

**People, Place, Prosperity**

**Newport's Economic Growth Strategy 2015**

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## Executive Summary

### Our ambitious vision for Newport ‘A City on the Rise’

Newport City Council’s new Economic Growth Strategy provides a framework for action in pursuit of a ten-year vision of the city’s economy. It builds upon, but is more ambitious than its predecessor strategies, taking into account the economic characteristics and priorities of the local area with reference to the sub-region and beyond. The new strategy aims to act as a ‘game changer’ in Newport’s performance by:

- *Delivering positive interventions to address current and forecast economic challenges in the locality*
- *Complementing and adding value to the existing range of economic development, regeneration and related strategies, defining common goals and priorities<sup>1</sup>*
- *Providing an economic context to reflect and deliver the priorities contained in the Single Integrated Plan and Local Development Plan*
- *Providing an integrated framework for effective partnership and joint working not only between local authorities and public bodies but also with stakeholders in the private, community and third sectors*

***‘Newport - a vibrant versatile city: An area of visible change, with high aspirations, high achievement and shared prosperity’***

At the heart of this Strategy, therefore are the three key themes of People, Place and Prosperity. Underpinned by three main priorities, and supported by a range of Aims, this strategy seeks to raise average productivity across the city’s industry sectors, rebalancing economic activity and growth in favour of macro and micro business investment, high end skills development and smart technologies.

### Our Priorities, Themes & Aims

This Strategy aims to:

- **Deliver Shared prosperity:**  
Growth should benefit all Newport’s citizens
- **Create an excellent economic environment:**  
A modern cities’ economic success relies on aligning physical (including infrastructure), cultural and social improvements to support innovation and growth
- **Move Newport up the ‘value chain’:**  
Successful cities need to become more specialised, innovative, connected and productive

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<sup>1</sup> Section 2: Policy Context

<b>'A City of visible change, with high aspirations, high achievement and shared prosperity'</b>			
Theme	People	Place	Prosperity
Priority	Deliver Shared Prosperity	Create an excellent economic environment	Move up 'the value chain
<i>International positioning Collaboration for competitiveness Innovation</i>			
Key areas	Skills Educational attainment Addressing Poverty Entrepreneurship	The City Centre Sustainable neighbourhoods Cultural & Heritage assets Destination Management	Collaboration Infrastructure Specialisation/ Digital Connectivity Energy

## Section 1: Background

### 1.1 Setting the Scene

Newport's Economic Growth Strategy is the culmination of a process which has sought to understand the city's economy and establish a vision of the economy we wish to see for the city in three, five and ten years' time. Previous economic development strategies and studies, together with the emergence of regional development initiatives, including Cardiff City Region and Great Western City regions, have helped frame the Council's role in leading the future economic growth of the city.

Using the emerging, favourable policy environment and green shoots of the economic upturn, the Council - in partnership with key stakeholders - has set out to establish a new, longer term, ambitious strategy for the city of Newport.

An internal Council Policy Review Group, consisting of Elected Members and Council officers has guided the development of the Economic Growth Strategy, which following consultation with key partners, has been agreed as a ten year economic framework for action.

The priority themes of People, Place and Prosperity have been determined through detailed data analysis, and developed taking into account local, regional and national strategies. They place an emphasis on addressing the key needs of both the locality and the region, with each theme having a key Priority and a number of Aims through which the strategy seeks to address economic growth. Each priority will have an agreed set of actions, with responsible services identified for delivery.



Newport's New Railway Station

Three cross cutting themes have also been identified: ***International positioning, Collaboration for competitiveness, and Innovation.*** These themes will cut across the strategies priorities and Aims and are seen as key to addressing Newport's position as a regional competitor.

The strategy will run from December 2015 to December 2025 supported by a three yearly Delivery Plan. The Delivery Plan will be continually reviewed, with revised Plans and updated outputs put in place at three, six and nine year intervals.

### 1.2 Our starting point

Newport, with a population of over 146,000, is a major contributor to the Welsh economy, generating a total GVA<sup>2</sup> of £3.25m<sup>3</sup> and with GVA per worker equalling that of the capital Cardiff at £46,400,

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<sup>2</sup> Gross value added (GVA) measures the contribution to the economy of each individual producer, industry or sector. It is the value of the amount of goods and services that have been produced, less the cost of all inputs and raw materials that are directly attributable to that production <https://www.gov.uk/government/statistics>

<sup>3</sup> Centre for Cities

the highest in Wales. Despite experiencing a significant loss of employment since the beginning of the recession, most recent data suggests this trend is now steady, and the city now supports nearly 69,000 jobs. Our increasing employment rate remains amongst the highest in Wales, and Newport continues to be a driver of the South East Wales regional economy in terms of productivity and employment. This is supported by a job density figure for Newport of 0.81 jobs per working age person which is higher than the Wales and UK figure<sup>4</sup>. Newport also has a growing skills base, with local people in demand across the region, many commuting out of Newport to work.

Recent regional and national policy announcements such as the Cardiff City Region and Great Western City Region also recognise the importance of Newport as one of Wales' key cities.

In the last ten years Newport has established a sound platform for future economic growth, with a range of significant projects completed totalling around £230 million in value. Riverfront improvements, a new railway station, the new University of South Wales campus and reclamation of the Old Town Dock area are only a very small example of the wider developments that have taken place in the city.

Together with other recent major investment programmes, such as the £100 million Friars Walk retail and leisure scheme, and the £60m investment through the Welsh Governments Vibrant and Viable Places Framework, the City of Newport's steady history of economic regeneration activity affords the Council a prime position to maximise the opportunities that exist and address the challenges that remain. (Further information on key projects delivered to date or currently underway is detailed at Appendix 1)

### **Friars Walk**

A £100 million retail and leisure development delivered in partnership with Newport City Council, and Queensberry Real Estate, and offering:

- Debenhams department store
- Five major store units
- 30 Additional Units
- Multiplex Cineworld cinema
- 360-space car park
- Family restaurants
- New bus station
- Convenience food store

“It has taken just 4 years to develop the concept, secure funding, find the right tenant mix and build the scheme. It is an amazing success story for both Newport City Council and QRE.”

**Paul Sargent, chief executive and co-founder of Queensberry Real Estate**



**Friars Walk**



**Friars Walk**

<sup>4</sup> Nomis: Labour Market Profile – Newport: Jobs Density (2013)

The city's economic transformation, however, remains incomplete. While much progress has been made with some high profile business success stories, Newport continues to experience a 'productivity gap' compared with other stronger performing city economies, and is therefore yet to fully realise its potential as a key urban driver of economic growth across South East Wales and South West England. Allied to this, an overdependence on the public sector in output and employment terms has created an economic vulnerability akin to the former industrial areas of the UK.

To create the high quality balanced economy that Newport's aims for, there is a need to raise average productivity across the city's industry sectors, to support wider private investment, and to encourage growth in favour of macro and micro business investment.

Aligned to this, the Strategy sees identified growth sectors as key to rebalancing economic activity, moving the shift away from over-reliance on the public sector, and developing higher level skills to meet the demands of future growth.

## Section 2: Economic & Policy Context

Newport makes a significant contribution to the economies of Wales and the wider South West region of the UK, with one of the highest GVA/head rates for the region. With a population of 146,000, many of our jobs are filled by residents of the city and surrounding towns and the city's population has grown by nearly 10,000 people since the start of the new century.

