9m during the year. The end of year position for capital in 2018/19 showed that £14.6m had been moved into future years of the programme and an underspend of £0.9m.

Overall 5-year  
Capital Programme £170.4m

2018/19 Outturn



<b>Capital Expenditure 2018/19</b>	<b>£m</b>	<b>Financed by:</b>	<b>£m</b>
Education & Schools	10.0	Grants	18.0
Regeneration, Investment & Housing	9.7	Borrowing	6.0
People & Business Change	0.5	Capital Receipts	3.1
Social Services	1.9	Contributions & S106	1.1
City Services	7.3	Council Resources	1.2
<b>TOTAL</b>	<b>29.4</b>		<b>29.4</b>



# Financial Outlook

For 2019/20 and beyond, the council will continue to face significant financial pressure as costs and demand for essential services increases as funding reduces or does not keep up with the increasing costs. That will mean it must remain stringent in the management of finances and performance while delivering the Corporate Plan to 2022 and beyond. The 2019/20 budget was agreed by the full council in February 2019 as summarised below.



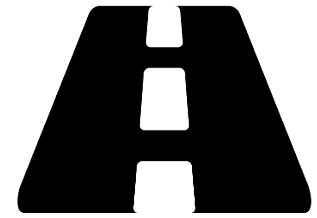
**5.95%**

Council Tax Increase



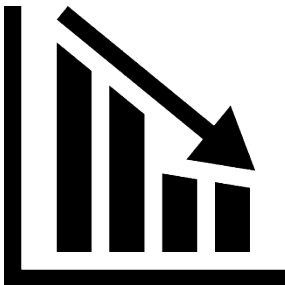
**£280.5M**

Revenue Budget



**£61.1M**

Capital Budget



**£30M**

Medium Term  
Financial Plan Gap



**£3.6M**

School Budget  
Increase



**£6.9M**

2019/20 Savings

The council's medium term revenue and capital budget and programmes include investment, where required, to deliver on the key commitments set out in the Corporate Plan. While these contribute towards the medium term financial plan gap, as shown above, it demonstrates a commitment to realigning and prioritising the council's budgets to meet its key priorities.

# How is the council performing?

All councils in Wales provide performance information to the [Welsh Local Government Association \(WLGA\)](#) on national indicators (public accountability measures) to enable comparisons between local authorities. In 2018/19 [Newport City Council](#) reported 28 national indicators to WLGA. At the end of July 2019 we were able to compare the Council's 2018/19 performance for 18 indicators with other local authorities in Wales, which is also available on the [Data Cymru](#) website. A summary of our performance is below:

## Where the council is performing well

Public Accountability Measure Title	2018/19 Figures	Welsh Average 2018/19	Quartile Position	2018/19 - Position out of 22 LAs	2017/18 - Position out of 22 LAs	Direction of Change
PAM/046: Percentage of Year 11 leavers known not be in education, training or employment (NEET)	1.1%	1.6%	1	6	N/A	N/A
PAM/035: Average number of working days taken to clear fly-tipping incidents reported to the authority during the year	1.5	2.2	1	6	N/A	N/A
PAM/019: Percentage of appeals against planning application decisions dismissed	72.7%	67.6%	1	5	15	Up 10 Places
PAM/020: Percentage of principal A roads that are in overall poor condition	2.3%	3.9%	1	2	6	Up 4 places
PAM/014: Number of empty homes brought back into use.	21	N/A	1	2	1	Down 1 place
PAM/001: Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence during the year	10.1	10.5	2	10	9	Down 1 place
PAM/015: Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	200.5 days	207.3 days	2	9	4	Down 5 places
PAM/021: Percentage of B roads that are in overall poor condition	4.8%	4.5%	2	11	13	Up 2 places
PAM/022: Percentage of C roads that are in overall poor condition	6.9%	14.0%	2	9	9	No Change

## Where the council can do better

Public Accountability Measure Title	2018/19 Figures	Welsh Average 2018/19	Quartile Position	2018/19 - Position out of 22 LAs	2017/18 - Position out of 22 LAs	Direction of Change
PAM/032: Average Capped 9 score for pupils in Year 11	336.0	349.5	3	16	N/A	N/A
PAM/007: Percentage of pupil attendance in primary schools	94.6%	94.6%	3	13	14	Up 1 place
PAM/018: Percentage of all planning applications determined within required time periods	87.5%	88%	3	13	13	No Change
PAM/023: Percentage of food establishments which are 'broadly compliant' with food hygiene standards	94.6%	95.7%	3	15	12	Down 3 places
PAM/008: Percentage of pupil attendance in secondary schools	93.4%	93.9%	4	19	19	No Change
PAM/010: Percentage of highways inspected of a high or acceptable standard of cleanliness	92.4%	94.0%	4	17	11	Down 6 places
PAM/012: Percentage of households threatened with homelessness successfully prevented from becoming homeless	49%	67.9%	4	22	19	Down 3 places
PAM/013: Percentage of empty private sector properties brought back into use during the year through direct action by the local authority	0.6%	4.6%	4	20	21	Up 1 place
PAM/017: Number of visits to local authority sport and leisure facilities during the year where the visitor will be participating in physical activity per 1,000 population	7887.7	9258.6	4	18	18	No Change

The national performance measures form one part of the council's overall performance monitoring framework. During the year, it also reports **Mid-year** and **End of Year** performance on the progress of delivery against the service area plans that support the Corporate Plan delivery. These are subject to review by the council's scrutiny committees and presented to cabinet for consideration of recommendations raised. The reports and minutes to scrutiny meetings are on the [Newport City Council website](#).

In 2019/20, the council will be building on successes and lessons learned in delivering the Corporate Plan. Where improvements in performance are required, the corporate theme boards will monitor progress against these key measures.

# What did the council achieve?

## Resilient Communities

- Implementation of an independent living strategy that set out a clear pathway for eligible adults with learning disabilities and providing opportunities for independent living and community resilience.
- Older persons pathway – a collaboration with Gwent Age Cymru and Aneurin Bevan University Health Board to enable older people to create their own 'stay well plan' and maintain their well-being and independence.
- Gwent homelessness strategy was delivered in collaboration with other local authorities and charities that commits early intervention and prevention, affordable housing, advice and support.
- The young person's promise (children's charter) involved working with young people in Newport to develop six promises that the council is committed to deliver.

## Aspirational People

- The council's apprenticeship programme saw the appointment of 15 apprentices as part of a drive to connect and raise aspirations in the city with recognised qualifications through partners ACT, and opportunities at the end of their placement.
- 'Attendance Matters' campaign helped schools to maintain high attendance figures and reduce overall exclusion rates.
- Rose Cottage was opened to reduce the impact of out-of-county placements. Four children were brought back to the city improving the level of care and support and reducing cost.
- GCSE and A Level Results – Once again GCSE (57per cent) and A Level (53.7 per cent results improved reflecting the hard work that pupils and staff across schools make to inspire young people to progress into further education, training and employment.

## Thriving City

- The National Software Academy provides support for business projects, creating the opportunity for future business developments, and will produce 60 undergraduate and 20 postgraduate students each year.
- Chartist Tower – Supported planning and redevelopment of Chartist Tower by Mercure Hotel Group who agreed a 10-year franchise, will generate over 350 jobs.
- Civil Parking Enforcement – Preparations were made in the year across Newport to enable the council to implement its new enforcement powers from 1<sup>st</sup> July 2019.

## Modernised Council

- A new customer relationship management system was developed so customers can access their information to report issues / complaints; having their say on council matters and keeping up to date with activities and news. A mobile application, My Newport, was launched for phones and tablets.
- Fleet review - As part of a Gwent public body partnership, funding was secured for a Carbon Trust and Energy Service review of fleet and associated carbon emissions. It will inform the approach to the management of council fleet and mileage over the remaining term of the plan.
- Neighbourhood Hubs - Development of the first multi-agency Neighbourhood Service Hub in Ringland that will bring together a range of services to support better outcomes.

# Resilient Communities

**Supports: Well-being Objective 3 - To enable people to be healthy, independent and resilient**  
**Well-being Objective 4 - To build cohesive and sustainable communities.**

Community resilience, community based care and support is strengthened by introducing Newport Cares – a programme which enables peer support and provides a holistic approach to care.

Prototype work to establish Community Investment Zones which transforms the service offer in Newport's five most deprived areas is underway.

A default presumption in favour of community asset transfer is fully embedded – meaning that citizens can develop a vision for building on their community assets.

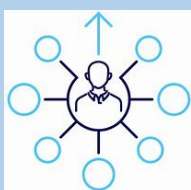
Newport City Council makes the city's dementia friendly status real by introducing dementia friendly work practices across the council and creating dementia-friendly toolkits for local businesses to use.

The Newport Children's Charter sets out our commitment to children and families including headlines commitments to children in care and care leavers.

As a small and diverse city, Newport has areas of deprivation that sit alongside more affluent areas; and areas where there is strong community cohesion and areas of tension. The council is also responsible for many buildings and assets where local groups meet and events take place. These assets are seen as crucial for communities to strengthen their cohesion and provide opportunities for community led regeneration and improve the environment they live in.

Social care for adults with complex needs has also seen increased demand on social services. It is important that we ensure those in social care are able to live full and independent lives in our communities.

Resilient Communities brings together the community and social care aspects of the plan to enable greater empowerment of individuals and groups to live in safe places.



**79%**

Adults who have received advice & assistance with no repeat contact

It is important that service users, carers and families are signposted to the correct service and this is where the first contact team deals with initial inquiries and enables the team of occupational therapists, housing officers, social workers, safeguarding officers and community connectors to provide the support and guidance required.

In collaboration with and funding from Aneurin Bevan University Health Board (ABUHB) we appointed a community well-being coordinator for 12 months to improve opportunities for citizens to access low level support as a way to prevent or delay future reliance on statutory services.

In October 2018, the council implemented the **Independent Living Strategy** to provide clear pathways for eligible adults with learning difficulties to have the opportunities for independent living and community resilience. From 2019/20, actions from the strategy will be implemented.





## 6.18

Delayed Transfer  
of Care per 1,000  
residents over 75

One of the most challenging areas is the transfer of care from hospital back to home or to a suitable placement for patients over 75. In 2018/19, the council set an ambitious target of 3.5 per 1,000 residents over 75 waiting to be transferred for social care based upon the all-Wales benchmark from 2017/18. In 2018/19, there has been an increase in demand and complexity placed on Gwent hospital services which impacted on the ability to achieve this target.

In 2019/20, the council will continue to work towards improving performance and outcomes in this area through greater collaboration with ABUHB and third sector partners. Several initiatives and projects such as the In Reach programme and Home First initiative will enable early discharge planning from the wards and prevent unnecessary hospital admission. Targeted support from the reablement team and the expansion of the *Step Up and Step Down beds* initiative will also enable patients to leave hospital at the earliest opportunity.

It was recognised in 2018/19 that more progress should have been achieved in developing the community investment zones across the five most deprived areas in Newport. But a big step was taken as part of the **Strategic Asset Management Plan 2018-25** to agree a framework for communities / third sector organisations to develop business cases and transfer ownership of assets from the council to benefit the local community. In 2019/20, the council intends to build on this so communities can take advantage of the initiative.



In 2017, the council was awarded the dementia friendly status but the work did not end there and further activities and initiatives have been undertaken as well as other organisations such as Newport County AFC and Newport Live joining together to organise the first **Dementia Walk**. More Newport Schools, such as Liswerry and St Joseph's RC Primaries, delivered Dementia Friends sessions to raise awareness and involve young people.

### Case Study – Newport Older Person's Pathway



In collaboration with Gwent Age Cymru and Aneurin Bevan University Health Board, the council has continued work with 15 practices in Newport to identify older people to create their own 'stay well plan'. This focuses on all aspects of their life to help them maintain their health, wellbeing and independence.

By 2018/19, more than 3,000 patients had been identified who could benefit from the scheme with over 1,000 people having a stay well plan. Evidence provided by the health service indicated that those with a plan had seen a reduction in the number of accident and emergency attendances and emergency admissions.

Preventing and tackling instances of anti-social behaviour (ASB) across the city remains an ongoing priority and working with Newport Homes, Barnardos, Gwent Police, schools and other organisations is the best way to reduce its impact on the city. In 2018/19, in collaboration with these groups, efforts have been targeted to provide early intervention and preventative work to families and/or individuals. The youth offending service, with young people in Newport and a local film company, created a short film about breaking the cycle and the impact of anti-social behaviour. This was shared and promoted across the Newport schools and the Welsh Government in 2018/19.

The council has been working closely with Gwent Police to tackle areas of ASB across the city and, where hotspots have been identified, support is given to Gwent Police in the enforcement. The council's regulatory services, such as Trading Standards, have been working proactively with local businesses and shop owners to minimise underage alcohol, knife and cigarette sales. In addition, this work includes tackling doorstep crime and fraud where vulnerable residents have been targeted.

**Homelessness** is a complex area of work and involves much more than just the provision of accommodation. Homelessness is influenced and impacted by a number of local and national factors that can impact on whether someone becomes homeless or not. In partnership with Newport housing associations and charities our focus is on providing early intervention and prevention of individuals and families from becoming homeless.

In 2018/19, in collaboration with neighbouring councils, the Gwent Homelessness Strategy was launched. It commits the councils to offer access to suitable and affordable housing, advice and support to vulnerable people, fair and equal person-centred service, early intervention and prevention work. There are 10 key strategic objectives with local actions to support the needs of homeless people in Newport.



### Case Study – The Young Person’s Promise



One of the most exciting projects that we have been involved with in 2018/19 was the development and endorsement of the Children’s Charter, now known as the Young Person’s Promise. Throughout this work the council involved young people from Newport Youth Council, Barnardos, local youth groups, and schools.

The outcome of this work resulted in six promises for the council to deliver and was endorsed by the cabinet. The council is now working with the youth council and a local artist to officially launch the promise. The council will adopt this as part of the Strategic Equalities Plan and will be included as part of key council activities where young people are involved.

### 2019/20 – What are we going to do?

- Official launch of the Children’s Promise
- Community Investment Zones
- Implementation of the Gwent Homelessness Strategy in Newport
- Delivery of the Independent Living Strategy

# Aspirational People

**Supports: Well-being Objective 1 – To Improve skills, education and employment opportunities**

**Well-being Objective 3 – To enable people to be healthy, independent and resilient**

The city has modern, increased tertiary education capacity that meets the needs of Newport's future economic and social changes

Three new state of the art schools will be built, tangibly improving student choice and the educational offer in the city.

The annual Newport Work Discovery week is established bringing together residents, employers and the public sector together to connect and raise aspirations. The Council commits to 15 apprenticeships per year as part of this city-wide drive.

Increasing educational and social care capacity, so that fewer than ten children are educated out of the city and the number of out county social care placements is reduced by 25%.

Newport will improve the number students that achieve at least 5 GCSE A\*-C including English and Mathematics in line with the Welsh average.

Newport is a forward-thinking city and is strategically situated along the M4 corridor to attract businesses and investment into the city. To maximise these opportunities the city needs a highly skilled and diverse workforce. It is essential that we are able to provide access to the relevant skills and education programmes so future generations have opportunities to maximise their potential and enable them to achieve their aspirations now and in the future.

We also have a statutory duty to promote and safeguard children and young people within their families. Where this is not possible, we provide them with good quality alternative care and necessary support to meet their needs and provide every opportunity to succeed.

The development of increasing the city's tertiary (post-16) education capacity to be able to meet the needs of the city is one of the long-term goals as part of the Corporate Plan. The council has worked closely with our partners on the Public Services Board and undertaken wider regional collaborative work to deliver a skills audit.

This has enabled the council to identify what the skills needs are for the city. Building on this work it will be possible to start making further preparations in collaboration with the tertiary education sector to establish an approach on meeting those needs.



Using funding from the 21<sup>st</sup> Century Schools programme and planning agreements (section 106), Jubilee Park Primary School was opened in 2018/19 and Glan Llyn (English-medium) Primary School due to open to pupils in September 2019. Glan Llyn Primary School is being built on the former Llanwern Steel site as part of a major residential, business and sustainable development and will accommodate 420 pupils from the area. Newport's first Welsh language secondary school, Ysgol Gyfun Gwent Is Coed new building was also officially opened in December 2018 and currently hosts students in years 7 to 9.