### 2.1 Newport's Economy

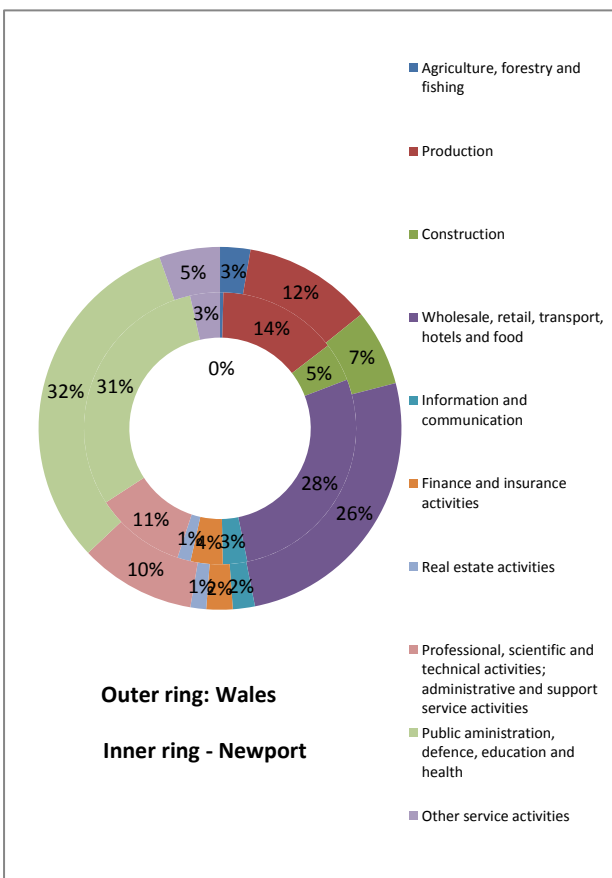
Public sector and services are still a major employer in Newport. This overdependence on the public sector in output and employment terms makes the sector increasingly vulnerable as a driver of employment with current UK Government policy aimed at reducing the size of the public sector.

The same could be said for our reliance on larger firms. Newport at 0.9% stands above the Wales average of 0.4% for large employers, having been able to attract the likes of Admiral, Lloyds Bank, Airbus, Tata Steel, International Rectifier and SPTS.

The larger employment sectors denoted above, when compared on an all Wales level shows Newport with higher levels of employment within Production, Wholesale, retail, transport, hotels and food

Information and communication, Finance and Insurance services, and Professional, scientific and technical activities. Despite this, the Centre for Cities report ranked Newport 57/64<sup>5</sup> for its number of private sector jobs, reinforcing our reliance on the public sector as a major employer. There is an argument to be made here that this reliance on larger employers across all sectors has had a knock on effect on the levels of entrepreneurship and business start ups in the area.

Despite our low ranking for number of private sector jobs in Newport, ONS data (2013) shows that more than double the working population are employed in the private sector as the public, suggesting a large number of residents commuting out of Newport to private industry in other areas. With Newport's reliance on the public sector, it is possible that many Newport residents are commuting out to work because they are in demand by the private sector across the region, and there are a lack of jobs locally. This creates an issue around the need to retain our Newport talent and/or providing jobs to the 'region'.



Employment by industry 2012: Newport v Wales

<sup>5</sup> Centre for Cities 2015



The manufacturing sector offers access to highly skilled work through a number of internationally recognised companies. It remains well established and despite contraction emanating from competition in the Far East, remains a strong industry, with Advanced Manufacturing being identified as a future growth sector for the area.

A study commissioned in 2013 by the 10 South East Wales Local Authorities, and led by the University of South Wales, mapped existing and projected activity across the region, to determine key drivers for growth both locally and regionally. Sectors identified as those with current and future potential for the region were ICT, Life Sciences, Energy Related Manufacturing and Finance & Professional Services. It is predicted that these will be key drivers for economic growth in the region over the next 10 years. There are additional sectors that should also be acknowledged for potential growth locally including Tourism and Construction to meet predicted demand for regeneration and housing activity.

Newport has seen steady improvement in recent years in areas such as reducing economic inactivity, and increasing business start-ups, yet the city continues to face economic, social and physical challenges, which need to be addressed if we are to achieve the ambitious priorities set out within this strategy.

Economic inactivity has decreased from 37.4% to 31.2%<sup>6</sup>, yet unemployment rates show an increase from 6.3% to 8.6%, and the city also faces geographical pockets of deprivation which are highlighted within data such as skills, employment, health and income. Wards such as Pillgwenlly, Tredegar Park and Bettws still experience high levels of unemployment, ranking amongst the highest on the Welsh

Index of Multiple Deprivation. Similarly, health levels for these wards can be found ranked in the top 6% most deprived wards across Wales.

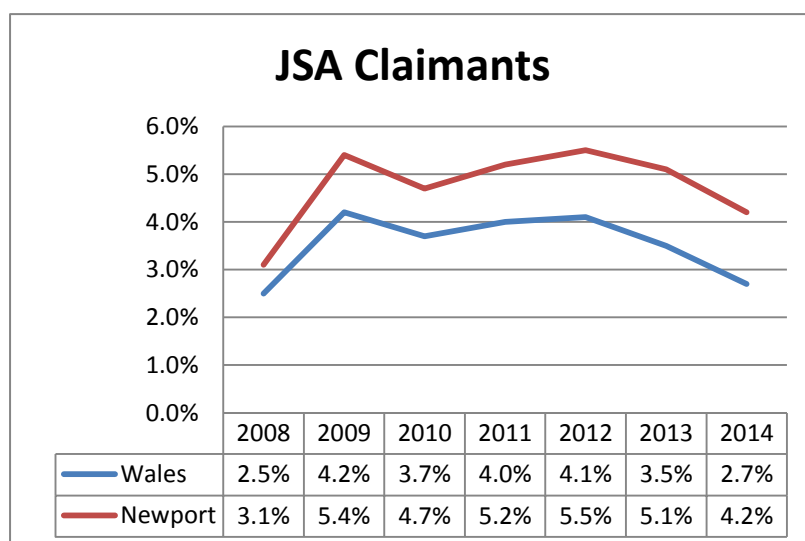
Whilst Newport has experienced a reduction in the level of Job Seekers Allowance claimants since 2012, levels remain significantly higher than the Welsh average. Claimant figures for 18-24 year olds have mirrored this trend,

### Elm Tree Foods

*Newport City Council helped Newport business Elm Tree Foods take on Griffiths Bakery in Church Road and make the investment it needed to take on new contracts.*

*“We’ve been really pleased with the success of our products and believe the business has great potential for growth. We aim to be the premium pie brand for Wales. Unfortunately we had to turn down some new contracts due to a lack of capacity at our base in Goldcliff but I saw a solution when Griffiths was put up for sale. The support from Newport City Council helped us to proceed with confidence.”*