**Caerleon Lodge Hill Primary School**



**Ysgol Gyfun Gwent Is Coed**



**Glan Llyn Primary School**



**Jubilee Park Primary School**

The Newport Work Discovery Week is proposed to be an interactive approach for the private, public, third sectors, schools, colleges and universities to promote opportunities to learn and work in the city and the wider region. In 2018/19, the council has developed a **Page 32** plan to meet this commitment. As part of the Young Person's Promise the first phase will focus on people between the ages of 12 and 18 with partners from the Public



Services Board, Newport Economic Network and the wider regional private / public sectors to deliver Discovery Week in 2019/20.

### Case Study – Newport City Council apprenticeship programme



In 2018/19, the council fulfilled its Corporate Plan commitment to appoint 15 apprentices as part of the city-wide drive to connect and raise aspirations in the city. Since 2016, there have been 48 apprentices who were offered recognised qualifications through partners ACT. Opportunities are also made available to apprentices at the end of their placement and 14 apprentices are now in full-time equivalent roles in the Council.

In 2019/20, the next cohort of apprentices will take these figures to more than 50 placements. Additionally, the graduate programme will be launched which will offer further opportunities to university leavers to gain their first career opportunities at the council.



The continuation of the Attendance Matters campaign across primary and secondary schools with targeted interventions has helped schools to maintain high attendance figures and reduce overall exclusion rates. With the improved performance of GCSE and A-Level results, the campaign is supporting pupils to achieve their goals and aspirations.

The Digital Schools Initiative in collaboration with the Education Achievement Service (EAS) is assisting schools to improve the digital skills of pupils and teachers. The schools are also actively involved in promoting pupils to stay safe online and ensuring the well-being of pupils using social media.



One of the biggest challenges faced in 2018/19 was the increase in the number of looked after children from 335 in April 2018 to 375 by the end of March 2019. There are many different reasons for the increase and Newport is not alone in seeing this trend. In 2019/20, the council made a commitment to reduce this number and continue to provide holistic support to children and their families through alternative approaches to their care and support.

### Case Study – Rose Cottage



To reduce the impact of out-of-county placements, the council opened Rose Cottage in January 2019. Four children returned from out-of-county placements and provided an improved level of care and support while reducing the cost of care for the children.

Following the success of this initiative, the council is undertaking a feasibility study on a second site. It is also reopening Oakland House in 2019/20 following a major refurbishment of the building to meet statutory requirements and give the best opportunities for young people.



**57%**

Pupils who achieving 5  
GCSEs or equivalent A\*-C.

The council received a positive inspection report from **Estyn**, the independent inspectorate of education services, schools and other educational establishments in Wales. The outcomes in the report reflected the improved performance made across schools and by pupils in 2018 at the key stages including at GCSE and A-Level.

Primary schools have continued to receive positive inspection reports from Estyn and this demonstrates the progress made by the council over the last three years. In January 2019, Newport had 27 primary schools rated as green and performing well by the **Welsh Government**. While a third of secondary schools remain in statutory categories by Estyn, the council has worked closely between with the school management teams and governors, EAS and Estyn to raise standards in 2018/19 and will continue to do so in 2019/20.



In 2018/19, the council continued to work with schools, Newport Live and the University of South Wales on different initiatives, such as Inspire 2 Achieve, to ensure young people stay in education, employment, and training. As a result, there has been continuous improvements in lowering the number of children that are not in education, employment or training (NEETs) in Newport.

It is recognised that further improvements are needed for pupils receiving free school meals and improving their outcomes and opportunities. This was also raised in the Estyn review and in 2019/20, the council will taking action, alongside the EAS and schools, to closely monitor and improve the performance in this area.

#### 2019/20 – What are we going to do?

- **Deliver Newport Work Discovery Week**
- **Complete and reopen Oakland House**
- **Development of a new property for looked after children**
- **Open Glan Llyn Primary School**
- **Launch the graduate programme**
- **Implement and monitor the delivery of Estyn recommendations**

# Thriving City

**Supports: Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment**

**Well-being Objective 3 – To enable people to be healthy, independent and resilient**

A Newport Festival of Democracy and redeveloped Heritage Discovery Centre represent the city's increasingly vibrant cultural offer with an increase in visitor numbers recorded.

Newport's future business offer is driven by the Newport Business Collaborative, a transformed business innovation group which builds on today's informal grouping and helps to increase the proportion of successful SMEs in the city.

Real progress on transforming Newport City Centre through redeveloping sites such as Westgate, Chartist Tower and the Market and creative use of existing cultural and commercial assets.

Illegal city centre parking dramatically reduced through a step change in behaviour and enforcement.

A new household waste recycling facility is built as part of a new Love Newport deal with residents on waste, recycling and community pride.

Newport has been undergoing one of the largest regeneration programmes in the UK through private / public sector investment potentially totalling £2 billion by 2020.

The city has already seen major investment in 2018/19 through the investment from IQE, the International Convention Centre Wales at the Celtic Manor, a large-scale housing development on the former Llanwern Steel site and also the electrification of the rail network.

With any regeneration and growth, the council also has regard to the city's fantastic industrial and commercial heritage, such as the Transporter Bridge and Market Arcade. This all has to be balanced with maintenance and improvement of the environment which residents, businesses and visitors live and work in.

## Case Study – National Software Academy



In 2018, the National Software Academy, a joint partnership between Cardiff University, Welsh Government and industry leaders, moved into the Information Station building. The establishment of the software academy not only represents the city making efficient use of its current buildings and assets, but is also a testament to the attractiveness of Newport as a city for outside investors.

The Academy provides support for business projects, creating the opportunity for future business developments, and will produce 60 undergraduate and 20 postgraduate students each year, helping address a critical gap in the South Wales economy for qualified and industry-ready software developers.

To deliver the council's vision, the **City Centre Masterplan** was developed to provide an overview of what will be delivered in three key areas: the Northern Gateway, City Core and Riverside. The council recognised it cannot deliver this vision alone and the Newport Economic Network (NEN), involving private sector business leaders and public sector representatives, was created. The NEN has been enhanced with the development of the Destination Management Board and Digi Tech Board.

In 2018/19 there were major steps forward in the redevelopment of historical landmarks the Transporter Bridge and Market Arcade. In collaboration with the Heritage Lottery Fund (HLF), we received phase 1 investment from the HLF to develop a new Heritage Centre at the Transporter Bridge. Through the involvement of the Friends of the Bridge, there is an aim to raise £30,000 through crowdfunding to support the phase and negotiations are taking place with the Welsh Government to provide match funding. The Welsh Government funded £1.1m for the internal refurbishment of Market Arcade. This funding will restore the Arcade and make it attractive for shoppers and business alike.

## Case Study – Chartist Tower



For some time, Chartist Tower lay vacant and the council recognised the potential for this asset to regenerate and become a focal point for the city centre. With the development of the International Convention Centre Wales and the lack of high quality hotel space in and around the city, the council set out to attract potential investors to support us in redeveloping the building. This resulted in Mercure Hotel Group agreeing a 10-year franchise, investment from Welsh Government to improve the façade of the building, and generation of more than 350 jobs. The Hotel is anticipated to be opened in 2019/20 the new convention centre and further attract visitors into the city.

In 2018/19, the council continued to support and attract major events into the city. As a sporting city, with a deep heritage of football and rugby, the exploits of Newport County AFC have brought significant national coverage to the city over the last year. In addition to this great success Newport held the first ABP Newport Marathon in April 2018 and in May 2019 which has attracted over 6,000 participants from across the country to visit Newport. Newport also hosted the Velothon Wales and the Tour of Britain which culminated in the renaming of the Wales National Velodrome. It is now the Geraint Thomas National Velodrome of Wales in recognition of his Tour de France and Olympic achievements.



Following the approval to pass civil parking enforcement from Gwent Police to the local authorities, work was undertaken in 2018/19 to preparing the city's roads and signage, recruiting enforcement officers and communicating the change and rules to residents, businesses and visitors. All this work led to a successful implementation of parking enforcement by the council from 1<sup>st</sup> July.

As with any growing city, Newport continues to face challenges with its highways infrastructure, keeping the city moving and encouraging less car use. The council recognises that air quality needs to improve and find more sustainable approaches so in 2019/20 the sustainable travel strategy will be launched to support a commitment to improving how people travel into and out of the city. In addition, exploratory moves have been made to develop a cycle hire scheme similar to those in Cardiff and Bristol and it is hoped to launch the scheme in 2019/20.

One of the biggest challenges over the next six years is the commitment, as part of a national requirement from Welsh Government, to recycle 70 per cent of **waste** by 2025 in Newport. As with any ambitious target, everybody from residents to businesses and manufacturers need to change how we manage the waste we produce. This year proposals to ensure this target can be achieved were approved as part of the council's waste strategy and included reducing the bin sizes to encourage residents to recycle more.



The implementation of smaller household waste bins has been adopted by most councils in Wales,. However, the council has maintained collection frequency as well as banning recycling materials in the waste bin. There was an extensive communications campaign and the creation of an engagement team to actively engage with residents to provide advice and support and issue fines to those residents not complying with the system

but only as a last resort. Results so far are showing a very high increase in recycling, especially food waste, which will ensure the recycling targets set for the year are met.

Other proposals to be implemented in the near future include the development of a second Recycling Centre and improved recycled collections for businesses.

As part of the **Wales Audit Office** work, a review of how Newport City Council developed, and is delivering the corporate objective on the promotion of economic growth. The outcomes of this review has enabled reflection on the work completed to date and recognised the collaborative work with private, public and third sectors in the city in developing the City Centre Masterplan. The review also acknowledged how the council has started to look towards the long term (over 20 years) in the delivery of its objectives but identified further improvement was required integrate those objectives more closely to partners and involve stakeholders more in the decision making process. The council has been able to look at how it improves its approach in developing future plans and proposals to make Newport a Thriving City.

#### **2019/20 – What is the council going to do?**

- Delivery of civil parking enforcement from July 2019
- Opening the Mercure Hotel, Chartist Tower
- Redevelopment and opening of the Market Arcade
- Implementation of the sustainable travel strategy
- Introduction of a cycle hire scheme for Newport
- Development of the proposed household waste recycling facility

# Modernised Council

- Supports:**
- Well-being Objective 1 – To improve skills, educational outcomes and employment opportunities**
  - Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment**
  - Well-being Objective 3 – To enable people to be healthy, independent and resilient**
  - Well-being Objective 4 – To build cohesive and sustainable communities**

We will create a Digital Ecosystem for Newport that rapidly intensifies the growth of the digital economy sector and provides a platform for businesses to connect innovate and grow and communities to participate, interact and self-support.

Develop the Newport Intelligence Hub to create a one stop shop for spatial and geographic data, data analytics, infographics and open access data to support and drive for evidence-based working.

Four multi-agency Neighbourhood Service Hubs will be created which bring together a range of different services to support better outcomes and manage demand in areas of Newport with the highest need as evidence in our well-being profile.

We will create an inviting and inspiring work environment freeing up 50% of our estate (including 20% of our Civic Centre) to save money and create space for commercial and social innovation.

Each citizen in Newport has access to a MyAccount – an individual online portal which allows them to do business with the Council and online.

Newport City Council plays a crucial role in supporting the well-being, security, modernisation and prosperity of the city and its communities. It is already delivering substantial change programmes, but the scale of the challenge of delivering quality services while implementing reductions in public spending, and responding to social and environmental pressures, requires reform that applies right across the council.

With increasing demand to provide 24 hour services and maintaining different ways for residents and businesses to access council services means the council has to think and act smarter in the way services are delivered.



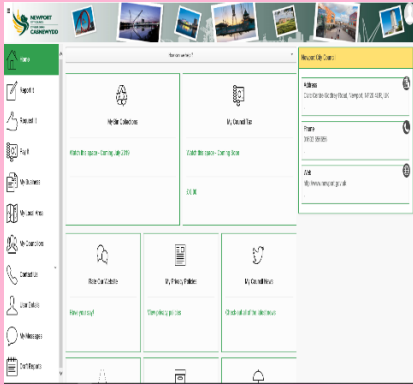
By making the best use of the workforce, assets and advances in technology, Modernised Council is making specific and practical changes to how, where and when the council works and operates. When implemented, these changes will lead to real improvements to the speed and accessibility of services to citizens, visitors, and businesses in ways that suit them.

During 2018/19, the council began to make progress on its modernisation ambitions with the introduction of MyAccount, development of on-line services, creation of the Newport Intelligence Hub, the build of the first multi-agency Neighbourhood Hub and forming a partnership to secure funding to create a full fibre network and digital ecosystem.

A pan-Gwent fleet review is underway. As part of a public body partnership, funding was secured for a Carbon Trust and Energy Service review of fleet and associated carbon emissions. Combined with the introduction of innovative technologies and working practices, the review will inform a modernised approach to the management of council fleet and mileage. Leading to a council transport strategy that will reduce the number of miles travelled, reduce transport carbon emissions, and reduce the council's contribution to city congestion.

There is an emphasis on adopting innovative technology, however, Modernised Council is also about protecting the city's heritage and major assets for future generations. In this regard, proposals for the use of the Civic Centre are could be presented for consultation in the not too distant future.

## Case Study – Customer Relationship System (My Newport)



It was recognised that the council's customer relationship management system (CRM) was outdated and did not meet future demands of service users to access services online.

In November 2018, the council introduced a new system to enable users to access their information to report issues / complaints; have their say on council matters and keep up-to-date with council activities and news. A mobile application, 'My Newport', for mobile devices was also launched to enable service users to access the same services. Since the launch more than 21,000 accounts have been created and the mobile application downloaded over 400 times.

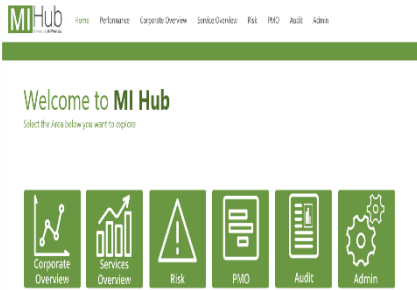
In 2019/20, residents and businesses to pay and view their Council Tax and business rates will be introduced on the My Newport page. Further promotion and updates to the service will be made in 2019/20 to attract more users.

### 2019/20 – What is the council going to do?

- Consult on proposals for the Civic Centre
- Launch My Newport to enable residents and businesses to pay and view their Council Tax and business rates online.
- Open the first multi-agency Neighbourhood Hub
- Development of a council transport strategy

# The Way we Work (Well-being of Future Generations Act)

To support the delivery of the Corporate Plan, it is necessary for the council to continuously improve, provide assurance and ensuring processes remain consistent with the sustainable development principle. The Well-being of Future Generations Act has set seven corporate areas of change and how they are adapting towards the five ways of working:



**Corporate / Service Planning** – In preparation for 2019/20 each service area reviewed their plans to identify new objectives, revise existing objectives (if applicable) and to close objectives where they have been completed. All service plan objectives and actions are now captured in the council's management information hub and will provide greater flexibility for service areas, improve responsibility over their actions and enable regular monitoring and reporting on progress. For 2019/20, service plan objectives have also been captured in the council's personal performance Clear Review system to enable alignment of personal objectives to service plan objectives.

**Financial Planning** – The council undertakes a thorough evaluation and assessment of its budget position through scrutiny reviews and business change proposals to determine the delivery of its services both through the annual review and medium term financial plans. The budget setting process is also subject to consultation with its stakeholders such as Newport citizens, trade unions, council members and Newport Fairness Commission.

**Workforce Planning** – The council continues to deliver the talent management framework that is part of its commitment to develop a motivated, capable and engaged workforce alongside building capacity and managerial leadership. This framework takes an inclusive approach providing an integrated programme of development opportunities for all levels of the workforce.

**Procurement** – The council's **Procurement Gateway Strategy** and process allows it to ensure that procurement and commissioning activity delivers economic value and sustainable services to its users. The council also has positive relationships with its regional partners and third sector organisations ensuring that the goals and aspirations of the Act are aligned and met. It has also signed up to the Welsh Government's Code of Practice for Ethical Supply Chains and have an ongoing implementation plan.

**Asset Management** – In 2018/19 we launched the **Strategic Asset Management Plan (SAMP) 2018-2025**. The Plan has been aligned to the Council's Corporate Plan and reflects some of the major projects from the well-being objectives and Corporate Themes. The Asset Management Plan will support the delivery of key priorities within the Council's Corporate Plan and the City's Well-being Plan. In 2019/20 the Council will be developing its Highways Asset Management Strategy to support the management of the Council's highways network and infrastructure.