**Collette Crewe, director of Elm Tree Foods**

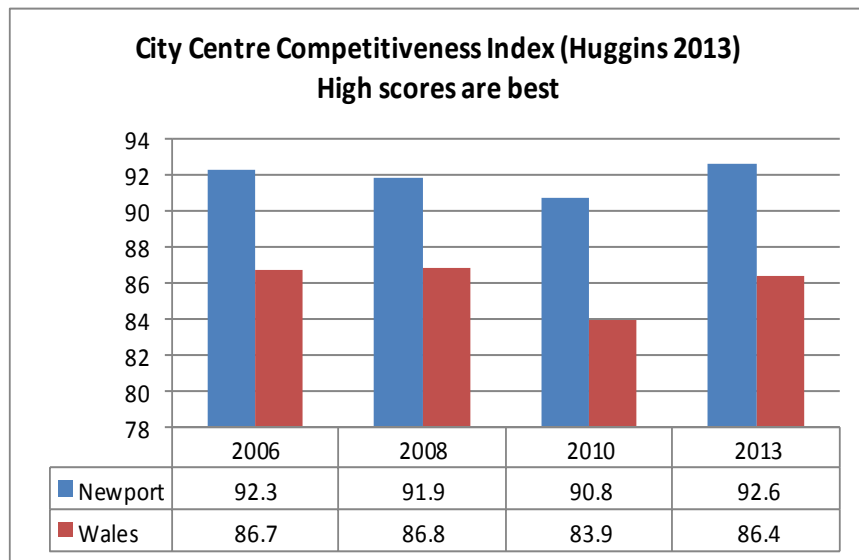


<sup>6</sup> Source: ONS when comparing 2001 to 2011

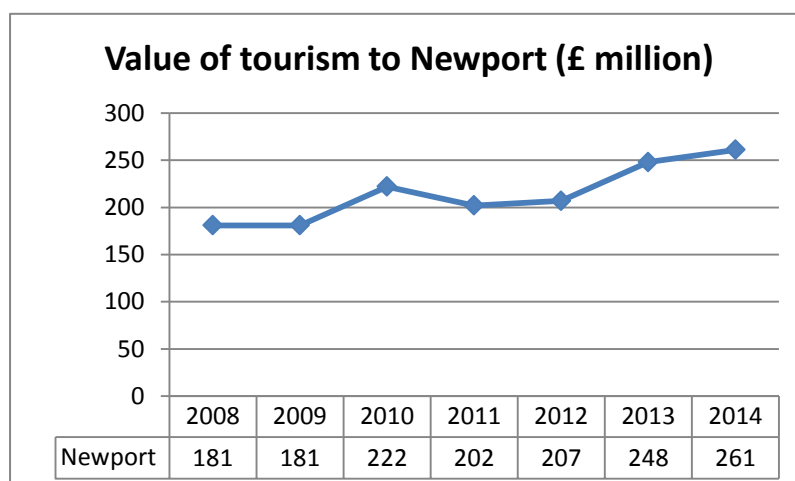
showing the percentage of 18-24 year olds claiming JSA in Newport as being consistently above the Wales average over the past seven years, remaining significantly higher than other areas of Wales and most UK cities.

However, Newport is experiencing high levels of skills with the percentage of adults with a higher level qualification showing a sustained increase since 2009, and above the Wales average. When compared to other UK cities<sup>7</sup>, Newport with 35% of its population with higher level skills ranks in the upper half of the table. In comparison, 9%<sup>8</sup> of Newport residents have no qualifications, with evidence showing significant variations across wards. With concentrations of high levels of residents with no qualifications in more deprived wards in comparison to a well skilled population in more affluent neighbourhoods, it shows a clear demarcation between deprived and less deprived wards.

Despite the economic downturn, Newport ranks higher than the Wales average for City Centre competitiveness, with data suggesting that many comparable English authorities are seen to be less competitive.<sup>9</sup> The high number of knowledge based industries active in the area contribute to our higher ranking<sup>10</sup> in terms of GVA, which



when compared to other Local Authorities within the former Gwent region illustrates Newport's strength as an economic driver, and our importance to the south east and Wales as a whole.



One sector, in particular, Tourism has seen a growth over recent years, with visitor numbers peaking at just over 2.5 million during 2010, year of the Ryder Cup. Newport is experiencing a high level of visitors and a stronger tourism industry with 2013 figures showing an increase of over 18 % on 2009 figures; an upward trend at a

<sup>7</sup> 2014 study by Centre for Cities

<sup>8</sup> ONS Annual Population Survey 2014

<sup>9</sup> The Huggins Index 2013 represents a benchmarking of the competitiveness of the UK's regions and localities. It is calculated using a variety of sources i.e. business demographics, skills availability, gross value added (GVA), economic activity

<sup>10</sup> Which in turn contributes to a top quartile status amongst UK local authorities in terms of GVA

time of economic downturn.

This is also reflected in the value of Tourism to Newport, with figures showing a year on year increase from £181m in 2009 to £261 in 2014.

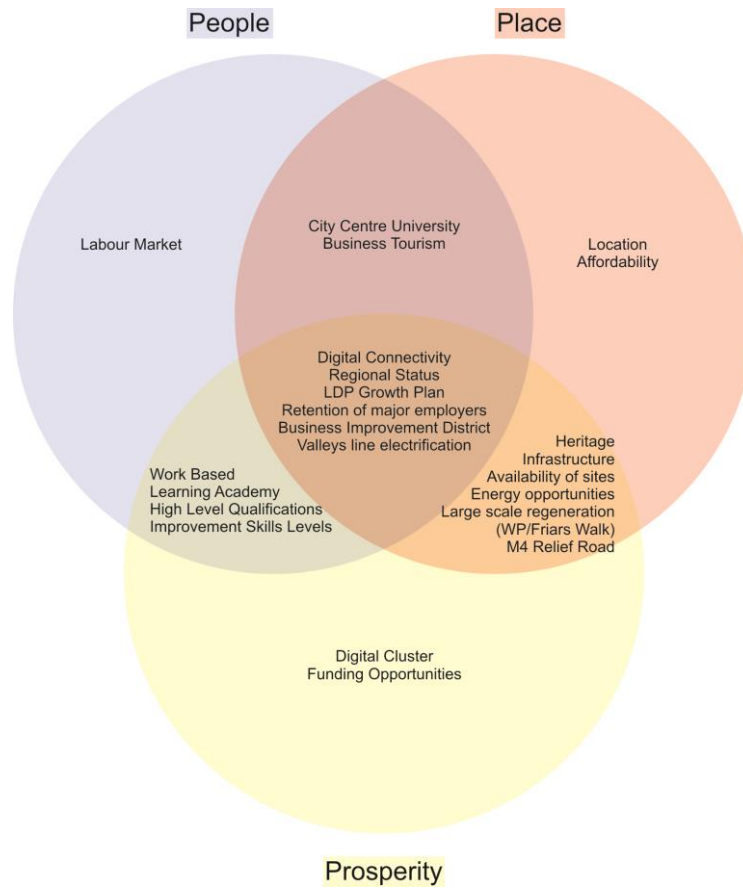
The post 2010 increase reflects not only a legacy from the Ryder Cup, but also an increase in sporting and cultural events which has attracted greater number of visitors to the City<sup>11</sup>. This has also shown an increase in the numbers of people employed within the Tourism industry, with a steady rise in employment from 2009 through to 2014<sup>12</sup>. Key to this, is the fact that Newport has a high percentage of serviced accommodation which acts as the main driver for yield and jobs within the sector. This provision also supports the corporate economy and the MICE industry (Meetings, Incentives, Conferences and Events) as well as the catering industry.