**Risk Management** – In 2018/19 Corporate Risk Management was reviewed by the council's Internal audit team which was positive about how corporate risk is managed but had also identified improvements in how risks are aligned to the Corporate Plan and setting a risk appetite for the council. In 2019/20, alongside the developments made with corporate / service planning and performance management, work will start to align these areas to provide an integrated approach on the delivery of the Corporate Plan.



## Case Study – Gwent Futures Risk Assessment



As part of the Public Services Board (PSB) and regional partnership working, the council supported and collaborated with the council's partnership team in a risk workshop to identify the emerging risks over the next 30 years for Newport and Torfaen PSBs. From the outcomes of the risks identified in the workshop and as part of the annual risk review, the council has been able to identify and align risks such as climate change to those identified at the PSB and the regional G10 group.

**Performance Management** – In line with the service planning and risk management work undertaken in 2018/19, work has been undertaken to align performance measures to service / corporate objectives. Within social services and education, collaborative work has been ongoing to develop new performance measures for 2020 and beyond to enable improved performance monitoring of these areas. In 2019/20 work will take place to develop the integrated planning, performance and risk framework to support the delivery of the Corporate Plan and put in place mechanisms to develop the next iteration of the Corporate Plan from 2022 and beyond.

## Case Study – 'Art of the Possible'

The Art of the Possible is one of the Future Generations Commissioner's main programmes of work and sets out a positive vision of what Wales would look like if public bodies implemented 82 simple changes and respond to the opportunities that the legislation provides to make better decisions for future generations.

The council participated in this review and had identified that it had already adopted or was developing the changes for more than 80 per cent of the actions. These included flexible working, procurement transparency on goods and services, publication of the gender pay gap, HR policies, Welsh Language Standards.

# Equalities

Newport City Council has continued to make progress towards its strategic equality objectives in 2018/19. The equality objectives form part of our four year **Strategic Equality Plan** which sets out the approach to promoting positive relationships between different groups, ensuring equal opportunities for people, regardless of their background, and preventing discrimination. Progress is monitored throughout the year by the Strategic Equalities Group which is chaired by the Deputy Leader of the council and has representatives from the Fairness Commission, trade unions, councillors, heads of service and lead officers. This ensures that a wide range of partners are all involved in providing effective governance for the equalities agenda.

## Representative Workforce



In our **Annual Report 2018/19**, and over the duration of the current Strategic Equality Plan, the authority has improved on the way it understands and engages with its employees, including the creation of workforce dashboards which allow for better monitoring. Female employees make up around 77 per cent of the workforce, but are less likely to earn over £55,000 compared to male colleagues.

Over the 2018/19 financial year, the authority saw the gap between men and women employed in permanent posts grow to around 4 per cent, with 70.3 per cent of the male workforce being employed on a permanent basis as opposed to 70.3 per cent of female staff. There is a significant difference in working patterns. Approximately 67.8 per cent of men work full time compared to only 31.8 per cent of women. Both genders have seen a slight increase in the percentage of full time employees.

The percentage of leavers identifying as disabled (2.5per cent) is higher than the number of employees that identify as disabled (1.8 per cent), and the percentage of disabled job applicants and employees is also low.

The proportion of BAME employees is lower than that of the population of Newport. BAME employees make up 3.9 per cent of the council's workforce, but BAME people make up at least 10.1 per cent of the population of Newport

The data dashboard now provides up-to-date information on staffing profiles, enabling us to identify targeted interventions and gaps which are all working towards ensuring the workforce becomes increasingly representative of the population we serve. These will continue to be supported by our positive and collaborative relationships with partner organisations.

## Engagement and democratic participation



Meaningful engagement with the public is central to the equalities agenda. The council offers a wide variety of mechanisms for people to engage with the democratic process. This includes formal **consultation** via the council's website and social media platforms; the Citizens Panel and the bus wifi where public can engage with council surveys. In the council's budget consultation process a series of events were held. To have a wider reach surveys were held at all of the council-run libraries and community centres. Newport Youth Council were also engaged as part of the budget process.

## Case Study – Participatory Budgeting



In conjunction with the partnership work at the Public Services Board, 100 members of the community from Ringland and Alway decided which projects received funding from community grant scheme. Of the 15 projects that applied for funding, four were successful and will provide diversionary activities for young people, mental health support and the local school radio station.

### Improving access to services

More than 73,000 people visit the Civic Centre and Information Station annually, accessing a number of services including housing advice, council tax and licensing. The contact centre manages more than 300,000 calls annually and the council website receives 1.6 million hits per year.

Over the past 12 months, the authority has continued to improve access to services. Future plans for the continued upgrade and maintenance of the council's estate will be outlined in the authority's Strategic Asset Management Plan.

### Cohesive Communities and Tackling Hate Crime

Over the past 12 months, the council has been delivering the Welsh Government 2017- 2020 community cohesion programme priorities as part of the cohesive Communities work programme. Community cohesion involves everyone, and how we relate to others who are different. It is not just about how people from different ethnic groups, religions or nationalities, relate and get on, although this is a vital component. It also involves working to break down the barriers to inclusion in society caused by income inequality, or caused by isolation and loneliness among older people; or by barriers preventing the inclusion of disabled people. This year the council has continued to deliver training around Prevent (preventing violent extremism) to staff and partners, worked with the local hate crime forum to improve local response and victim support for victims of hate crime, and celebrated occasions like Pride, Black History Month and Refugee Week throughout the year. The council continues to participate in the Home Office's resettlement schemes for vulnerable refugees, and this year also took responsibility for delivering these services in Monmouthshire.

### 2019/20 – What is the council going to do?

- Building better equality monitoring into council processes
- Monitor community tensions and hate crime as Britain exits the EU
- Providing support to EU citizens in Newport to access the government's settlement scheme
- Engaging with our staff that share protected characteristics in order to better understand their experiences working for the council
- Putting the finishing touches to the breastfeeding and reflection rooms, available to members of the public and staff in the Civic Centre
- Engaging with communities on the new Strategic Equality Plan and plan for its launch in 2020

# Welsh Language Standards



The **Welsh Language Standards** have provided the council with the drive to rise to the Welsh Government's challenge of delivering entirely bilingual public services. In 2017, the council launched its five- year **Strategy** which set out how it is going to promote and use the Welsh language in its activities and services. An annual report is produced to reflect the positive steps that have been taken, while also highlighting the work and challenges left to be done.

The authority has taken a holistic approach to implementing change, allocating responsibility to service areas and putting governance arrangements in place through the Strategic Equalities Group, the Welsh Language Implementation Group and an increasing number of task-and-finish subgroups.



21.3%

**People aged 3 or over can speak Welsh** (Stats Wales 2018)

Over the course of this financial year progress has been made in a number of areas; the Welsh language has continued to benefit from the dedicated budget that was allocated to it in the previous financial year. This shift towards bilingualism continues to be facilitated by the implementation of a centrally funded translation service, which efficiently translates a huge volume of material for the authority.

However, as was the case in the previous annual report and as was outlined in the council's official challenges to the Commissioner's Compliance Notice, there remain a number of limitations relating to legacy IT systems that at present cannot operate in compliance with Welsh Language Standards. However, as these systems reach the end of their operational lifespan they will be replaced by newer systems which will be compliant with Welsh Language Standards, as was the case

with the authority's newly procured Customer Relationship Management System (CRM).

The authority has also made positive steps to achieving the goals set out in its five-year Welsh strategy, with notable achievements such as the development of an improved **Benefits of Bilingualism** booklet and the partnership work to promote the Welsh language with minority communities across Newport. The campaign has also recently been bolstered by a development of a number of videos that look to encourage parents to consider Welsh medium education for their children, contributing to the authority's target of increasing the number of pupils in Welsh medium education.



Last year, the council identified a number of priorities that it wanted to achieve in the 18/19 financial year, including a Welsh mystery shopper programme, improved and integrated impact assessment guidance, and the further development of the five-year Welsh Language Strategy. This report shows substantial progress has been made against many of these goals. However, as has been the case in previous financial years, the authority will need to keep up momentum to ensure the uniform implementation of Welsh language standards.

## 2019/20 – What is the council going to do?

- Work on developing and promoting the updated FEIA process, inclusive of training for decision makers
- Continue to develop promotion of the council's Welsh language services
- Develop and deliver suitable Welsh language awareness training across the organisation

- Enhance partnership working across Welsh Language Forum members in line with the Welsh Language Strategy
- Develop the intranet to include Welsh language guidance around compliance with the Welsh Language Standards

# Summary of Events in Newport 2018/19

Here is a summary of activities and events **Newport City Council** participated in during 2018/19.

## **April 2018**

- Unveiling of artist impressions of the proposed visitor centre and refurbishment of the Newport Transporter Bridge using Heritage Lottery Funding.
- Collaborating with local youngsters and local film company, Newport Youth Offending Service created a short film about the impact of and breaking the cycle of anti-social behaviour.
- The first Newport Wales Marathon and 10k saw thousands of runners, volunteers and spectators in the city.

## **May 2018**

- Welsh Government gave £687k to improve the active travel network across the city for residents and visitors to enjoy walking and cycling and moving away from using their cars.
- Committed to the UK100 pledge to using 100per cent clean energy by 2050 alongside other UK local authorities.

## **June 2018**

- In collaboration with Friends of the Bridge, a crowdfunding campaign was launched to support the redevelopment of the Transporter Bridge.
- As part of Carers Week, with local charities and providers, a week of events held to raise awareness of the challenges face by carers and the contribution they make to their families and communities.
- The PopUp Business School, visited by more than 120 people, provided advice and tips to budding entrepreneurs on how to set up a business.

## **July 2018**

- Return of Velothon Wales as cyclists of all levels of ability and ambition take on the challenge of the 140km route through South East Wales including Newport.
- Support given to residents in Clevedon Road and Tennyson Road to restore a vital bus link to residents.
- Beechwood Park and Belle Vue park received Green Flag status awards which recognises the work which staff and volunteers make to maintain and improve parks for all to use.

## **August 2018**

- Improvements to A-Level and GCSE results recognising the hard work which students, teachers, schools and families make to enable their achievement.
- Newport Jobs Fair was delivered with companies and education providers from across Newport offering job and training opportunities.

## **September 2018**

- As part of the council's Welsh language strategy, Becoming Bilingual / Bod yn Ddwyieithog campaign was launched to raise awareness of Welsh medium education.
- A stage of the Tour of Britain came to Newport and the Wales National Velodrome was renamed the Geraint Thomas National Velodrome of Wales in recognition of his successes in the Tour de France and Olympics.

## **October 2018**

- In collaboration with Tiny Rebel, the annual Food and Drink Festival offered culinary delights to residents and visitors.
- As part of the Childcare Offer for Wales, the offer of 30 hours free childcare for 3 and 4 year olds was made available to all families in Newport .

### **November 2018**

- In support of the Armed Services and local dignitaries events were held across the city to mark 100<sup>th</sup> anniversary of the First World War.
- As part of ongoing regulatory work, enforcement action was taken against a taxi driver for smoking, a pub chain for hygiene failings (fined £152,000) and landlords that were fined for breaching housing regulations.

### **December 2018**

- Launch of campaign to recruit more foster carers for children and young people who need a safe and secure home.
- Promotion of the preparations for Civil Parking Enforcement and improving road markings and signage across the city.

### **January 2019**

- Lighting of the flame as part of the preparations in hosting the British Transplant Games in July 2019.
- Adoption of the Motor Neurone Disease Charter in support of local people living with the terminal disease and their carers

### **February 2019**

- Adoption of the Gwent Homelessness Strategy which was produced in collaboration with neighbouring councils and charities.
- Work began to develop Newport's first Neighbourhood Hub in Ringland.

### **March 2019**

- Smaller bins roll-out began to help achieve the council's commitment to improve recycling rates.
- Support pledged for the Spring Clean Cymru in collaboration with Keep Wales Tidy to improve the cleanliness of open spaces, parks and beaches and streets.

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# Scrutiny Report

## Overview and Scrutiny Management Committee

### Part 1

Date: 26 September 2019

### Subject **Draft Economic Regeneration Strategy update**

**Author** Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Area / Role / Subject
Bev Owen	Strategic Director – Place
Kier Duffin	Head of Regeneration, Investment and Housing
Tracey Brooks	Development and Regeneration Manager

## Section A – Committee Guidance and Recommendations

### 1 Recommendations to the Committee

The Committee is asked to consider;

1. The Draft Economic Regeneration Strategy Update and decide if it satisfies the Committee request of an updated document.
2. Whether the Committee wishes to provide a comment to the Cabinet Member on the updated Economic Regeneration Strategy.
3. Whether it wishes to continue to monitor the implementation of the updated strategy.

### 2 Context

#### Background

- 2.1 A review was undertaken by a Scrutiny Policy Review Group in April 2015 to consider a future Economic Development Strategy for Newport. The process was supported by officers from Regeneration Investment and Housing, and Overview and Scrutiny.

The final Strategy, renamed Newport's Economic Growth Strategy provided a ten-year vision for the Council, taking into account the needs of Newport in relation to both local and regional vision.

### **Previous Consideration of this item**

- 2.2 At the OSMC meeting on the 21 June 2019 the Committee received a report monitoring the implementation of the Economic Regeneration Strategy. At this meeting the Committee made a number of comments and recommendations, outlined below;

*'The Committee **agreed** that the update needed to include additional information in future to enable the Committee to fully evaluate how effectively this strategy is being implemented:*

- *Commentary of the progress with the action plan and reference made to the action plan that had been included within the original strategy and how the actions contribute to the priorities.*
- *Clear high level data to link to the strategy and aims in the original document and figures to evidence of growth and direction of growth.*
- *An outline of what the key challenges are for the Council in this area and what actions the Council is taking to address them*
- *Commentary of the impact being made and some analysis of the data to establish progress. Key messaging picked NTE – significant problems – don't have the national operators / competition than other cities.*
- *Key projects not detailed in the report:*
  - ***Convention centre.** This presents a massive opportunity for the City and information should be included within the update. Future updates should cover on how have the Council is been making the most of these opportunities, how it is ensuring good value for money, and the impact for the city in developing these opportunities.*
  - ***Impact of City Deal.** Information on Newport's contribution, key projects and how they affect Newport.'*

At this meeting the Committee requested that these comments be presented to the Cabinet Member and included in the next submission to the Committee.

### **3. Information Submitted to the Committee**

- 3.1 **Appendix 1** – Draft Economic Regeneration Strategy Update

## 4. Suggested Areas of Focus

### Role of the Committee

**The role of the Committee in considering the report is to:**

Take into account the strategic direction proposed in the document and question Officers on the feasibility of the plan and the actions and aims included in the delivery plan.

- Focusing on the individual sections of the strategy and decide if the Officers have considered all strategic aspects, including monitoring of performance, risks and mitigations. The individual parts of the report include;
  - Newport Now,
  - Emerging Trends,
  - Future Actions.
- Assess and make comment on:
  - Officers understanding of the plan and its implementation;
  - The extent to which and underperformance could be addressed and associated risks are being mitigated;
  - The progress being made in terms of performance from the previous Economic Regeneration Strategy delivery plan;
- Conclusions:
  - What was the overall conclusion on the information contained within the Strategy?
  - Is the Committee satisfied that it has had all of the relevant information to provide comment and recommendations to the Cabinet Member?
  - Do any areas require a more in-depth review by the Committee?