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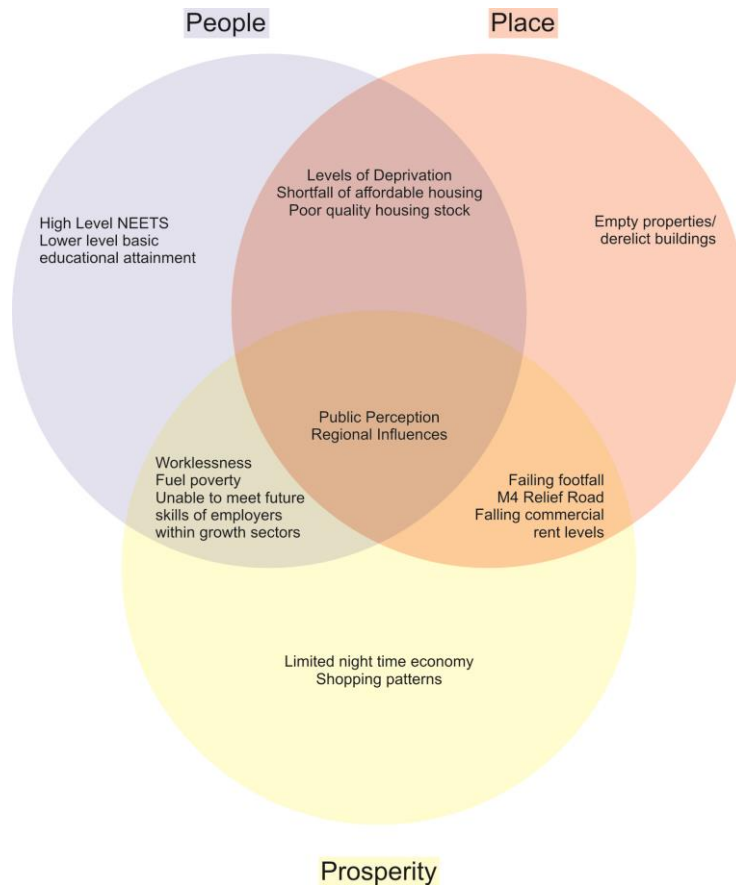
<sup>11</sup> STEAM Summary 2014: Total visitor numbers (Millions) 2.57m

<sup>12</sup> STEAM Summary 2014: Number of FTE jobs supported by tourism spend: 3,118 (2.1% change on 2013)

## 2.2 Strengths & Opportunities:



## Challenges & Threats:



## 2.3 Policies, Plans and Strategy

In developing the Economic Growth Strategy we have also given consideration to policy both at a local and regional level. The strategy acknowledges Welsh Government policy development, taking into account programmes targeting poverty, whilst consideration has also been given to forthcoming regional activity identified within programmes such as the Cardiff Capital Region and Great Western Regions.

The strategy has paid close attention to local policies that impact upon the delivery and output of economic growth in Newport ensuring alignment with local priorities. Policies such as Newport's Local Housing Strategy and Destination Management Plan have played a key part in the development of this process, and in particular the overarching Single Integrated Plan that contains the Local Service Board's (LSB) vision for improving the city.

The Economic Growth Strategy will be key to the delivery of the priorities of the Single Integrated Plan (SIP) for Newport, particularly in relation to skills and work, economic regeneration, making the City Centre safer and improving connectivity. All of these areas will, in turn, contribute to the cross-cutting SIP aim of tackling poverty. There are also less direct but still important links with the health and wellbeing agenda. Furthermore the Economic Growth Strategy has been informed and directed by the SIP and the Unified Needs Assessment provides an evidence base for both documents. As such the Economic Growth Strategy has a firm evidence base including reliable data sources, public consultation and partnership buy-in. Whilst the Economic Growth Strategy is primarily Newport City Council led, it makes links with other organisations and will feed in to the performance monitoring arrangements of the SIP through the One Newport Local Service Board i.e. delivery of the Economic Growth Strategy will also mean delivery of the SIP.

The following table denotes the policies and strategies that have been considered in the development of this strategy, demonstrating their link back to our three themes.

		People	Place	Prosperity
<b>Single Integrated Plan</b>	Local	√	√	√
<b>Local Development Plan</b>	Local	√	√	√
<b>ReNewport</b>	Local	√	√	√
<b>Destination Management Plan</b>	Local		√	√
<b>Local Transport Plan</b>	Local		√	√
<b>Local Housing Strategy</b>	Local	√	√	
<b>Empty Homes Strategy</b>	Local	√	√	
<b>Private Rented Sector Strategy</b>	Local	√	√	
<b>Communities First</b>	Regional	√	√	√
<b>Metro</b>	Regional	√	√	√
<b>VVP</b>	Regional	√	√	√
<b>Cardiff City Region</b>	Regional		√	√
<b>Great Western Cities</b>	Regional		√	√
<b>Planning Policy Wales</b>	Regional		√	
<b>Wales Improvement Plan</b>	Regional		√	√
<b>Tackling Poverty Action Plan</b>	Regional	√		√
<b>East Wales ERDF Operational</b>	Regional	√	√	√

		People	Place	Prosperity
<b>Plan</b>				
<b>East Wales ESF Operational Plan</b>	Regional	√		√
<b>Wales Spatial Plan</b>	Regional		√	√
<b>Innovation Wales</b>	Regional			√
<b>Welsh Government Policy Statement on Skills</b>	Regional	√		√
<b>Skills Implementation Plan</b>	Regional	√		√

## 2.4 Partnership

It is recognised that this strategy cannot be delivered in isolation, and any success will be as a result of strong partnerships both within the Authority, and through external arrangements.

Working in partnership across the city is a theme throughout both the strategy and its delivery plan, and goes beyond that of the Local Service Board. It lies at the heart of our ability to deliver better outcomes for our communities, and takes place on a number of levels, both locally, regionally and across borders.

### **Local: Newport Economic Network**

Outside of the Local Service Board, the best example of a local approach to partnership across Newport is seen in the establishment of the Newport Economic Network. This is the mechanism created to bring all partners from different economic sectors together to work collectively. A diagram showing the structure of the network is shown at Appendix 5. The Executive Board has recently been created which represents stakeholders across the city – Business, Education, Housing, Sport, Newport City Council, Welsh Government. The role of the Board is to co-ordinate activity, ensuring we are all working together to bring further economic success to the city. The Board is supported by a number of sector specific panels who co-ordinate activity within their specific business communities. The Newport Economic Network is a significant step forward and mirrors the partnerships which lie at the heart of the success of many other cities within the UK and beyond.

### **Regional: Learning and Skills Innovation Partnership (LSKIP)**

The Learning and Skills Innovation Partnership – one of three regional skills partnerships across Wales – is supported within the context of the Welsh Government Policy Statement on Skills and Skills Implementation Plan, and is recognised as key to supporting and informing skills provision within the South East Wales region. Newport acknowledges the role of the LSKIP within the region, supporting its stakeholder and engagement activities, and working to towards its key objectives, in particular to ensure the region has an excellent learning and skills infrastructure to meet the regions current and future needs.

### **Regional: Cardiff Capital Region and City Deal (CCR)**

The Cardiff Capital Region Board was established in November 2013 following a recommendation by a Welsh Government Task and Finish Group tasked with considering city regions as economic drivers

for Wales. The establishment of the CCR Board reflects the idea that businesses and people operate outside their local authority boundaries and recognises the need for Local Authorities to work collectively to share benefits that can arise through shared risk and coordinated investment<sup>13</sup>.

In February 2015, the CCR launched their report 'Powering the Welsh Economy' which provides an overall strategy for the region, and which focussed on four areas for development:

- **Connectivity: Infrastructure, Digital Connectivity**
- **Skills**
- **Innovation and Growth**
- **Identity**

In developing this Economic Growth Strategy, Newport has recognised the need for delivering a strategy that has impact across both Newport and the region. We recognise the need to promote identified growth sectors through skills growth and innovation, the importance of marketing Newport as a destination both in its own right and as a region, and to support innovation through targeting energy and high level business growth.

The City Deal is an initiative being developed through the CCR, providing an opportunity for the ten South East Wales local authorities to come together and identify key projects across the region to deliver economic growth. This will be delivered through close working with all ten local authorities, the UK and Welsh Governments, and the private sector.