## Section B – Supporting Information

### 5. Links to Council Policies and Priorities

- The Draft Economic Regeneration Strategy Refresh presented to the Committee links with all of the Councils Wellbeing Objectives and Corporate Plan Commitments:

<b>Well-being Objectives</b>	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities
<b>Corporate Plan Commitments</b>	Thriving City	Aspirational People		Resilient Communities
<b>Supporting Function</b>	Modernised Council			

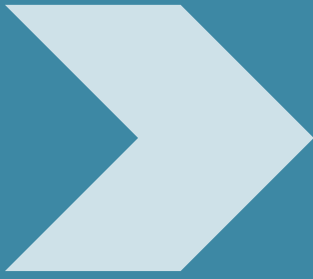
## 6. Wellbeing of Future Generation (Wales) Act

5 Ways of Working	Types of Questions to consider:
<p><b>Long-term</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</p>	<p>Are there any long term trends developing that could affect how this plan is implemented to how the actions are prioritised?</p>
<p><b>Prevention</b> Prevent problems occurring or getting worse.</p>	<p>How are you ensuring that the needs of the service users monitored and are taken into account when developing the long term strategy?</p>
<p><b>Integration</b> Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p>	<p>How does the Council's implementation of the plan impact upon the services of other public bodies and their objectives?</p>
<p><b>Collaboration</b> Acting in collaboration with any other person (or different parts of the organisation itself).</p>	<p>How are you using the knowledge / information / good practice of others to inform / influence the Council's work?</p>
<p><b>Involvement</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p>	<p>How as a Council are we ensuring we are consistently seeking the views of those who are impacted through the implementation of the plan?</p> <p>While developing a long term strategy, how are you ensuring the diverse communities are involved in your decision making?</p>

## 7. Background Papers

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan](#)

Report Completed: September 2019



**CITY OF NEWPORT**  
**ECONOMIC GROWTH**  
**STRATEGY** UPDATE 2020



**PEOPLE - PLACE - PROSPERITY**

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Since 2015 Newport has become a more competitive city with a growing influence in high value sectors, a multitude of training and development routes for future workers and a rapidly expanding tourism sector. Newport now has a pivotal role in the success of both the Cardiff Capital Region and Great Western Cities Partnerships and as an organisation we are embracing new ways of working.

Newport's Well-being Plan 2018-2023 underlines our approach to improving the economic, social cultural and environmental well-being of Newport and is at the heart of the interventions we undertake. Moving forward we will look to maximise the benefits of working with our regional partners, aligning training and skills to meet demand in growth industries and leveraging in private investment to support sectoral development. It is important that we build upon our successes, such as the South East Wales Cyber Cluster and Compound Semiconductor manufacturing cluster.

The 2015 Strategy committed to a 10 year vision and framework for building Newport's Economy through; **(1) Delivering Shared Prosperity, (2) Creating an Excellent Economic Environment & (3) Moving Newport up the Value Chain.**

This ambitious strategy sought to deliver a vibrant and growing city economy that has:

### **OUTCOME 1: PEOPLE IN NEWPORT CAN ACHIEVE THEIR POTENTIAL**

- ▲ Skills Growth
- ✓ Fewer people out of work
- ✓ Fewer NEETs

### **OUTCOME 2: NEWPORT TO HAVE A COMPETITIVE ENVIRONMENT**

- ▲ Increased productivity
- ▲ Jobs Growth
- ▲ Revitalised City Centre
- ▲ Wage Growth
- ✓ Knowledge Drain

### **OUTCOME 3: NEWPORT IS BETTER PLACE TO LIVE**

- ▲ Increased Visitor Numbers
- ▲ Lower Carbon Economy

### **OUTCOME 4: BUSINESSES IN NEWPORT HAVE THE OPPORTUNITY TO PROSPER**

- ▲ Growth in High Value Sectors
- ▲ Private Investment
- ▲ Resilient Businesses

The Economic Growth Strategy aims and objectives have been aligned to the wider strategic objectives of the Council. This ensures that there is a 'golden thread' that integrates the plans, objectives and strategies of Newport's Well-being Plan 2018-2023 and Corporate Plan 2017-2022.

The strategy also aligns with our regional partnership commitments, including the Cardiff Capital Region Economic Growth Plan which focuses on cross-sectoral collaboration, infrastructure development, productivity growth, skills development and regeneration impact in the wider and foundational economy.

We have revisited the priorities and aims set out in the original strategy and taken account of change in the local economy within the emerging trends. We have done so to ensure our aims still align with the priorities of the strategy to drive the economic growth of Newport. This will be achieved in tandem with, and complimented by, the on-going physical regeneration of the city and business support activities.

PRIORITY	KEY AREAS	OUTCOME	AIMS
Deliver Shared Prosperity	Skills Educational attainment Addressing poverty	1	Aim 1.1 Align physical, social and economic programmes more efficiently – aligning skills development to inward investment and physical growth
	Entrepreneurship National Software Academy	1	Aim 1.2 Respond to polarisation in our neighbourhoods
Create an excellent economic environment	The City Centre	2	Aim 2.1 Improve engagement with education and training providers
	Sustainable neighbourhoods	3	Aim 2.2 Creating an economic environment to support population growth
	Cultural & Heritage Assets	2	Aim 2.3 Grow the economy as part of the wider region – collaboration for competition
	Destination Management Hotels & Bed Spaces	2	Aim 2.4 Increase connectivity – Infrastructure & Digital
		2	Aim 2.5 Maintain our focus on regenerating the City Centre to become one of the UK's top cities
		3	Aim 2.6 Maximise environmental opportunities
Move Newport up the 'value chain': Increased value of economic output	Collaboration Infrastructure	4	Aim 3.1 Specialise in high value business growth
	Specialisation / Digital Connectivity Energy Grade A Office Space Productivity & GVA	4	Aim 3.2 Promote and innovate for entrepreneurship – support indigenous development



## ASPIRATIONAL PEOPLE

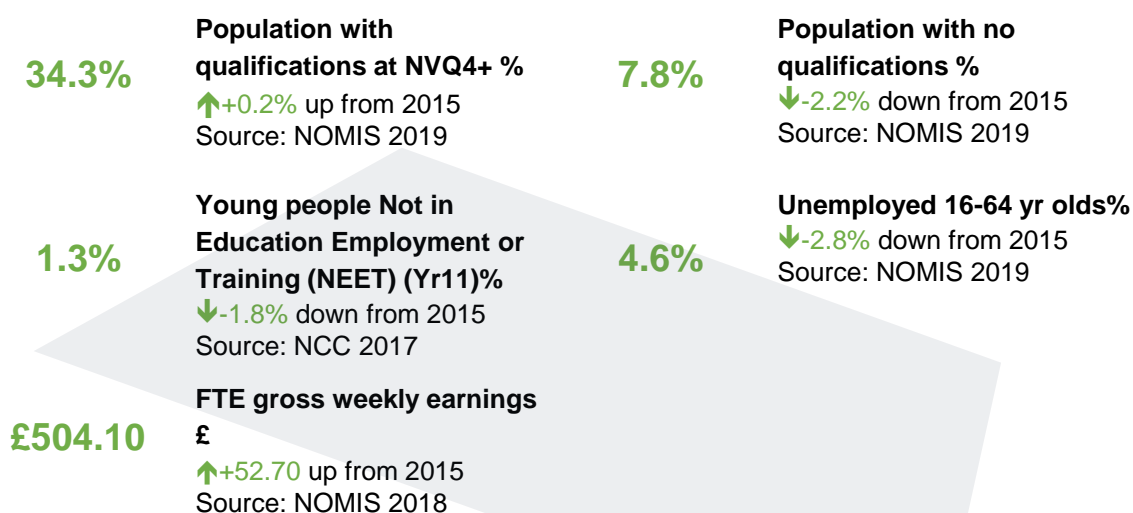
### WELL-BEING PLAN OBJECTIVES

Priority 2: Drive Up Skill Levels For Economic & Social Well Being

Priority 3: Support Regeneration And Economic Growth

A continued focus on raising skills and employment opportunities has delivered tangible benefits for Newport residents. The employment rate has improved considerably and youth engagement with those hardest to reach is succeeding in offering a pathway into the economy whilst the take home pay of the average worker has continued to rise.

What we have achieved:



AIM	ACTIONS ACHIEVED 2015-19
1.1	The development of the IQE foundry, will create demand for 5,000 highly skilled jobs and link into the skills development ambitions for the city.
1.1	Participation in Cardiff Capital Regional Skills Partnership which aims to increase the range of higher level skills qualifications available and increase apprenticeships into industry to meet priority growth sectors.
1.1	Facilitation of the National Software and Cyber Security Academies relocation to Newport City Centre, to help develop skilled STEM graduates progress in digital business.
1.1	Promotion of Work Based Learning Academy and Right skills to provide a flexible learning pathway for workers to meet the needs of business.
1.2	Development of the Newport Ringland Community Hub due for completion 2019 – the Ringland Hub was identified as the pilot and coincided with the regeneration of the adjacent Newport City Homes site. The model will provide a template for similar hubs across the city.



## THRIVING CITY

### WELL-BEING PLAN OBJECTIVES

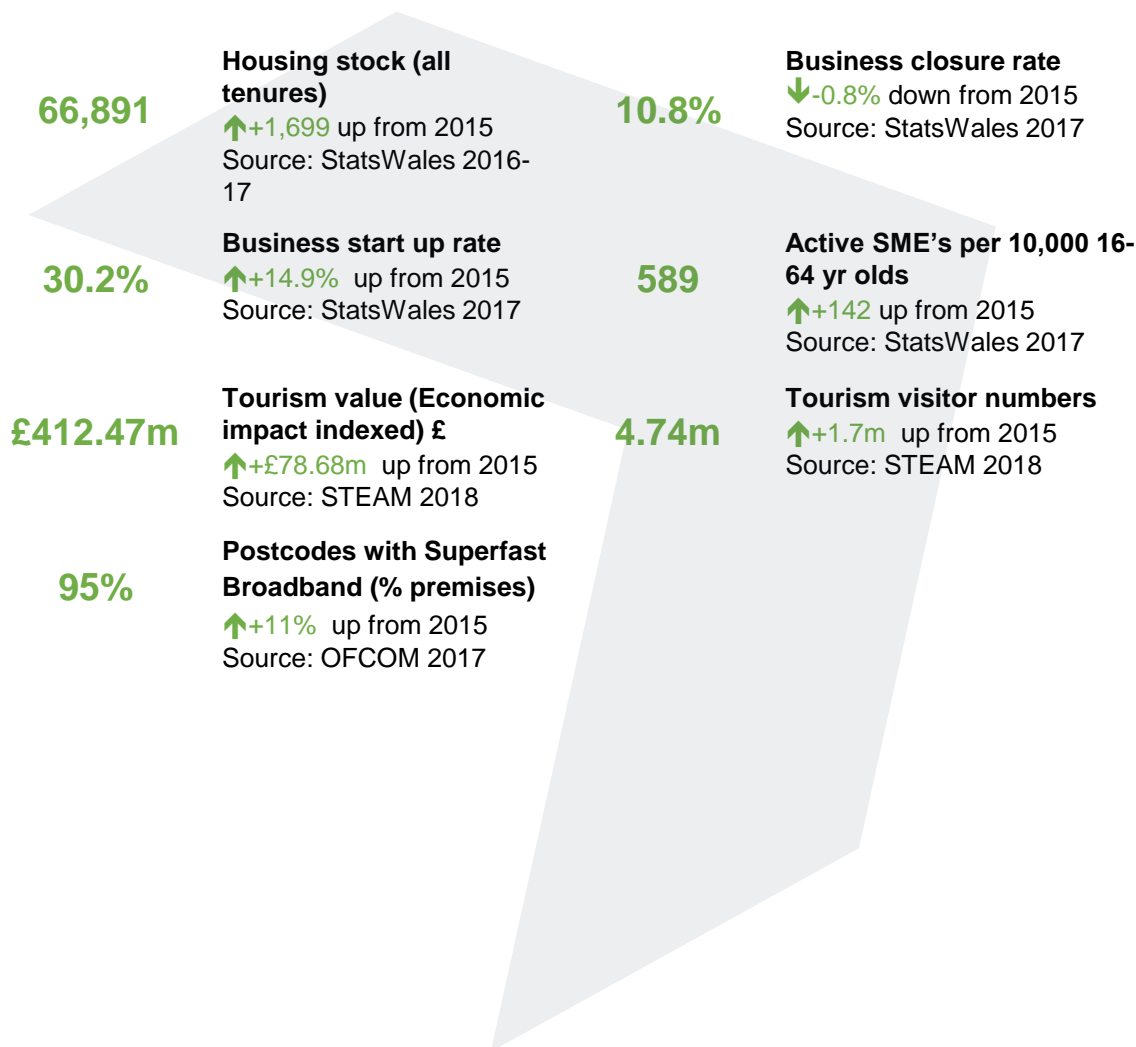
Priority 1: Improve Perceptions Of Newport As A Place To Live, Work, Visit & Invest

Priority 3: Support Regeneration And Economic Growth

Business start-up rates have doubled since 2015 and more businesses are surviving now than in the last decade. Housing availability of all tenures is keeping pace with the city's supply demand and further housing development is safeguarded with the provision of a 5-year housing land supply.

The development of the International Convention Centre Wales will boost Newport's business tourism sector and build upon the already expanding tourism and hospitality sector. New hotel development to service the growing tourism market is anticipated to bring further economic benefits. The city's fibre connectivity rollout is approaching 100%, enabling our digital based service economy to continue to be competitive.

What we have achieved:



AIM	ACTIONS ACHIEVED 2015-19
2.1	Participation in Cardiff Capital Regional Skills Partnership which aims to increase the range of higher level skills qualifications available and increase apprenticeships into industry to meet priority growth sectors.
2.3	Establishment of the National Software Academy producing skilled graduates for the regions demand in ICT/Software Engineering.
2.3	Development of IQE semiconductor plant as part of the semiconductor cluster. The development will bring up to 5,000 highly skilled jobs.
2.3	The establishment of International Convention Centre Wales (ICCW) will grow the South Wales economy in the MICE (Meetings, Incentives, Conferences and Events).
2.3	Wales' only full marathon event has been successfully hosted by Newport since 2018. The event attracted nearly 10,000 runners in 2019 and will continue as part of our growing sport and leisure offer.
2.3	A stage of Velothon Wales was hosted in 2018 with the renaming of Newport's Velodrome as the Geraint Thomas National Velodrome of Wales.
2.3	Newport hosted the 42nd edition of the British Transplant Games in Summer 2019. Further promoting Newport as a destination for major events.
2.4	Superfast broadband rollout has reached 96% of Newport properties.
2.4	City Centre connectivity and public realm improved through development of St Paul's Walk Scheme. As part of the Connecting Commercial Street programme the pedestrian infrastructure has been expanded and a new public space created.
2.4	Further commitment to infrastructure by the proposed Glan Llyn connection to the South Wales Mainline, together with the creation of a 1,000 space park and ride facility connecting Glan Llyn and the East of Newport.
2.5	44,650 sq. metres of commercial space created or refurbished through the Vibrant and Viable Places (VVP) programme.
2.5	Key landmark buildings repurposed through VVP. Mixed use schemes include Griffin Island, Kings Hotel and National Buildings.
2.5	Heritage Lottery Funding secured for the refurbishment of Market Arcade the second oldest arcade in Wales.
2.5	The Chartist Tower scheme which brings a Mercure branded 164 bedroom hotel to the City Centre – creating an additional 11,162 sq. metres of office space and refurbishing a further 1,219 sq. metres of retail space. The scheme will create 205 jobs and is due to open early 2020.



## THRIVING CITY

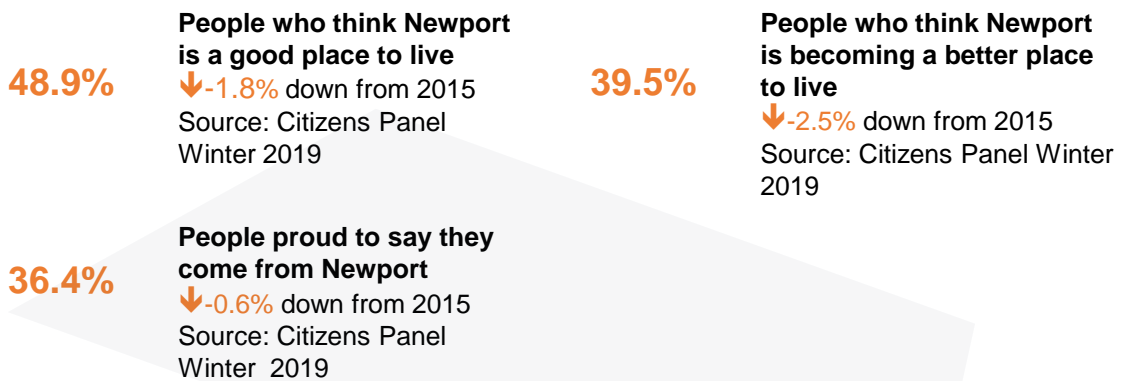
### WELL-BEING PLAN OBJECTIVES

Priority 1: Improve Perceptions Of Newport As A Place To Live, Work, Visit & Invest

Priority 3: Support Regeneration And Economic Growth

We continue to listen to our resident’s views. Whilst much has been done we recognise there is still much more to do to improve perceptions. We will continue to help develop Newport’s economy and improve the prospects of our citizens along with the quality of the environment in delivering upon the Well-being Plan Objectives ensuring that people feel good about living, working, visiting and investing in Newport.