#### **Wider Regional:           Great Western Cities (GWC)**

Newport recognises the need to explore partnerships outside of the region in order to generate greater economic growth. Great Western Cities, a joint initiative between Newport, Cardiff and Bristol was launched in February 2015, to improve cooperation across the area as a city region, and to develop economic and environmental partnerships. At the centre of it's vision the partnership aims to *'lead the regions' role as a 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 a combined population of over 1.8 million, the region is a major employer. Employing over 1.15m people, with over a quarter of a million employed in the finance, business and IT sectors and over 100,000 in manufacturing, the region demonstrates a combined economic output just over £58bn (£66bn in the wider city-regions - almost £20bn higher than the total output for Wales and substantially larger than any other major conurbation in the UK except London). It is recognised that through coming together the region has the scale and potential to be able to have significant impact upon the economic performance of the region, greater than that for each city on its own.

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

In developing Newport's Economic Growth Strategy we have been keen to ensure alignment between local priorities and the themes of the GWC, for example our identification of renewable energies as a key theme within the strategy.

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<sup>13</sup> Powering the Welsh Economy 2015



## 2.4 The Emerging Trends

In developing this strategy, a comprehensive data analysis was undertaken, the key points of which are summarised in Section 2.1 This, along with consideration given to the strengths, challenges and policy context as outlined in section 2.2, identified a number of emerging trends that the future of any growth strategy for the City will need to consider:

### 2.4.1 Location

Newport is well located strategically providing access to rail, road and coast. Investment in recent years has seen the emergence of a new multi million pound City Centre railway station providing direct links to London, the South West and the North of England, which will be further enhanced through proposals for electrification across the region. The city is excellently placed along the M4 corridor providing easy access to major cities around the UK, and to the remainder of Wales, with key business sites, the City Centre, and new development sites around Newport directly accessible from the motorway.

In addition to this, Newport is home to the deepest dock in South Wales and the UK's 2<sup>nd</sup> largest steel port, handling over 500,000 tonnes of steel each year.

A coastal city based along the Severn Estuary, Newport is home to the River Usk which boasts the second highest tidal rise and fall of any river in the world. The hinterland has areas of outstanding natural beauty and national parks, and Newport itself has some of the top 10 excellent wildlife reserves in the UK.



Newport Wetlands: Bird Watching at East Usk Lighthouse

Newport is also well placed as a destination, with access to good quality housing – with new housing programmed to meet future demand - and a strong cultural, heritage and leisure offer. There is a need to ensure that we continue to maximise and strengthen Newport's offer, so as to maximise investment into the area, and also as a means to retain high calibre businesses and employees within the city.

### 2.4.2 Skills and Newport's future workforce

Newport has a strong workforce, with over 35% of working age adults having Level 4 qualifications or above. We need to ensure these skills sets are suitable to meet the needs of future employers. A number of studies and projections have ICT, Life Sciences, Energy Related Manufacturing and Finance & Professional Services as the key growth sectors for region, along with Construction and Tourism for Newport. As an Authority there is the need to ensure that Newport is producing the right level of skills, to meet the demand for future employers, and for emerging growth sectors both for the city, and for the region. A key part of this will be 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 these sectors to support the economy of the city.



There is a valuable role for the Council and private sector to work together to support job creation and skills growth through promoting initiatives such as community benefits, and apprenticeships.

In contrast to our high level skills, Newport has over 9% of its population with little or no skills, and high levels of individuals Not in Education, Employment or Training (NEET's) across the Borough. Work needs to be undertaken to reduce NEET's levels across the 11 – 24 year age range, and to reduce the levels of people with little or no skills. The targeting of these groups will have an impact on skills levels, by giving young people ownership and direction, with the intention to break the cycle of benefit culture within Newport, and to take people out of in work poverty.

Consideration should also be given to the promotion of Science, Technology, Engineering and Maths (STEM) subjects which will increase skills levels within both education and the workplace, addressing short term in work poverty, and supporting the development of a future workforce to meet identified growth sectors.

### 2.4.3 Innovation

Data shows Newport to be a competitive city which fares well when compared to other UK cities. However, there are ways to increase this competitiveness further through creative and innovative means, exploiting and driving forward identified opportunities.

“We have been based in Newport for over 20 years, and the city provides excellent transport links, which is essential as we export over 95% of our products. Home to a number of large and small high tech manufacturing companies, the region also provides a highly skilled workforce with appropriate experience for our requirements. As one of the largest employers in Newport, we are pleased with the on-going city centre regeneration which is so important for our local employees but also when overseas customers come to visit us.”

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

Evidence shows Newport to have one of the highest digital clusters in Wales<sup>14</sup>, with Digital Technologies - particularly hardware and telecoms - identified as a growth sector for the area. Consideration should be given to how this sector is strengthened through the provision of an appropriately skilled workforce, through the availability of financial support, and through tailored support to businesses in the region.

However, with a ranking of 63/64<sup>15</sup> for high carbon emissions, and with global expectations to reduce the impact of climate change and the depletion of resources, consideration should also be given to alternative technologies. Despite recent decline,

Newport still benefits from a level of industry, and with close proximity to the M4, and the forthcoming M4 bypass these external factors limit our ability to have significant impact in this area. However, we should not dismiss opportunities that can have environmental impact locally upon business and the community.

Solar energy should be seen as an opportunity to support business sustainability and address fuel poverty, whilst Newport has already started to consider wind as an energy source. Tidal energy is a

<sup>14</sup> National Institute of Economic and Social Research: Measuring the UK's Digital Economy. **Figure 4:** Location quotients of digital economy companies by Travel to Work Area, 2012.

<sup>15</sup> Centre for Cities 2015

key opportunity for Newport; based on the Severn Estuary there is the possibility to exploit tidal power on a more regional basis, whilst at home the River Usk, which boasts the second highest tidal rise and fall of any river in the world also provides further prospects.

Despite our reliance on the M4, there are opportunities for local transport to be innovative, for example through supporting use of electric cars, and consideration should also be given to the impact on the region through alternative methods of transport that will be offered through the delivery of regional initiatives such as the Metro.

#### 2.4.4 Business Growth

Newport still has a strong reliance on the public sector and large private companies as key employers for the region. The reduction in public spending as a result of the global downturn has seen significant impact on the creation of jobs in this sector, with potential job losses adding further concern. Likewise, Newport's success at attracting major employers is of some significance. Whilst this contributes to employment rates and the local economy, we should not dismiss the impact of potential job losses that could be seen as a result of losing a major employer either through closure or relocation.

Data suggests that Newport is on a par with the Wales average for business start-ups, however until recent years business failures have consistently outweighed business start-ups. Whilst this could potentially be attributed to the recent recession, consideration needs to be given to the provision already available to support indigenous growth: are there adequate structures in place to support new and existing business growth? Are we meeting the business needs of employers? Does this need changing, and is extra support required? Are successful businesses using Newport as an incubator area, before moving on to bigger markets?

There is a need to ensure that we are also offering the correct level of support package to attract and retain high growth businesses. Consideration should be given to 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 with services such as Trading Standards having a key role in promoting good business, and reducing fraud. This in turn providing good businesses room for growth, and assisting in the safeguarding and creation of jobs and employment opportunities.

Newport needs to ensure we are selling the correct package to employers, regardless of size and sector, providing 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.

"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 local people from the Newport area, reinforcing our commitment to the city for its future."