What we have achieved:



AIM	ACTIONS ACHIEVED 2015-19
2.2	82 new homes delivered through the VVP programme in the City Centre – promoting a live & work environment in redundant commercial buildings. An additional 64 homes to be built by 2020
2.2	Supporting development of further city living schemes through the Targeted Regeneration Investment (TRI) programme and Landlord Loan scheme.
2.2	5,500 new homes built since 2011.
2.2	493 Affordable Housing units build 2015-18
2.2	Establishment of the National Software Academy, a centre of excellence producing up to 60 software engineering graduates per year in the City Centre.
2.6	Commitment to create a new railway station at Llanwern with direct connection to the South Wales mainline, including a 1,000 place park & ride facility
2.6	99% of housing development completions has been on brownfield land

# OUTCOME 4: BUSINESSES IN NEWPORT HAVE THE OPPORTUNITY TO PROSPER

## RESILIENT COMMUNITIES

### WELL-BEING PLAN OBJECTIVES Priority 3: Support Regeneration And Economic Growth

Business confidence is a critical ingredient for Newport’s success. Whilst we look to attract and grow strategically valuable sectors in Newport we want to see growth in the foundational economy to create a more equal Newport and a more equal Wales. Since 2015 we have seen increased growth in productivity, including on a per worker basis, which should bring shared benefits across the whole economy.

What we have achieved:

**£3,711m** **Total Newport GVA £m**  
 ↑+405m up from 2015  
 Source: StatsWales 2017

**£504.10** **FTE gross weekly earnings**  
 ↑+£52.70 up from 2015  
 Source: NOMIS 2018

**£24,497** **GVA per worker**  
 ↑+£2,124 up from 2015  
 Source: StatsWales 2017

AIM	ACTIONS ACHIEVED 2015-19
3.1	Consolidation of the Semiconductor Cluster with £38m development of IQE. The development will support up to 5,000 jobs within the sector with the foundry and catapult located in Newport.
3.1	Expansion of Newport’s digital sector through UK’s 1st National Cyber Security Centre.
3.1	Promotion of digital skills through the Work Based Learning Academy (WBLA) and Right Skills.
3.1	Opening of the Rutherford Centre in 2018 – the UK’s first Proton Beam Therapy centre. The Centre delivers cutting edge treatments to patients from across the UK.
3.1	Establishment of the Construcciones y Auxiliar de Ferrocarriles (CAF) factory, a £30m investment at Celtic Business Park providing 46,000 sq. metres of manufacturing floor space. The investment has created 300 new jobs and produces high-speed trains, light rail and trams which are supplied all across Europe
3.2	A total of 13 enterprises accommodated through VVP programme
3.2	6,650 sq. metres of business space created or refurbished since 2015
3.2	1,481 Businesses assisted between 2015-2019
3.2	27 businesses awarded business grants between 2017-2019
3.2	3 Pop-up business school events held between 2017-2019 to encourage and support existing and new businesses, creating 104 new businesses.
3.2	Creation of the Newport Economic Network

Newport is a unique city with its own story to tell and as with all cities, will experience constant change and growth. The last decade has seen wider economic structural change that has affected all city economies. The purpose of revisiting this strategy is to identify and understand the prevailing trends in our current environment and economy and realign it with emerging opportunities both locally, regionally and nationally. In order to ensure that the strategy is relevant to delivering economic growth in Newport it is necessary to understand our Strengths, Opportunities, Challenges and Threats.

## STRENGTHS

- High level of employment compared to national average
- Affordable location
- Gateway location & city status
- Regional & national transport infrastructure
- 5-year housing land supply
- International Convention Centre Wales
- Digital infrastructure & cyber security cluster
- Compound semi-conductor cluster
- Retention of major employers
- Business improvement district
- City centre university
- Increase in NVQ4+ attainment
- Net gain in commuter population
- Average property value increased by 10.8% in 2018 (compared to UK average of 2.6%)

## OPPORTUNITIES

- Increased private investment
- Scope for growth in key sectors
- Great Western Cities and Cardiff Capital Region partnerships
- Improved infrastructure proposals including metro, making Newport more accessible to a larger regional workforce
- Increased business tourism & hotel demand from International Convention Centre Wales
- Growth in key sectors including digital and advanced manufacturing
- Improved City Centre business and living environment
- Establishment of a Newport brand
- City promotion and prestigious events

## CHALLENGES

- Maintaining a skilled workforce
- Managing those who are economically inactive due to long term sickness
- Reducing student population
- A growing pressure on the city's transport infrastructure
- Remaining competitive within the region
- Lack of Grade A City Centre office stock
- Reducing City Centre footfall
- Contraction of the retail sector
- Meeting demand for affordable housing
- Poor public perception
- Aging sports facilities
- Increasing traffic congestion

## THREATS

- Graduate retention
- Competition from other UK cities – investment
- Competition from other UK cities – workforce as businesses are reliant on maintaining a skilled workforce
- Loss of investment due to a lack of available and suitable premises
- Absent landlords
- Reduced investment in commercial properties
- Negative perceptions of Newport
- Availability of external grant funding
- Transport infrastructure not accommodating population and economic growth

## CENTRAL COMMERCIAL AREA

The historical centre of economic activity in Newport, the City Centre is undergoing rapid redevelopment with a focus on the regeneration of a number of sites for economic and housing benefit. The adopted City Centre Masterplan proposes revitalisation of the Northern Gateway, City Core and Riverside Areas of the City Centre to realign uses of key sites and assets. The projects identified in the short to long term include the development of a high quality office core, improvement of the public realm, creation of new education facilities, an enhanced hotel and hospitality offer and better integration of sports facilities along the Riverside.

The development of a high quality office core and encouragement of a co-working ecosystem for skilled workers and professional services is an opportunity for the city's main business centre to remain competitive within the region. The benefits of City Centre connectivity and the proposed Metro will help activate City Centre sites similar to the Admiral development.

Further developments around leisure will help support the mixed economy of the City Centre and strengthen Newport's brand as a visitor destination building on the legacy of hosting events and the forthcoming convention centre.

## WESTERN COMMERCIAL AREA

Both Celtic Springs & Imperial Park Business Parks are located on the western side of Newport and are home to high value knowledge economy businesses including Airbus, Next Generation Data, IQE, Target Group, Certus TG and the Rutherford Cancer Centre. The area is also home to government offices such as the Office of National Statistics, Intellectual Property Office and Shared Services Connected Limited (SSCL).

The spatial plan has identified the western area of the city as a centre for innovation driven by large scale and nationally significant developments. Among them are IQE's Semiconductor foundry, Airbus' Cyber & Space division, Next Generation Data's facility (Europe's largest tier 3 facility) and the Rutherford Centre's state-of-the-art proton beam therapy facility.

The Western commercial area benefits from excellent proximity to the M4, accessibility, quality accommodation and proximity to Cardiff, helping to drive regionally significant developments such as the IQE foundry at Celtic Springs. Key to further activation of the western side will be the proposed Phase 2 development of the Metro to deliver a Bus Rapid Transport (BRT) system linking the eastern side of Newport to the west.

## EASTERN COMMERCIAL AREA

The business parks within the Eastern Commercial Area are characterised by enterprises involved in manufacturing and logistics, steel production and rolling at Tata Steel and Liberty Steel sites, Eastman Chemicals producing chemicals for a number of industrial applications, Advanced Elastomer Systems Ltd an Exxonmobil company producing thermoplastics, and Transport Engineering firm Construcciones y Auxiliar de Ferrocarriles (CAF) manufacturing trains.

Modern Industrial Park Warehouse facilities are available within the Phoenix Park, Queensway Meadows and Celtic Business Park Sites with Amazon taking 50,000 sq. ft. at Celtic Business Park and MCL logistics headquartered in Leeway Industrial Estate in an 86,000 sq. ft. site.

Key opportunities for development include the proposed Llanwern Station and Metro developments which will increase the connectivity of the area and drive its competitiveness.

## NEWPORT CITY CENTRE COMMERCIAL AREA

The City Centre Masterplan has recognised the value of the City Centre as a major commercial asset and seeks to enhance the centres economic potential. To achieve this aim the masterplan identified 3 key areas for development:

### 1. Northern Gateway

Improvements in connectivity from the railway station with rejuvenation and reuse of key assets for live & work purposes.

### 2. City Core

The consolidation of assets through new developments and the diversification of land uses. To provide an improved commercial and educational environment.

### 3. Riverside

Creating improved linkages and more successfully integrating sports facilities, new development and the riverside. Creating a more attractive environment for leisure, sport & hospitality.



City Centre Masterplan Map

## THE WESTERN COMMERCIAL AREA

The Western side is home to many of Newport's most innovative Companies in high value industries. The recent establishment of both the Compound Semiconductor Cluster and Digital Cluster in this area will drive the knowledge economy.

The number of modern business parks within the area will help sustain growth generated from technology clusters and expansion of the Metro system will provide workers from both within and outside of Newport better access to a key centre of commercial activity within the region.



Imperial Park – site of IQE

## THE EASTERN COMMERCIAL AREA

The Eastern Expansion Area on the site of the former Llanwern works has driven housing growth with over 5,000 homes to be built in within the Llanwern Village and Glan Llyn developments.

The proposed Llanwern station with Park & Ride facility will significantly improve connectivity between the east and west of the City.

NISV (Newport International Sports Village) is superbly located and operates as the centre of elite and community based sport in Newport. The sports village hosts excellent facilities including the Geraint Thomas Velodrome of Wales, the Football Association of Wales Dragon Park a national football development centre, and a regional tennis centre.



Eastern Expansion Area



The map detailed here illustrates strategic sites of economic activity within Newport. The list of sites detailed is not exhaustive and has been compiled to give a spatial context to the type of economic activity undertaken within Newport. Centres of business and innovation cluster along a number of sites within the Central and Western Commercial areas. Industrial and logistical dominate the Eastern Commercial area. Strategic housing sites have been added to show growth around the economic centres. Key Leisure sites have been added as these will act as further anchors for economic growth and promotion of Newport's identity.



In revisiting the Economic Growth Strategy we have given consideration to the most recent policy proposals at both local, regional and national level. The strategy also acknowledges Welsh Government programmes aimed at targeting poverty, skills development and regeneration. The intervening period has also seen further development of the regional Cardiff Capital Region and Great Western Cities partnerships which will help shape developments within our region over the coming decades

		People	Place	Prosperity
LOCAL	Newport City Council Corporate Plan 2017-2022	✓	✓	✓
	Wellbeing Plan 2018-23	✓	✓	✓
	Local Development Plan 2011-26	✓	✓	✓
	ReNewport	✓	✓	✓
	Destination Management Plan		✓	✓
	Local Transport Plan 2015-30		✓	✓
	Local Housing Strategy 2012-17	✓	✓	
	Empty Homes Strategy 2019	✓	✓	
	Draft Newport City Centre Masterplan		✓	✓
	ABP Port of Newport Masterplan 2015-35		✓	✓
REGIONAL & NATIONAL	Communities First	✓	✓	
	Communities for Work 2012-18	✓	✓	✓
	Metro Infrastructure	✓	✓	✓
	VVP Programme 2014-17	✓	✓	✓
	TRI Programme 2018-21	✓	✓	✓
	Cardiff Capital Region – City Deal		✓	✓
	Cardiff Capital Region – Industrial and Economic Plan		✓	✓
	Great Western Cities		✓	✓
	A Powerhouse for the West		✓	✓
	Planning Policy Wales		✓	
	Wales Improvement Plan		✓	✓
	Tackling Poverty Action Plan			✓
	East Wales ERDF Operational Plan			✓
	East Wales ESF Operational Plan			✓
	Wales Spatial Plan		✓	✓
	National Development Framework 2020-40 (consultation draft)			
	Innovation Wales			✓
	Welsh Government Policy Statement on Skill	✓		✓
	Skills Implementation Plan	✓		✓
	Future Generations Act 2015 Wales	✓	✓	✓
	UK Industrial Strategy White Paper	✓	✓	✓

## THE FIVE WAYS OF WORKING

In working towards delivering on our three priorities we have been guided by the sustainable development principle outlined in the Future of Generations of Wales (2015) Act. The sustainable development principle seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. The interventions we undertake in Newport will be to improve the economic social, environmental and cultural well-being of Newport residents.

The Five Ways of Working can be used to help achieve these aims both now and in the future and we have listed them here to show our approach towards delivering towards the three priorities of **(1) Delivering Shared Prosperity, (2) Creating an Excellent Economic Environment & (3) Moving Newport up the Value Chain.**

### Long Term

- Continued, sustainable economic growth in Newport will extend beyond the lifetime of this strategy. We will look forward as far as possible.
- We will continue to employ an evidenced based approach.
- Short-term opportunities will not outweigh long-term risks
- Focus on delivering outcomes for the present that can be built upon as milestones for future generations
- Continue to explore new ways of delivering strategy outcomes over the longer term

### Integrated

- As an organisation we understand both individual and collective responsibilities to deliver the well-being objectives
- We will work collaboratively and share information to meet the well-being objectives
- Working in a joined up way with our stakeholders and partners.

### Involved

- We will look to involve those with an interest in achieving the well-being objectives and goals.
- We will ensure that involvement will reflect the diversity of the area
- We recognise that the views of stakeholders contributes to better outcomes
- We will learn and improve from stakeholder feedback

### Collaboration

- We will aim to maximise the benefits of collaboration with the Public Service Board, Cardiff Capital Region and Great Western Cities partnerships
- Building upon relationships with stakeholders such as the Newport Economic Network to help align the long term strategic vision for economic growth

### Preventative

- We will seek to prevent negative outcomes for our communities through careful monitoring of trends and long term planning
- We will manage the risks that are identified for both the economy, society and environment
- We will align the aspiration of a low carbon economy and sustainable travel with the Well-being Objectives

## DRAFT NATIONAL DEVELOPMENT FRAMEWORK 2020-2040

The draft National Development Framework (NDF) 2020–2040 sets out a strategy for addressing the issues that affect Wales through the planning system including developing and sustaining a vibrant economy, decarbonisation and improving the health and well-being of our communities.

The spatial plan has identified the South East Wales region as a key area with over half the population of Wales and the two cities of Cardiff and Newport. Policy 28 of the NDF recognises the strategic value of Newport as a focus for regional growth and investment. The policy sets out a commitment to promoting Newport as a focus for strategic housing and economic growth and seeks to ensure that the development in the wider region is carefully managed to support Newport's strategic role.

The policy highlights the potential of Newport to bring forward sites for housing and employment. The emergence of highly skilled employment opportunities in transport and digital communication sectors will act as a base for further growth and improved public transport through the development of the Metro, will encourage greater inflow of workers from the surrounding areas.

The policy will benefit Newport by helping to ensure key investment decisions in both Wales and England support Newport thereby ensuring communities can access the homes, jobs and services they need.

## RETAIL & LEISURE

A study of Newport's retail functions was commissioned in early 2019 in order to provide an analysis of retail capacity and a better understanding of changing trends within Newport.

Key findings from the study have shown that since the opening of the Friars Walks development Newport has increased its retention of local resident spending. In order to sustain the City Centre it is recommended that the Newport Retail Park offer is differentiated from the City Centre in order to avoid a situation where Newport competes with itself. Recommendations put forward to maximise City Centre performance and reduce vacancy include:-

- Increase footfall through City Centre housing growth & development of high quality Grade A office space with improved appearance to increase visitation.
- Development of a strategy for the City Centre evening economy to create family friendly environments
- Building of Networks & partnerships to manage space and building links with innovation centres to build business ecosystems
- A more concise and defined retail core allowing redevelopment of certain retail uses in cases where a units viability has been tested.
- Allowing for more flexibility in use where considered and necessary,
- Tackle public misconceptions and build on the high proportion of independent retailers (35.3%) compared to Cardiff (30%)
- Tackle the misconception of a limited retail offer of (73%) compared to Cardiff (61%) and Swansea (65%) and find a better balance of complementary uses.
- Improved environment to encourage increased dwell time by visitors.
- Encourage multi-channel retailing such as click and collect
- Develop a landlord registry to facilitate involvement in City Centre initiatives.



### CARDIFF CAPITAL REGION PARTNERSHIP

Established in 2013 the Cardiff Capital Region partnership's primary objective is to improve the region's economic performance by developing a strategic vision for the region and understanding that people and businesses operate beyond their local areas. The partnership recognises that competitiveness between locations is becoming more intense as a result of structural changes including finance, connectivity, knowledge and businesses models. In order to keep pace with these changes the idea of city regionalism is embraced.

The Regional Regeneration Plan put forward by the partnership identifies Newport's role as a city central to the long term economic success of the region. In aligning People, Resources and Opportunities the plan aims to transform both the region and Wales as a whole by using cities as a catalyst for regional development.

### WHAT THIS MEANS FOR NEWPORT

The Regional Economic Growth Plan adopts an approach that will seek to support mutual goals of regional partners through investment in projects. There will be a focus on larger scale investments for transformational impact and return on investment. Newport has benefited from the development of ecosystems and the establishment of industry clusters which have led to greater levels of private investment. Key examples of this success are the IQE development and the establishment of the National Software and Cyber Security academies within Newport.

The partnership will also bring Infrastructure investment of £734m for the region in the form of the South Wales Metro development, a potentially transformational project yielding better alignment between transport, economic development and land use planning. The Metro project provides a vision for a modern integrated transport system using a faster and better-integrated system of lower carbon trains, light rail and buses.

The Regional Skills Partnership is helping to identify the priority sectors and skills that will be in demand over the coming years. Labour Market Intelligence will test the projections for skills and analyse high value sectors. Eight priorities have been identified for the region which will address structural issues with skills development and pathways to employment.

## ECONOMIC DRIVERS

- Large Graduate Population
- Seven Universities
- Integrated Housing
- £58bn In Economic Output
- Cross National Partnership
- Growth Focused

## THE GREAT WESTERN CITIES PARTNERSHIP

Launched in 2015 as a joint initiative between Newport, Cardiff and Bristol the Great Western Cities partnership will accelerate regional growth through the agglomeration effect of the three city economies and the surrounding localities.

The development of economic and environmental partnerships is at the centre of the vision for the region to become, a 'Western Powerhouse' and globally renowned centre of productivity, innovation and creativity, and become one of the 'power-house super city regions' upon which Britain's future prosperity will rely'.

With over 1.15 million people employed within the region, of which 250,000 are in finance, business and IT sectors alongside 100,000 in manufacturing, the region has a considerable economic output of just over £58bn. This is almost £20bn higher than the total output for Wales and notably the largest outside London. In 2019 'A Power House for the West' was published advocating greater inclusion of M4 corridor towns and cities and the development of an industrial plan to better utilise regional strengths to compete with other UK 'Powerhouses'

## WHAT THIS MEANS FOR NEWPORT

We recognise the potential benefits that agglomeration has upon the economic performance of the region to raise and improve the GVA of each city within the region.

In bringing the three cities and surrounding localities together, the partnership will develop an investment strategy to guide national infrastructure investment in the West for the next 20 years. Key to this are three main themes of Connectivity, Renewable Energy and International Marketing - considered vital to encouraging GVA growth.

In developing Newport's Economic Growth Strategy the local Well-being Plan objectives have been aligned to the regional priorities and themes of the Great Western Cities partnership in order to maximise efforts to ensure sustainable development around emerging industries and local growth in housing demand driven by regional requirements.



## METRO DEVELOPMENTS:

### Phase 1 (2016)

Extension to Ebbw Vale Town and Pye Corner Station opening.

### Phase 2 (2023)

Modernisation of Valley lines and Potential Newport Bus Rapid Transport linking East & West.

### Phase 3 (Beyond 2023)

Continued expansion of light rail & Bus Rapid Transport networks

## LOCATION & CONNECTIVITY

Location and connectivity are emerging as key considerations in the economic development of Newport. As a city we strategically located within South East Wales and the UK providing access to rail, road and coast to the rest of the country and beyond.

The recent removal of the Severn Bridge tolls has provided immediate benefit to the South Wales economy however constraints around the M4 capacity are a consideration not just for Newport but at a national level as the region looks to accelerate economic growth.

The mainline and City Centre railway station provides direct links to London, the South West and the North of England via the Manchester main line, which will be further enhanced through proposals for electrification across the region.

The South West International Freight-liner Terminal, a major road/ rail interchange facility is within 10 miles of the City. Rail connectivity will be further improved with the South Wales Metro development, a potentially transformational project yielding better alignment between transport, economic development and land use planning. The Metro project provides a vision for a modern integrated transports system throughout the Region. £734m of Investment will deliver a faster and better-integrated mass transport service using trains, light rail and buses. The core vision for the Metro is to unlock the growth potential within the region offering a lower carbon solution to transport infrastructure and long term benefits.

Nearby airports, Cardiff and Bristol International, offer direct scheduled services to UK and continental destinations. Transatlantic flights operate from Cardiff and open the region up to international to businesses and travellers.

The port of Newport located on the Severn Estuary is the deepest dock in South Wales handling over 1.8m tonnes of cargo per year. The port is the UK's 2nd largest steel port handling over 500,000 tonnes of steel each year and is a major asset amidst the forecasted growth in logistics and transport sector over the coming years.

## SKILLS DEVELOPMENT ROUTES

- Cardiff Capital Region Skills Partnership
- National Software Academy (NSA)
- National Cyber Security Academy (NCSA)
- Alacrity Foundation
- Innovation Point
- Testia UK
- University of South Wales (USW) & Coleg Gwent
- Work Based Learning Academy & Right Skills

## SKILLS & NEWPORTS FUTURE WORKFORCE

Studies on future growth industries have identified ICT, Life Sciences, Energy Related Manufacturing and Finance & Professional Services as the key growth sectors for the region, along with Construction and Tourism.

Within these sectors there is a valuable role for the Council and private sector to work together to support job creation and skills growth. Initiatives such as apprenticeships and promoting educational attainment in Science, Technology, Engineering and Maths (STEM) subjects will increase skills levels within both education and the workplace.

With 34.3% of the local working age population educated to degree level NVQ4 it is necessary for the Authority to ensure that Newport can produce the right level of skills to meet the needs of future employers. The skills requirements of growth sectors will mean the level of attainment for Newport residents will have to increase above the Wales average of 35.4% to remain competitive in this area. To do so we will need to forward plan skills delivery and to ensure that Further Education and Higher Education sectors have the structure and courses available to enable Newport to drive forward with a skills base that can add to the economic growth of the city.

Through further labour market analysis and the development of initiatives such as the Newport 'commitment' we will be able to create targeted interventions and develop further pathways into skilled employment.

Targeting the 7.4% of people with no qualifications and the 1.3% of young people Not in Education, Employment or Training (NEET's) with initiatives to develop skills and gain qualifications to meet the demands of the emerging employment sectors is a vital part of the strategy. Undertaking these actions will help give young people ownership and direction, which will help reduce polarisation and levels of inequality within Newport's communities.





“Being located in Newport provides excellent access for transport links which is essential as we export more than 98% of our products. We have been headquartered in Newport for more than 20 years and in the past 10 years have manufactured and exported more than a £1.5 Billion worth of semiconductor processing equipment from Newport to customers around the world.”

Kevin Crofton,  
President of SPTS Technologies  
and Corporate Vice President at Orbotech

## INNOVATION

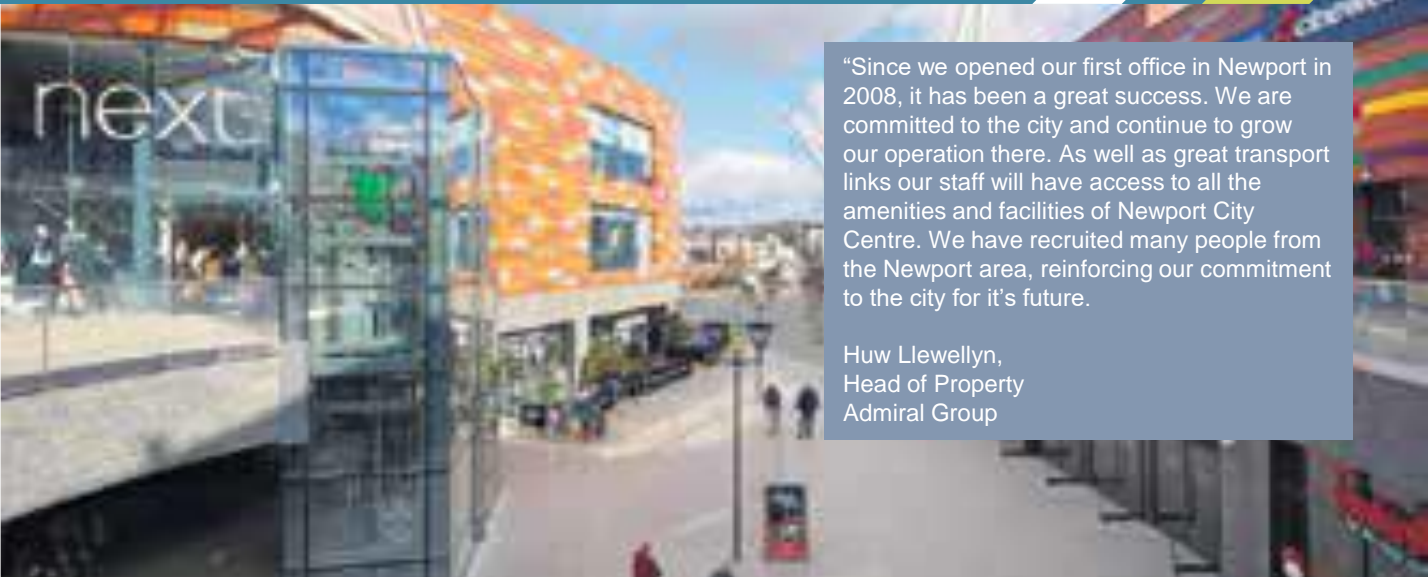
Encouraging innovation is a vital part of supporting future growth of Newport's economy as traditional industries take a reduced role alongside the newer advanced manufacturing and digital sectors. As we look to increase productivity and economic growth the knowledge economy will become increasingly important for Newport. Understanding how to support its development is therefore vital.

Within Wales over 40,000 people work within the digital economy and a significant number of them are based here in Newport. The city is becoming home to a growing number of specialist businesses and institutions dealing in digital technology. The clustering of these businesses has become known as the South Wales Cyber Cluster, the largest Cyber Cluster in the UK. This has established the region's reputation as a major player in the areas of R&D, cyber security and digital business.

The National Software Academy within Newport is a centre of excellence for software engineering students and was developed in partnership between Cardiff University, Welsh Government and industry leaders in order to train skilled graduates for digital innovators. The students gain commercial experience to prepare them for a career within the industry and once graduated help meet the region's requirement for skilled software engineers.

With the world's first Compound Semiconductor Cluster based in South East Wales, Newport benefits from a strategically significant industry which uses cutting edge manufacturing technology and benefits the local supply chain. The development of the IQE foundry, a £38m investment, will create 5,000 jobs within the cluster.

Key to the success of the cluster is an environment comprised of an Institute for research on semiconductor materials, a semiconductor centre for development of advanced material combinations, a manufacturing Hub and an applications catapult developing bespoke compound semiconductors for specific applications. The cluster model shows how innovative environments can be developed through close partnership between the public and private sectors.



“Since we opened our first office in Newport in 2008, it has been a great success. We are committed to the city and continue to grow our operation there. As well as great transport links our staff will have access to all the amenities and facilities of Newport City Centre. We have recruited many people from the Newport area, reinforcing our commitment to the city for it's future.

Huw Llewellyn,  
Head of Property  
Admiral Group

## BUSINESS GROWTH

Newport has developed a considerable base of public sector employers and larger private companies acting as key employers for the region. This success at attracting major employers is of some significance and is in part driven by employment costs of 12% lower than the UK average, as well as a sizeable latent skilled workforce.

This strategy acknowledges Newport's importance for business start up, with the highest start-up rates in Wales since 2015. It is widely accepted that around 1 in 3 businesses will fail within the first year however Newport has had success in reducing business failure rate with a reduction of business failures of 0.8% in 2017. Against a rapidly changing business environment, Newport will need to continue to assess if the structures in place are adequately supporting new and existing business growth in order to keep pace with change.

In looking at what Newport could do better, business support feedback has identified a local need for start up and incubator accommodation better able to service new and growing businesses. The shortage we currently have is apparent alongside the lack of suitable quality office accommodation. Such accommodation is vital for the future viability of the City Centre commercial environment. These issues will need to be addressed in order to prevent loss of indigenous businesses.

There is a need to ensure that we are also offering the correct level of support packages to attract and retain high growth businesses. Consideration should be given to the provision of support currently available within Newport, the availability of land and suitable premises, and the availability of a suitable workforce. Statutory support also has a key role to play in supporting business and economic growth. Services such as Trading Standards have a key role in promoting good business, and reducing fraud. This in turn provides good businesses with room for growth and assists in safeguarding and creating jobs and employment opportunities.

Newport needs to ensure we have an attractive 'offer' to employers, regardless of size and sector. We need to provide the correct support to both indigenous businesses and inward investors. Through working with the most appropriate delivery partners we can provide a more proactive approach to business support, ensuring we are meeting the needs of employers, whether this is providing appropriate facilities or an adequately skilled workforce.



## COMMUNITY

Newport has seen its unemployment rate drop in recent years however levels of economic activity within some communities has remained below the national average. Within some areas levels of inequality, economic inactivity and in work poverty persist and in some cases are generational leading to and contributing to a sizeable equality gap.

Newport has benefited from a number of Community Regeneration and Work & Skills programmes working within communities most affected by these issues. These programmes work intensively with our most vulnerable adults and their families to tackle barriers to employment and encourage self sustainability. The goal of these activities is to reduce levels of inequality by improving the economic prospects of individuals.

When looking at unemployment rates Newport has seen a reduction in unemployment of 2.8% since 2015 as the economy has continued to recover from the previous recession. It should be noted that unemployment is now around a similar level to the early 2000's when the economy was performing very well. We have also seen Newport's economic output increase and there are many pockets of wealth in Newport with 44% of the workforce employed within professional, technical and managerial roles.

A high rate of Job Seekers Allowance (JSA) claimants was a previous concern for Newport and whilst new JSA data is no longer available, it had reached a rate of 2% in late 2016 - the lowest historical rate recorded in Newport.

The youth claimant rate is still an issue that needs to be addressed with a rate of 6.4% in June 2016. This is 2.2% higher than the Welsh average and almost double the UK average. Targeted work will need to be continually undertaken to support this age group, and our economically inactive population as a whole.



Westmark Newhaus

## HOUSING DEMAND

Newport is now experiencing a fast pace of housing growth driven by a number of large housing developments. The growth will help accommodate the projected 5% population growth by 2035 and the additional influx of new residents attracted by housing availability and connectivity from across the region and beyond. The housing market has been further stimulated by increases in average property value of 10.8% in 2018 (compared to UK average of 2.6%).

The growth in housing is anticipated to bring economic benefits to the city with a larger population helping grow our role within the region and further developing our economic output. This housing growth is in line with the cross border integrated housing approach advocated by the Great Western Cities Partnership acknowledging the strong links between the cities with numbers of commuters between them only set to increase.

The expected population growth necessitates the need for improved transport infrastructure and development of integrated transport systems. The need for workers to be able to access work from where they live will help drive these improvements whilst also creating a demand for more live/work schemes.

With a 5 year housing land supply, 99% of completed housing developed on brownfield land and a significant number of City Centre living schemes breathing new life into the City Centre, the city as a whole is set to benefit from sustainable use of land to support the housing growth.

### GLAN LLYN 193 HA

4000 new homes as well as retail, leisure and community facilities. Over 700 units are now complete on the site. The first primary school opened in September 2019.

### LLANWERN VILLAGE 44 HA

Site for 1,100 new homes forming part of the Eastern Expansion Area and including a new primary school. Construction has commenced on site.

### JUBILEE PARK 40 HA

Redevelopment of the former Alcan site for a mixed use development including approximately 950 units. Construction is well under way with 3 major house builders delivering new homes.