**Huw Llewellyn, Head of Property,  
Admiral Group**

#### 2.4.5 Community

Despite high levels of JSA, Newport has seen a downward trend in recent years; however data still shows an increasing dependency upon benefits within geographical areas of Newport. Newport benefits from pockets of affluence, but also experiences high levels of deprivation with high unemployment and in work poverty. Services need to be reviewed to ensure Newport is doing all that is possible to reduce the benefit dependency in the area.

Newport already benefits from a number of poverty related programmes, delivering Families First, Communities First, and Flying Start which work intensively with our most vulnerable adults and their families. The impact of such activities aims to improve skills attainment, educational attainment and personal development, which is seen as key to breaking the cycle of deprivation in areas across Newport.

JSA shows that Newport was hit hard during the economic downturn with rates reaching 5.8% in March 2012 and December 2013. Despite Newport showing a steady recovery and a reduction in claimants since 2013, we still remain significantly higher than the Wales and UK average when compared to pre-recession data.<sup>16</sup>

JSA also remains a concern for the area. Newport as a whole remains higher than the Wales average, and the percentage of 18-24 year olds claiming JSA, whilst showing a reduction in 2013 and 2014, has remained consistently higher than the Wales average for the last seven years.

Work needs to be undertaken to identify the barriers to supporting this age group, and our economically inactive population as a whole. Is current provision effective, and if not what can be done? Do we need to look at our partnership arrangements? Is our delivery the most effective it can be? Consideration needs to be given to further developing provision around the whole family.

#### 2.4.6 Identity



Wales International Convention Centre

Newport has a strong reputation for tourism and destination management. In recent years a reputation has been built for delivering high calibre events such as the Ryder Cup (2010) and the NATO summit (2014). We have successfully delivered the Newport Food Festival which, since its inception in 2011 has gone from strength to strength. Looking to the future Newport is building upon this experience, creating new resources such as the forthcoming Convention centre at the Celtic Manor.

Consideration should also be given to other resources available to Newport. We have a wide range of attractions such as the All Wales Coastal Path, Caerleon, the RSPB Newport Wetlands Visitor cen-

<sup>16</sup> Nomis: Newport JSA Claimants

tre and NRW Reserve, and the Newport Transporter Bridge. The use of these as part of the Newport visitor offering should help improve perceptions of Newport. Along with our rich heritage Newport should look to how we can further promote these to boost the economy of the city and the region.

Newport is also home to a number of high class sporting venues, amongst them the Velodrome, and Rodney Parade, and with major investment undertaken within 21<sup>st</sup> Century Schools, we have sporting facilities that are now able to support training the team for the 2015 Rugby World Cup. Sports such as rugby and now football are huge business to the Welsh Economy, and we are not maximising the potential for sport to be a vehicle for tourism, income generation, or job growth, creating new opportunities for Newport, and a way out of poverty. There is a secondary role for sport in Newport, with consideration also being given to opportunities for using sport as a motivational hook for young people, offering alternative curriculum and life skills to support disaffected learners and NEET's.

## Section 3: Looking Forward: Economic Growth Strategy 2015 - 2025

It is widely acknowledged that physical regeneration and effective support for business are critical components in achieving economic recovery. However, if this Strategy aims to act as a ‘game changer’ in the economic fortunes of Newport, the current pace of economic recovery must increase, which can only be achieved by doing things differently.

Using our identified priorities as guiding principles - *sharing prosperity, creating an improved economic environment and increasing the value of our economic output* – a high level action framework will be established, which seeks to support our identified aims of increasing the pace of economic growth for the city.

We need to:

Theme	Priority	Aims
<b>People</b>	1. <i>Deliver Shared Prosperity</i>	Align physical, social and economic programmes more efficiently – aligning skills development to inward investment and physical growth Respond to polarisation in our neighbourhoods
<b>Place</b>	2. <i>Create an excellent economic environment</i>	Improve engagement with education and training providers Creating an economic environment to support population growth Grow the economy as part of the wider region – collaboration for competition Increase connectivity – infrastructure & digital Maintain our focus on regenerating the City Centre to become one of the UK’s top cities Maximise our environmental opportunities
<b>Prosperity</b>	3. <i>Move Newport up ‘the value chain</i>	Specialise in high value business growth Promote and innovate for entrepreneurship – support indigenous development

### Priority 1: Deliver Shared Prosperity

**Aim 1: Align physical, social and economic programmes more efficiently – aligning skills development to inward investment and physical growth**

We need to look collectively at how physical, social and economic programmes are aligned more efficiently. There is a greater need for services to work more coherently, providing a joined up approach to delivery. Regeneration activities need to work with council services to maximise community benefit clauses within contracts, and to ensure we are producing a future workforce that are able to meet the needs and expectations of employers.

- Further work needs to be undertaken to address those Not in Education, Employment or Training (NEETs), and to reduce the risk of NEETs within schools and FE, with partners working together to address barriers and the means to overcome them.
- We will work with partners to encourage the provision of Science, Technology, Engineering and Maths (STEM) within education and the workplace, and to provide effective communications skills, writing skills, social interaction skills, and interview techniques.
- Economic inactivity and in-work poverty will be addressed through 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.
- We will work with our partners, and with the private sector to encourage and develop training to support identified growth sectors for both Newport and the region, to maximise future employment opportunities for young people, and to develop opportunities for the up-skilling of those with low or no skills to address in work poverty.

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 to meet long term regeneration plans. Through its Local Development Plan, Newport anticipate the creation an additional 10,350 new homes for a growing population by 2026; we will work with employers, schools and training providers to ensure adequate opportunities exist to meet this, and other identified demand.

Newport will support local skills and job growth through working with employers and developers to promote initiatives such as community benefit and apprenticeships.

**Aim: 1.2 Respond to polarisation in our neighbourhoods**

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

- We will explore the opportunity for the development of Community Hubs, a process that will create local information and support networks in one location in local communities. Links will be strengthened between multiple stake holders and services that can provide one to one support for customers ranging from skills and qualifications, to support to find and sustain employment.
- An integrated approach to community based prevention programmes will be developed to encourage working in partnership rather than isolation. Linked to the community hubs this will ensure that services delivered by stakeholders such as Social Services, Families First, Flying Start and Communities First can provide a much more seamless service.
- A focused strategic partnership is essential to ensure the delivery of robust skills and work partnerships. A key role of this partnership will be to identify skills shortages, and implement training and qualifications programmes/ events which will support employer recruitment.

***How will we measure success:***

JSA disparities between higher and lower level wards will be reduced

Disparity between levels of qualifications across all Newport wards will be reduced

NEET's figures will be reduced

## Priority 2: Create an excellent economic environment

### Aim: 2.1 Improve engagement with education and training providers

The skills and work agenda is growing in Newport with the authority now an influential figure in the delivery of programmes in partnership with Department for Work & Pensions (DWP), prime providers and European Social Funds.

- We will continue working with schools and training providers to encourage STEM related subjects, working to address gender balance and equality within disadvantaged groups.
- We will 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, so as to support Newport businesses and the Newport economy.
- We will ensure there is a stronger role for the private sector to engage with both the Council and with education and training providers to ensure the most appropriate offer is available, and to explore alternative models for delivery.
- We will 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.

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

Newport's population is predicted to grow over the next 10 years with employment increasing by 7,400 jobs between 2011 and 2026<sup>17</sup>. Yet, this rate of growth in Newport is still below that projected for SE Wales and the UK. There is a need to ensure that the social and economic environment is appealing enough to promote to inward investors and to attract a growing workforce, and that the infrastructure both physical and through services is strong enough to meet the demand of any growing population.