### FORMER TREDEGAR PARK GOLF COURSE 9.3 HA

Residential development site for 150 homes in a prime location of Newport. Construction has commenced on site and the first phases of homes occupied.



## IDENTITY

Following the success of the 2010 Ryder Cup Newport has established itself as a host for major events including the NATO summit, the annual Newport marathon and 2019 Transplant Games. Increasing the number of events held within the City has increased visitors numbers and generated a welcoming image of Newport.

The South East Wales region continues to grow and is currently the best regional performer in respect of annual tourism expenditure £2,132 million. The region also captures 50% of international tourism for Wales with Newport hosting 754,000 staying visitors in 2017 and supporting 4,000 jobs.

New hotel developments are planned to capture much of the 100,000+ bed night requirement generated by the International Convention Centre Wales. The development of high quality accommodation such as Chartist Hotel will support the corporate economy within the city and is a key prerequisite for the growing MICE (Meetings, Incentives, Conferences and Events) industry. Tourism is worth circa £400m to the Newport economy every year and growth from the 4.78m visitors Newport received in 2017 is expected due to the establishment of International Convention Centre Wales and subsequent growth in our hospitality sector.

The promotion of Newport's identity as a city with multiple attractions, a rich history and strong culture is an opportunity to be maximised with a growing market for staycations and international visitors.

## LANDSCAPES & ATTRACTIONS

Newport has a diverse visitor offer ranging from historical assets such as the Transporter Bridge and Tredegar House to nature experiences such as the RSPB National Nature Reserve at the Newport Wetlands.

## VISITOR EXPERIENCE & CULTURE

Hospitality and cultural entertainment is important in Newport with key attractions including Friars Walk, Tiny Rebel micro brewery and Celtic Manor Resort. Local live music venues are equally as important to residents and visitors along with the Riverfront theatre which hosts entertainment ranging from comedy nights to ballet.

## SPORTING PROWESS & EVENTS

Newport is home to a number of high profile and elite sporting facilities and events including the Geraint Thomas Velodrome of Wales, Celtic Manor Golf Resort, the Dragons regional rugby team, Newport County AFC, Newport RFC and the Newport marathon.

Whilst it is important to recognise the improvements and successes since the publication of the Economic Growth Strategy within the context of the City's strengths and weaknesses, the aim of this update is to set out the context for future economic growth up until 2025.

We recognise the need to support and develop the economic environment in order to be able to fulfil our ambitions. This means supporting and championing improvements to transport links, digital infrastructure, overseeing the supply and development of land and premises, and equipping our workforce with the skills to drive innovation and productivity in Newport.

This strategy embraces the Well-being of Future Generations Act (Wales) 2015 and the priorities and objectives laid out in our own Well-being Plan. Looking forward we will consider how the emerging trends will impact on the strategic aims of this strategy including the spatial distribution of commercial activity across Newport to make clear where areas of opportunity are emerging.

The following sections confirm how economic growth will be achieved in respect of the strategy's core outcomes.





- Outcome 1: People in Newport can achieve their potential.
- Aim 1.1: Align physical, social and economic programmes more efficiently – aligning skills development to inward investment and physical growth.

It is important we are able to provide adequate skills to meet future demand, not only for growth sectors, but also those skills within other demand sectors such as construction. Through the Local Development Plan, Newport aims to provide an additional 10,350 new homes for a growing population over the plan period (2011-2026). We will also work with employers, schools and training providers to ensure adequate opportunities exist to meet this demand. This will be achieved by:

- Continued engagement with those Not in Education, Employment or Training (NEETs) and continued effort to reduce the risk of NEETs within schools and Further Education with our partners.
- Working with our partners to encourage the provision of Science, Technology, Engineering and Maths (STEM) within education and the workplace, and to provide effective communication skills, writing skills, social interaction skills, and interview techniques.
- Addressing economic inactivity and in-work poverty by bringing agencies together to reduce the levels of those with basic skills and no qualifications. We will engage with employers to support low skilled employees, and to upskill our current workforce.
- Working with our partners and with the private sector to develop training pathways for young people and those with low or no skills to help them meet growing demands in identified growth sectors in Newport. The Newport Commitment is a fantastic opportunity to engage both employers and young people.

Overall we will continue to look collectively at how physical, social and economic programmes can be efficiently aligned. Joined up delivery will be at the centre of our approach including Regeneration and Work & Skills services. Maximising the use of community benefit clauses within contracts is one way of ensuring we are producing a future workforce that meet the needs and expectations of employers.

ACTION	AIM 1.1: DELIVERY PLAN UPDATE
1.1.(1)	Increase FTE £ gross weekly earnings
1.1.(2)	Increased population with qualifications at NVQ4+
1.1.(3)	Maintain our current young people NEETs position within Wales
1.1.(4)	A minimum of 50 Newport employers sign up to the Newport Commitment.
1.1.(5)	Promote Cardiff Capital Region Graduate programme
1.1.(6)	Develop Labour Market intelligence to better identify regional skills requirements

-  Outcome 1: People in Newport can achieve their potential.
-  Aim 1.2: Respond to polarisation.

To prevent or slow down the rate of polarisation within neighbourhoods, the Council will introduce measures that will have impact in our local communities, including:

- Exploring the opportunity for further development of the Community Hubs model. The development of the Ringland Hub will provide a template for the roll out of hubs that will co-locate services within local communities. Links will be strengthened between multiple stakeholders and services enabling them to provide one to one support for customers including skills, qualifications and employment.
- Community based prevention programmes will continue to focus on working in partnership to improve outcomes. Services delivered from Community Hubs by stakeholders such as Social Services, Families First, Flying Start and Work & Skills can provide an integrated service.
- Providing a focused strategic partnership. This is essential to ensure the delivery of robust skills and work partnerships. A key role of this partnership will be to develop labour market intelligence and implement training and qualifications programmes/ events which will support employer recruitment.

ACTION	AIM 1.2: DELIVERY PLAN UPDATE
1.2.(1)	Opening of the Ringland Community Hub late 2019
1.2.(2)	Expansion of the Community Hub model to provide additional hubs in other parts of the City
1.2.(3)	Development of a Regional Skills employability plan to engage economically inactive community members back into work.





- Outcome 2: Newport to have a competitive environment.
- Aim 2.1: Improve engagement with education and training providers.

Newport has developed considerable experience in the rollout of the skills and work agenda and has delivered programmes in partnership with the Department for Work & Pensions (DWP), prime providers and European Social Funds. We will continue to:

- Work with schools and training providers to encourage STEM related subjects, aiming to address gender balance and equality within disadvantaged groups.
- Work with colleges and universities to ensure Newport has the appropriate offer available to support indigenous businesses and inward investment. Where provision is not available within the city we will work with providers to ensure adequate provision is available within the region.
- Engage with the private sector and with education and training providers to ensure the most appropriate offer of training is available, and to explore alternative models for delivery.
- Develop a city wide Economy and Skills Group that will discuss strategy for the city identifying skills needs and programmes that will add impact where needed.

ACTION	AIM 2.1: DELIVERY PLAN UPDATE
2.1.(1)	Development of a Regional Skills Partnership engagement model with education and marketing of career opportunities and pathways.
2.1.(2)	Support priority digital sector to address skills gaps
2.1.(3)	Support priority semiconductor sector to address skills gaps
2.1.(4)	Support priority hospitality sector to address skills gaps
2.1.(5)	Support priority construction sector to address skills gaps



Outcome 3: Newport is a better place to live

Aim 2.2: Creating an economic environment to support population growth.

Newport’s population is predicted to grow by over 5,000 for the remainder of the strategy period with employment increasing by 7,400 jobs between 2011 and 2026.

There is a need to ensure that the Newport “offer” is appealing enough to promote to inward investors and promotes an attractive quality of life workers for skilled. The “offer” Newport can put together will need to cover the City’s physical infrastructure, transport connectivity and services that will be accessed by a growing population. We will therefore:

- Continue to encourage and support the development of private sector housing through the creation of new properties and the redevelopment of vacant commercial buildings.
- Seek appropriate levels of affordable housing on development sites as identified in the Local Development Plan and supporting Supplementary Planning Guidance.
- Continue to work closely with developers and investors to ensure that we deliver the employment and housing targets set out in the adopted Local Development Plan.
- Continue to support residents, businesses and inward investors with their work, live and play requirements.
- Sustain our strong working partnerships with our Registered Social Landlords in order to ensure social housing needs are being met. Over 300 new affordable homes are expected to be delivered over the next 5 years, including 65 units within the City Centre.
- Work with our partners in Further Education and Higher Education to ensure an excellent level of educational provision is maintained and enhanced through promoting and supporting City Centre based facilities.

ACTION	AIM 2.2: DELIVERY PLAN UPDATE
2.2.(1)	Supporting development of further city living schemes through TRI programme and Landlord Loan scheme.
2.2.(2)	Provide assistance to over 400 businesses per year
2.2.(3)	Maintain a 5 year housing land supply
2.2.(4)	Support the delivery of additional private and affordable housing in line with LDP targets
2.2.(5)	Work in partnership with Coleg Gwent to secure opportunities to expand the learning environment in the City Centre



- Outcome 2: Newport to have a competitive environment.
- Aim 2.3: Grow the economy as part of the wider region – collaboration for competition.

The importance of Newport’s growth within the region should not be underestimated. Newport is well placed to maximise its own growth and service the wider region. In order to fulfil our potential, we will:

- Work with partners, education and the private sector to increase Newport’s skills levels to meet regional demand.
- Continue to develop our destination management approach for the Visitor Economy, strengthening the offer in Newport, further developing our quality of place, working with regional partners to ensure complementarity with the regional offer, and to provide maximum benefit to the region.
- Support our elite sports facilities and recognise the important role these facilities have within the region.
- Work in partnership with neighbouring authorities to ensure Newport has appropriate access to regional education, training and employment opportunities.
- Work with neighbouring authorities to maximise opportunities for the reskilling of residents within shared growth sectors such as ICT and renewable energies.
- Work with partners as part of the Newport Economic Network to explore and capture economic growth opportunities.

ACTION	AIM 2.3: DELIVERY PLAN UPDATE
2.3.(1)	Support development of Grade A office within the City Centre to increase the number of people working in the City Centre
2.3.(2)	Facilitate development of co-working and incubator spaces to increase the number of people working in the City Centre
2.3.(3)	Support the creation of more hotel bed spaces within the city to support the ICCW development
2.3.(4)	Promote and support investment opportunities within the City Centre to increase the number of people working, living and visiting the City Centre
2.3.(5)	Launch and maintain new website which promotes Newport as a place to live, work and invest.



Outcome 2: Newport to have a competitive environment.

Aim 2.4: Increase connectivity – infrastructure & digital.

Connectivity will be addressed both in regards to infrastructure and digital opportunities. We recognise the importance of supporting growth across both areas in order to maximise opportunities for Newport in order to ensure the city can compete on a wider regional base. This will be achieved by:

- Supporting the roll out of the Super-Fast Britain broadband scheme across the city, and the provision free Wi-Fi across the City Centre, and in public buildings in order to improve access to digital connectivity.
- Ensuring the Council provides a 24h hour service through the development and implementation of a digital strategy that will enable greater access to services and better support to businesses.
- Through Newport’s partnership within the Vale of Usk Local Development Strategy (LDS) we will work with local communities to promote innovative uses of digital technology, provide training and identify ways to support businesses and individuals across rural wards of Newport.
- Encouraging investment in the future proofing of infrastructure in areas such as road, rail maintenance and flood defences.

ACTION	AIM 2.4: DELIVERY PLAN UPDATE
2.4.(1)	Create vision strategies for the three areas identified in the Master Plan
2.4.(2)	Support the roll out of the Super-Fast Britain broadband scheme across the city and the provision of free Wi-Fi across the City Centre
2.4.(3)	Explore ways of improving connectivity between the train and bus stations and the principal City Centre areas.
2.4.(4)	Encourage and promote public realm improvements within the City Centre Masterplan area



Outcome 2: Newport to have a competitive environment.

Aim 2.5: Maintain our focus on regenerating the City Centre to become one of the UK's top cities.

We recognise increasing the economic performance of the City Centre will require a more diverse range of activity, which in some cases means finding new uses for key buildings. A key part of this will be increased City Centre living within upper floors and developing higher quality office accommodation to attract employers. This will help create a live/work environment that will bring more people into the City Centre and make a more vibrant and viable place.

Developing the office accommodation and incubator work space within the city will be crucial to attracting and supporting knowledge intensive businesses which act as exporters. These businesses can generate significant benefit to the city economy. An increase in hotel rooms and leisure and cultural experiences will also help increase footfall and dwell times throughout the day and night promoting a safer environment. Accordingly we will:

- Work with the Public Services Board (PSB) which includes the Police, and key partners such as the Business Improvement District (BID) and internal services such as Trading Standards to create a City Centre that is safe, attractive and well promoted. Achieving this will help bring more visitors, attract new businesses and create a better environment for those that work and live in our city.
- Explore further opportunities in partnership with local businesses and the BID to develop initiatives to support the development of a more diverse and safer night time economy
- Review Newport's approach to City Centre management to ensure that, as a Council, we are meeting the needs of residents, businesses and visitors to the area.
- Continue to work with the BID, to ensure the voice of the City Centre business community is strengthened and heard on matters important to them.
- Explore regeneration opportunities for derelict and vacant buildings within the City Centre.
- Work with partners to look at alternative uses for landmark heritage buildings in the city in order to preserve their historic importance.

ACTION	AIM 2.5: DELIVERY PLAN UPDATE
2.5.(1)	Support the delivery of the Chartist Hotel Scheme, delivering a 164 bed hotel & 11,162 sq. metres of new office space
2.5.(2)	Continue to work with landowners to secure the delivery of the Market Arcade Scheme
2.5.(3)	Support the refurbishment of Newport Market
2.5.(4)	Ensure completion of the 123-129 Commercial Road Scheme providing 38 over 55s housing units
2.5.(5)	Support the completion of Central Chambers Scheme providing affordable housing units
2.5.(6)	Support the redevelopment of the former IAC building on Mill Street into a high quality office scheme providing over 70,000 sq. ft. of refurbished floor space.
2.5.(7)	A safer night time economy and working towards 'Purple Flag' status
2.5.(8)	Deliver City Centre Property Enhancement Scheme



Outcome 3: Newport is a better place to live.

Aim 2.6: Maximise environmental opportunities.

Significant congestion levels within Newport’s urban road network and from the M4 passing through the northern part of the city is both an environmental and health issue. Whilst the M4 allows for an influx of business opportunities for Newport it is a contributor to the city having one of the highest levels of carbon emissions across UK cities.

In contrast, and with over 70% of land classified as rural Newport is also home to wide expanses of land stretching from the east, along its Severn Estuary coastline to the west of the city. Recognising the opportunities this environment provides is vital to creating the healthy and vibrant city we want Newport to become.

Renewable energy technology opportunities such as solar and biomass will be explored for potential initiatives to support new and indigenous businesses. We will:

- Use our partnerships to explore large scale renewable and low carbon transport opportunities.
- Ensure that the roll out, manufacturing and installation of renewable energies and related products has potential for the local supply chain.
- Explore sustainable employment opportunities around our natural assets.
- Explore energy efficiency schemes to tackle fuel poverty within the most deprived areas
- Work with major employers such as Associated British Ports to encourage renewable energy schemes.
- Expand the green infrastructure within the city and support active travel initiatives.
- Reduce our own carbon footprint through initiatives such as greater use of electric vehicles and the provision of electric charging points

ACTION	AIM 2.6: DELIVERY PLAN UPDATE
2.6.(1)	Support the CCR Metro proposals to reduce reliance on car use
2.6.(2)	Improve active travel initiatives and adopt a sustainable travel Supplementary Planning Guidance.
2.6.(3)	Develop an organisational carbon reduction programme with a carbon neutral vision
2.6.(4)	Development of building and grid scale renewable energy opportunities
2.6.(5)	Expansion of the Council’s fleet of electric vehicles
2.6.(6)	Installation of electric charging points for the city/s residents
2.6.(7)	Mapping of opportunities for low carbon heat across the city
2.6.(8)	Work in partnership to reduce or improve Air Quality Management Areas
2.6.(9)	Demonstrate a reduction of Carbon dioxide (CO2) emissions per capita from 8.1 tonnes in 2015
2.6.(10)	Increase number of City Centre housing units to promote more sustainable living
2.6.(11)	Ensure that new housing development is primarily provided on brownfield sites
2.6.(12)	Demonstrate improved recycling of waste

Outcome 4: Businesses in Newport have the opportunity to prosper

Aim 3.1: Specialise in high value business growth.

- Opportunities for developing and supporting high growth businesses within Newport will be explored.
- We will work with the Planning team to ensure the supply and availability of suitable sites and premises for inward investment and for the future growth of indigenous businesses.
- Work will be undertaken to identify high growth sectors and to explore ways to provide support through initiatives such as improved account management.
- Opportunities to increase research will be explored through working in partnership with Higher Education providers and the private sector.
- There is a need to develop stronger partnership links to maximise opportunities for Newport businesses to strengthen both locally and regionally
- We will support initiatives and events that promote high end business development and engagement e.g. Digital Tuesday, Digital 2015
- Work will be undertaken to develop stronger links with the private sector to be able to determine and support their business needs.
- Opportunities to further develop the Council's training and employment initiatives will be developed to ensure provision is meeting demand for current and future employment opportunities.

ACTION	AIM 3.1: DELIVERY PLAN UPDATE
3.1.(1)	Development of Grade A office space within Northern Gateway and wider City Centre to increase the number of people working in the City Centre
3.1.(2)	Development of co-working & incubator spaces to accommodate high growth digi-tech SME's
3.1.(3)	Develop skills pathways in response to labour market analysis
3.1.(4)	Promote digital skills through training and employability programmes including Work Based Learning Academy & Right Skills
3.1.(5)	Launch and maintain the Invest in Newport website to attract inward investment into Newport
3.1.(6)	Support and promote the Semiconductor Cluster.
3.1.(7)	Support the expansion of existing high value businesses
3.1.(8)	Support growth and development of the Digital Clusters
3.1.(9)	Explore opportunity to develop a Digital Bid for Newport

Outcome 2: Newport to have a competitive environment.

Aim 3.2: Promote and innovate for entrepreneurship – support indigenous development..



Supporting new and existing businesses is key to sustaining Newport’s economic growth. We will therefore:

- Maintain a strong partnership with our key economic partners through the Newport Economic Network.
- Increase bespoke account management with Newport companies.
- Explore opportunities to ‘grow our own’ businesses through the development of incubator hubs, working with the private sector to ensure training and support is industry led and relevant.
- Regularly review the resource available to support innovation and entrepreneurship in Newport.
- Explore and capture alternative sources of funding to support business growth
- Maximise opportunities for Newport based construction companies to benefit from large scale regeneration activities through the development of a Construction Cooperative.

ACTION	AIM 3.2: DELIVERY PLAN UPDATE
3.2.(1)	Support the development of low cost units suitable for start-ups
3.2.(2)	Support the development of co-working spaces in the City Centre to increase footfall
3.2.(3)	Creation of a managed digi-tech facility
3.2.(4)	Deliver start up business grants for new City Centre businesses
3.2.(5)	Work towards decreasing business failure rate
3.2.(6)	Increase flexibility of City Centre uses to reflect market demand and sustain the City Centre as a place to live, work & visit



PRIORITY	AIM	ACTION
Deliver shared prosperity	1.1	Increase FTE £ gross weekly earnings
	1.1	Increased population with qualifications at NVQ4+
	1.1	Maintain our current young people NEETs position within Wales
	1.1	A minimum of 50 Newport employers sign up to the Newport Commitment.
	1.1	Promote Cardiff Capital Region Graduate programme
	1.1	Develop Labour Market intelligence to better identify regional skills requirements
	1.2	Opening of the Ringland Community Hub late 2019
	1.2	Expansion of the Community Hub model to provide additional hubs in other parts of the City
	1.2	Development of a Regional Skills employability plan to engage economically inactive community members back into work.
Create an excellent economic environment	2.1	Development of a Regional Skills Partnership engagement model with education and marketing of career opportunities and pathways.
	2.1	Support priority digital sector to address skills gaps
	2.1	Support priority semiconductor sector to address skills gaps
	2.1	Support priority hospitality sector to address skills gaps
	2.1	Support priority construction sector to address skills gaps
	2.2	Supporting development of further City living schemes through TRI programme and Landlord loan scheme.
	2.2	Provide assistance to over 400 businesses per year
	2.2	Maintain a 5 year housing land supply
	2.2	Support the delivery of additional private and affordable housing in line with LDP targets
	2.2	Work in partnership with Coleg Gwent to secure opportunities to expand the learning environment in the City Centre

PRIORITY	AIM	ACTION
Create an excellent economic environment	2.3	Support development of Grade A office within the City Centre to increase the number of people working in the City Centre
	2.3	Facilitate development of co-working and incubator spaces to increase the number of people working in the City Centre
	2.3	Support the creation of more hotel bed spaces within the city to support the ICCW development
	2.3	Promote and support investment opportunities within the City Centre to increase the number of people working, living and visiting the City Centre
	2.3	Launch and maintain new website which promotes Newport as a place to live, work and invest.
	2.4	Create vision strategies for the three areas identified in the Master Plan
	2.4	Support the roll out of the Super-Fast Britain broadband scheme across the city and the provision of free Wi-Fi across the City Centre
	2.4	Explore ways of improving connectivity between the train and bus stations and the principal City Centre areas.
	2.4	Encourage and promote public realm improvements within the City Centre Masterplan area
	2.5	Support the delivery of the Chartist Hotel Scheme, delivering a 164 bed hotel & 11,162 sq. metres of new office space
	2.5	Continue to work with landowners to secure the delivery of the Market Arcade Scheme
	2.5	Support the refurbishment of Newport Market
	2.5	Ensure completion of the 123-129 Commercial Road Scheme providing 38 over 55s housing units
	2.5	Ensure completion of Central Chambers Scheme providing affordable housing units
	2.5	Support the redevelopment of the former IAC building on Mill Street into a high quality office scheme providing over 70,000 sq. ft. of refurbished floor space.
	2.5	A safer night time economy and working towards 'Purple Flag' status
	2.5	Deliver City Centre Property Enhancement Scheme

PRIORITY	AIM	ACTION
Create an excellent economic environment	2.6	Support the CCR Metro proposals to reduce reliance on car use
	2.6	Improve active travel initiatives and adopt a sustainable travel Supplementary Planning Guidance.
	2.6	Develop an organisational carbon reduction programme with a carbon neutral vision
	2.6	Development of building and grid scale renewable energy opportunities
	2.6	Expansion of the Council's fleet of electric vehicles
	2.6	Installation of electric charging points for the city/s residents
	2.6	Mapping of opportunities for low carbon heat across the city
	2.6	Work in partnership to reduce or improve Air Quality Management Areas
	2.6	Demonstrate a reduction of Carbon dioxide (CO2) emissions per capita from 8.1 tonnes in 2015
	2.6	Increase number of City Centre housing units to promote more sustainable living
	2.6	Ensure that new housing development is primarily provided on brownfield sites
	2.6	Demonstrate improved recycling of waste

PRIORITY	AIM	ACTION
Move Newport up the 'Value chain'	3.1	Development of Grade A office space within Northern Gateway and wider City Centre to increase the number of people working in the City Centre
	3.1	Development of co-working & incubator spaces to accommodate high growth digi-tech SME's
	3.1	Develop skills pathways in response to labour market analysis
	3.1	Promote digital skills through training and employability programmes including Work Based Learning Academy & Right Skills
	3.1	Launch and maintain the Invest in Newport website to attract inward investment into Newport
	3.1	Support and promote the Semiconductor Cluster.
	3.1	Support the expansion of existing high value businesses
	3.1	Support growth and development of the Digital Clusters
	3.1	Explore opportunity to develop a Digital Bid for Newport
	3.2	Support the development of low cost units suitable for start-ups
	3.2	Support the development of co-working spaces in the City Centre to increase footfall
	3.2	Creation of a managed digi-tech facility
	3.2	Deliver start up business grants for new City Centre businesses
	3.2	Work towards decreasing business failure rate
	3.2	Increase flexibility of City Centre uses to reflect market demand and sustain the City Centre as a place to live, work & visit

Statistic	Value	Source
Working age population qualified to NVQ4	34.3%	NOMIS 2018
Working age population	62.2%	NOMIS 2018
Workforce employed in professional technical or managerial occupations	42%	NOMIS 2019
Ranked top 30 city for UK competitiveness	Top 30	UK Competitiveness Index 2019
GVA per worker	£24,497	StatsWales 2017 (provisional)
Total GVA (Economic Output)	£3.711bn	StatsWales 2017 (provisional)
Total number of Enterprises	4,530	NOMIS 2018 (UK business Counts)
Employment sector: Primary industries and utilities	1,420	NOMIS (ONS Business Register 2017)
Employment sector: Manufacturing	8000	NOMIS (ONS Business Register 2017)
Employment sector: Construction	2250	NOMIS (ONS Business Register 2017)
Employment sector: Wholesale, retail, transport & storage	14500	NOMIS (ONS Business Register 2017)
Employment sector: Accommodation & food services	5000	NOMIS (ONS Business Register 2017)
Employment sector: Finance business and information	8250	NOMIS (ONS Business Register 2017)
Employment sector: Professional, technical & support services	9500	NOMIS (ONS Business Register 2017)
Employment sector: Public administration, education and health	23,000	NOMIS (ONS Business Register 2017)
Employment sector: Arts, entertainment, recreation and other services	3,750	NOMIS (ONS Business Register 2017)
1 Managers, directors and senior officials	7,300	ONS Annual Population Survey 2019
2 Professional occupations	12,700	ONS Annual Population Survey 2019
3 Associate professional & technical	10,100	ONS Annual Population Survey 2019
4 Administrative & secretarial	7,400	ONS Annual Population Survey 2019
5 Skilled trades occupations	5,100	ONS Annual Population Survey 2019
6 Caring, leisure and Other Service occupations	7,300	ONS Annual Population Survey 2019
7 Sales and customer service occupations	6,000	ONS Annual Population Survey 2019
8 Process plant & machine operatives	5,700	ONS Annual Population Survey 2019
9 Elementary occupations	10,000	ONS Annual Population Survey 2019

# CITY OF NEWPORT

**ECONOMIC GROWTH  
STRATEGY** UPDATE 2020



**Newport City Council**

**Civic Centre**

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**PEOPLE - PLACE - PROSPERITY**

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# Scrutiny Report

## Overview and Scrutiny Management Committee

### Part 1

Date: 12 July 2019

### Subject Scrutiny Adviser Reports

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Role
Daniel Cooke – Scrutiny Adviser	<b>Present the Committee with the Scrutiny Adviser Reports for discussion and update the Committee on any changes.</b>

## Section A – Committee Guidance and Recommendations

### 1 Recommendations to the Committee

The Committee is asked to:

**Committee’s Work Programme:**

- 1.1 Consider the Committee’s Forward Work Programme (**Appendix 1**):

### 2 Context

#### Background

- 2.1 The purpose of a forward work programme is to help ensure Councillors achieve organisation and focus in the undertaking of enquiries through the Overview and Scrutiny function. Effective work programming is essential to ensure that the work of Overview and Scrutiny makes a positive impact upon the Council’s delivery of services.
- 2.2 Further information about the work programming process, including the procedures for referring new business to the programme, can be found in our Scrutiny Handbook on the Council’s Scrutiny webpages ([www.newport.gov.uk/scrutiny](http://www.newport.gov.uk/scrutiny)).
- 2.3 The Centre for Public Scrutiny’s Good Scrutiny Guide recognises the importance of the forward work programme. In order to ‘lead and own the process’, it states that Councillors should have ownership of their Committee’s work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be co-ordinated and integrated into corporate processes, to ensure that it

contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.

### **Forward Work Programme Updates**

- 2.4 The Committee's work programme was set in June 2018, including estimated timescales for when the reports will be considered by the Committee. This programme is then managed and implemented by the designated Scrutiny Adviser for this Committee under the direction of the Committee Chairperson.
- 2.5 The Committee agreed to keep a degree of flexibility within its work programme to enable the Committee to respond to urgent / emerging issues. This item is an opportunity for the Committee members to raise any suggested additions to the work programme.

## **3 Information Submitted to the Committee**

- 3.1 The following information is attached:

**Appendix 1:** The current Committee forward work programme;



## 4. Suggested Areas of Focus

### Role of the Committee

The role of the Committee in considering the report is to:

- **Forward Work Programme**

Consider:

- Are there any amendments to the topics scheduled to be considered at the next Committee meeting?
- Are there any additional invitees that the Committee requires to fully consider the topic?
- Is there any additional information that the Committee would like to request?

## Section B – Supporting Information

### 5 Supporting Information

- 5.1 The Corporate Assessment, and the subsequent [follow up assessment](#) provide background information on the importance of good work programming. Specific reference is made to the need to align the Cabinet and Scrutiny work programmes to ensure the value of the Scrutiny Function is maximised.
- 5.2 The latest Cabinet work programme was approved by the Cabinet on a monthly basis for the next 12 months and includes the list of reports scheduled for consideration. Effective forward planning by both Cabinet and Scrutiny needs to be coordinated and integrated in relation to certain reports to ensure proper consultation takes place before a decision is taken. A link to the Cabinet work programme is provided [here](#) to the Committee as part of this report, to enable the Committee to ensure that the work programmes continue to reflect key decisions being made by the Cabinet.

### 6 Risk

- 6.1 If proper work programming procedures are not put in place, the organisation and prioritisation of the work programme is put at risk. The work of Overview and Scrutiny could become disjointed from the work of the rest of the Council, which could undermine the positive contribution Overview and Scrutiny makes to service improvement through policy development.
- 6.2 This report is presented to each Committee every month in order to mitigate that risk. The specific risks associated with individual topics on the work programme will need to be addressed as part of the Committee's investigations.

### 7 Links to Council Policies and Priorities

- 7.1 Having proper work programming procedures in place ensures that the work of Overview and Scrutiny makes a positive impact upon the Council's delivery of services, contributes to the delivery of corporate objectives, and ensures that work can be undertaken in a timely and well-planned manner.

### 6 Financial Implications

- 6.1 There will be financial consequences for some of the reviews undertaken. These will be commented upon by the Head of Finance as the reports are presented. The preparing and monitoring of the work programme is done by existing staff for which budget provision is available.

## **7 Background Papers**

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan](#)
- [Cabinet Work Programme](#)
- The Corporate Assessment and [follow up assessment](#).

Report Completed: July 2019

**Friday, 1<sup>st</sup> November 2019**

<b>Topic</b>	<b>Role / Information required</b>	<b>Invitees</b>
Performance Management Strategy – Recommendations Monitoring	To provide comments to the Cabinet on the effectiveness of the implementation of the objective within the Corporate Plan.	<ul style="list-style-type: none"> <li>- <b>Rhys Cornwall – Head of People and Business Change</b></li> <li>- <b>Tracy McKim – Policy, Partnership and Involvement Manager</b></li> </ul>
Toilet Strategy	The Committee are asked to consider and endorse the Draft Public Convenience Strategy and provide any comments or recommendations to the Cabinet Member.	<ul style="list-style-type: none"> <li>- <b>Gareth Price – Head of Law and Regulation</b></li> <li>- <b>Jon Keen – Regulatory Service Manager – Community and Environment</b></li> </ul>
Director of Social Service Annual Report 2018 / 19	Consider information contained within the report concerning the delivery, performance, risks and planned improvements of the Social Services function in the Council.	<ul style="list-style-type: none"> <li>- <b>James Harris – Strategic Director – People</b></li> <li>- <b>Sally Ann Jenkins – Head of Children and Young Peoples Services</b></li> <li>- <b>Chris Humphrey – Head of Adult and Community Services</b></li> </ul>

**Friday, 24<sup>th</sup> January 2020**

<b>Topic</b>	<b>Role / Information required</b>	<b>Invitees</b>
Draft Budget and MTFP 2020 / 21	<p>To receive the comments and recommendations made by the other Scrutiny Committees, and question the Officers on any issues with Budget Process and Public Engagement.</p> <p>Make recommendations to the Cabinet relating to the Budget Process and Public Engagement</p> <p>Confirm the final list of comments to be forwarded to the Cabinet for information.</p>	<ul style="list-style-type: none"> <li>- <b>Rhys Cornwall – Head of People and Business Change</b></li> <li>- <b>Merion Rushworth – Head of Finance</b></li> </ul>

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