- We will continue the development of the private rented sector to promote and support the development of new housing, looking at both the creation of new properties, and the redevelopment of vacant commercial buildings to ensure we meet demand for private sector housing.
- Our Local Development Plan identifies land available for the creation of new homes and for commercial use over a 15 year period from 2011-2026. Planning, Housing and Regeneration services within the council will continue to work closely to ensure maximum benefit is gained to support businesses and residents within the Borough.
- Council services will be reviewed to ensure the demands of residents, indigenous businesses and inward investors are being effectively supported.
- Newport already has strong working partnerships in place with its Registered Social Landlords. There is a need to continue this relationship to ensure social housing needs are being met. This includes the development of new build housing as well as the conversion of existing buildings and the reuse of empty properties, with over 300 new homes predicted to be delivered over the next 5 years, including 65 units within the City Centre.

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<sup>17</sup> NCC Employment Land Review



- We will work with our partners in FE and HE to ensure an excellent level of educational provision is maintained and enhanced through promoting and supporting city centre based facilities.

**Aim 2.3:           Grow the economy as part of the wider region – collaboration for competition**

The importance of our growth as a region will be further explored. Developments are already taking place to ensure our strength as a region and with initiatives such as Cardiff Capital Region and Great Western Cities, Newport is well placed to maximise its own growth, and its contribution to the South East Wales region.

- We will work with partners, education and the private sector to increase Newport’s skills levels to meet regional demand.
- We will 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.
- We will look at developing growth areas such as sport and leisure.
- We will work with neighbouring authorities to ensure adequate opportunities for the region to access education, training and employment opportunities.
- We will work with neighbouring authorities to maximise opportunities for the reskilling of residents within shared growth sectors such as ICT and renewable energies.

**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 to maximise opportunities, to deliver economic growth across both Newport and the region, and to ensure the city can compete on a wider regional base.

- Access to digital connectivity will be supported through Newport’s 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.
- Newport will ensure the Council is 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.
- The Vale of Usk LEADER Programme priorities ‘Exploitation of digital technology’ within its Local Development Strategy (LDS). Through Newport’s partnership within the Vale of Usk 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.
- Newport will encourage investment in future proofing its infrastructure in areas such as road, rail maintenance and flood defences.

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

Key to the regeneration of any City Centre is the availability of a strong retail offer, and leisure and employment opportunities. Newport sees the promotion of a 24 hour economy as key to its regeneration, seeing Newport City Centre as a place to work, visit and live. To do this we need to ensure visitors and residents see a city that is safer and more attractive.

The Friars Walk retail scheme, and Vibrant and Viable Places programme are just two of the initiatives that have paved the way towards this vision. Friars Walk with its £100m investment brings to Newport a new retail and leisure offer, previously unavailable on this scale in the City Centre, whilst Newport's £60m Vibrant and Viable Places programme compliments this offer through providing opportunities for the creation of housing, targeting derelict and under used properties to create a better sense of place, and to support indigenous businesses in the area.

- We will work with the Police, key partners such as the Business Improvement District (BID), Health Services 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.
- We will work closely with the BID to implement their aim of improving safety and security for visitors, employees and businesses, creating a more welcoming City Centre and reducing anti-social behaviour.
- Further opportunities will be explored, working with local businesses and the BID to develop initiatives to support the development of a more diverse night time economy
- Newport's approach to City Centre management will be reviewed to ensure that, as a Council, we are meeting the needs of residents, businesses and visitors to the area, and have the resources and structure in place to support our vision for the City Centre.
- It is important to ensure businesses have a say in the direction of the City Centre, we will work with the BID, to ensure the voice of the business community is strengthened and heard on matters important to them.
- Opportunities will be explored to reduce the impact of derelict and vacant buildings within the City Centre, (i.e. looking at alternative uses), to reduce any further impact or displacement as a result of development elsewhere within the city.
- We will work with partners to look at alternative uses for landmark buildings in the city, to ensure their sustainability and heritage.

#### **Aim 2.6: Maximise environmental opportunities**

Newport is a city of mixed opportunities. We have a large City Centre, and with direct access off the M4 it is home to a number of large businesses and industries. This proximity, whilst allowing for an influx of business and opportunities for strong business growth provides Newport with one of the highest levels of carbon emissions across UK cities.<sup>18</sup> In contrast, and with over 70% of land classified as rural<sup>19</sup> Newport is also home to wide expanses of land stretching from the east, along its Severn Estuary coastline to the west of the county. We will explore opportunities across the county, making good use of our natural resources so as to minimise environmental impact, and to provide a level of sustainability to businesses, and residents.

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<sup>18</sup> Centre for Cities 2015

<sup>19</sup> NCC Local Development Plan

- The creation of opportunities within renewable energy allows for reduced environmental impact, enabling businesses to become more economic and sustainable. We will explore opportunities across a number of services for renewable energies such as solar or biomass that can support initiatives for new and indigenous businesses.
- Within Great Western Cities we will work as a region to explore large scale renewable opportunities, harnessing resources readily available such as the River Usk and Severn Estuary.
- Newport recognises the economic/commercial potential provided to businesses through the roll out, manufacturing and installation of renewable energies and related products, and will support local businesses to harness opportunities arising from any renewable activity.
- We will deliver appropriate skills training, working with businesses and residents to ensure an appropriate skilled workforce for both implementation and delivery within the renewable sector.
- The All Wales Coastal Path and Gwent Levels make a significant contribution to the environment of Newport, and further opportunities will be explored to support businesses, encourage job growth and create employment within the area.
- Energy efficiency schemes will be explored as a means to tackling fuel poverty within the most deprived areas within Newport.
- Newport will work with major employers such as Associated British Ports to encourage renewable energy schemes in the region.
- We have created a significant network of walking and cycling routes giving more access to the countryside, river and canal. This green infrastructure asset has more potential to boost the economy.
- We will aim to reduce our over reliance on large-scale industrial employers
- Newport will aim to reduce its reliance on the M4 for connectivity through supporting measures such as the Metro and rail electrification

***How will we measure success:***

Appropriate levels of land used for commercial and housing development

Skills levels meet future demand for Newport and the regional (reduce levels of Newport residents commuting out of Newport)

Tourism opportunities are maximised both locally and regionally to secure investment and job growth

Customer perception is increased

Reduction in number of vacant properties

An increase in number of environmental opportunities supported

## Priority 3: Move Newport up the 'value chain': Increased value of economic output

### Aim: 3.1 Specialise in high value business growth

- Opportunities for developing current Council provision will be explored to encourage and support high growth businesses within Newport.
- We will work with planning teams to ensure the availability of suitable sites and premises, and appropriate land space for inward investment and for 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 HE 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 i.e. 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, providing support ranging from identifying appropriate land to fulfilling employment and training needs through the Councils training and employment initiatives.
- Opportunities to further develop the Councils training and employment initiatives will be developed to ensure provision is meeting demand for current and future employment opportunities.

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

- The Council will develop stronger partnership arrangements e.g. Newport Economic Network.
- We will increase bespoke account management with Newport companies.
- We will 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.
- Provision of services will be reviewed to ensure appropriate levels of support are available to support innovation and entrepreneurship in Newport.
- We will explore alternative sources of funding to support business growth
- We will maximise opportunities for Newport based construction companies to benefit from large scale regeneration activities through the development of a Construction Cooperative, providing these companies with a larger scope of work and support to develop and grow.

#### ***How will we measure success:***

Higher levels of business start ups and reduced numbers of business failures

More businesses supported

Development of a construction cooperative

## Section 4: Measuring Success

The Economic Growth Strategy sets out a number of Aims that are seen as key to achieving economic growth in Newport, and contributing to growth across the South East region. Progress against the strategy will be monitored on a continual basis, but with reviews at three, six and nine year intervals. Reviews at these stages will allow Newport to measure success to date, review key areas of concern, any changes in policy at local, regional and national level, and to identify key actions to take forward for the next period.

But how do we measure our achievements.....

In developing this strategy, and ensuring direct links with our Aims and Priorities, four key outcomes have been identified:

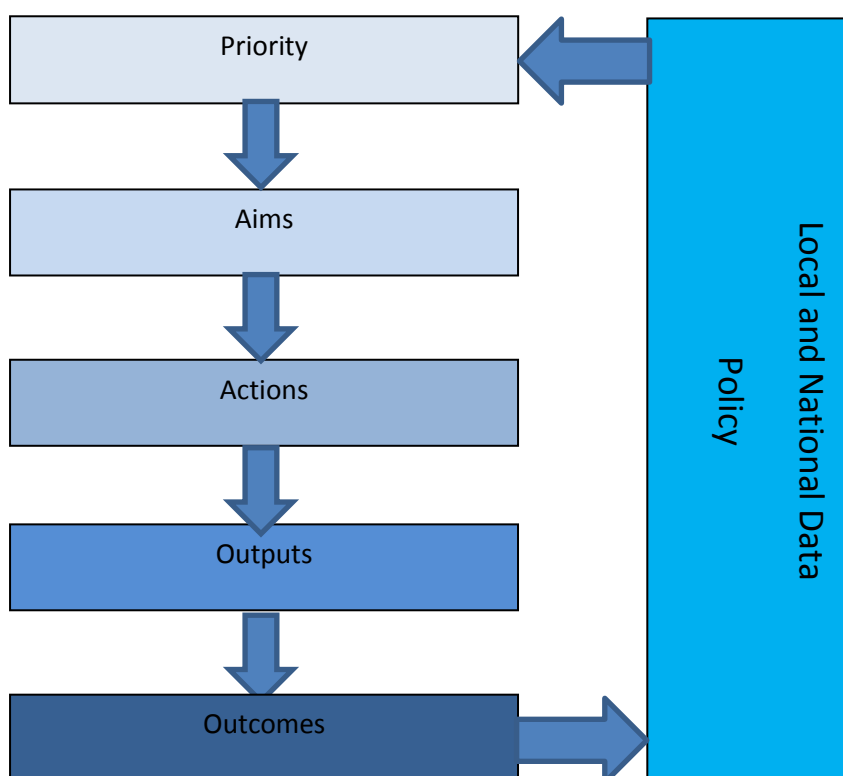
Outcome 1: People in Newport can achieve their potential

Outcome 2: Newport has a competitive environment

Outcome 3: Newport is a better place to live

Outcome 4: Businesses in Newport prosper

Measuring Outcomes provides an opportunity to demonstrate how much we have done, however there is also the need to measure how far we have come. In doing so, Newport will adopt a Results Based Accountability approach to measure our success in improving Newport's economy. This will take into account data that is readily available through national, regional and local sources, and directly link into the Aims and actions previously outlined. The Outcomes that we achieve as an Authority will contribute directly towards this data, showing a tangible link from Priority through to Outcome.



## Measuring Outcomes

A Delivery Plan has been developed setting out actions against a 3 year programme. These actions provide a timescale, and identifies potential delivery partners linking the action back to one of the Strategies key aims and priorities. The outcomes from these actions can be broken down into two categories:

### Direct outputs:

A number of actions will have direct tangible outputs and outcomes such as training courses delivered, jobs created, or numbers of businesses supported. These outputs will have a direct link back to key data at local, regional or national level.

### Indirect outputs:

In order to make progress as an Authority there is the need to make changes at a strategic level, to look at how we deliver, and identify new or improved ways of delivery. Changes such as these will have a longer term knock on effect on direct outcomes. An example is the action 'To Develop a Skills and Work group'. It is hoped that the establishment of such as group will bring together key stakeholders across the city to identify skills needs and programmes in areas of greatest need to support the growth of the economy. In identifying these areas Newport can provide targeted support to ensure the correct levels of training and employment support to maximise impact in areas of greatest need. Direct outcomes as a result of this could be training courses provided, or jobs created in identified growth sectors.

The targets and outputs achieved as an Authority will contribute to the local and national key data that supports our outcomes.

### Outcome 1: People in Newport can achieve their potential

Links to Aims 1.1, 1.2

<i>Key Data</i>	<i>Baseline</i>	<i>Source</i>
JSA – claimant count (total) %	3.73	ONS
JSA – Youth claimant count %	4.75	ONS
JSA disparities (% points difference)	10.6	Centre for Cities
Population with qualifications at NVQ 4 + %	33.45	ONS
Population with no qualifications %	9.09	ONS
Weekly earnings £	£436	ONS
Young people NEET % (year 11)	4.75	NCC

### Outcome 2: Newport has a competitive environment

Links to Aims 2.1, 2.3, 2.4, 2.5

<i>Key Data</i>	<i>Baseline</i>	<i>Source</i>
Housing stock	64,254	ONS
Business Closures rate	28.99	ONS
Business Start-ups rate	38.2	ONS
SME density (number of SME's per 10,000 people)	196.78	ONS
Tourism value	£248m	STEAM model

Tourism visitor numbers	£2.49m	STEAM model
Postcodes with super-fast internet	84%	OFCOM

**Outcome 3: Newport is a better place to live**

Links to Aims 2.2, 2.6

<i>Key Data</i>	<i>Baseline</i>	<i>Source</i>
Percentage of people proud to say they come from Newport	37%	Citizens Panel
Percentage of people who think Newport is a good place to live	47%	Citizens Panel
Percentage of people who think Newport is becoming a better place to live	42%	Citizens Panel

**Outcome 4: Businesses in Newport have the opportunity to prosper**

Links to Aims 3.1, 3.2

<i>Key Data</i>	<i>Baseline</i>	<i>Source</i>
GVA per worker £	£46,400	ONS
Knowledge intensive business services %	9.58	Centre for Cities
High growth SMEs	9.6	Centre for Cities
Weekly earnings £	£436	ONS

## Section 5: Developing the Delivery Plan

A crucial element of the Economic Growth Strategy has been the development of a delivery plan, setting out those activities which we see as key to contributing towards the achievement of our priorities and aims. The delivery plan sets out what we are going to do, how we are going to do it, indicative timescales and identifies potential partners and internal responsibility for the achievement of the action.

Whilst the Strategy sets out Newport's vision for the long term success and economic growth of the City over a ten year period, we recognise the impracticality of setting out a ten year delivery plan. External political and economic factors, along with our successes to date will all influence how the Council sets about achieving its long term aims. Therefore the delivery plan will be subject to periodic reviews at set intervals of three, six, and nine years.

Activities within the plan are a mix of those directly accountable, and led by the Council, and those which are of a wider strategic context, being influenced by, and led through other organisations (sometimes in partnership with NCC) such as activities developed through Great Western Cities or Cardiff Capital Region. In developing the three year plan the Council has identified activities that are existing, in development or future proposals that contribute to the three key priorities and the aims set out in Section 3.



## Delivery Plan 2015-2018

### Priority 1: Deliver Shared Prosperity

What are we going to do?	How will we do it?	When	Existing/ Potential Partners	Responsibility	Links to Outcome
To reduce the risk of NEETs within schools and FE in line with the Youth Engagement and Progression Framework (YEPF)	<p>Secure ESF funding to develop and deliver 2 projects in line with the YEPF that address:</p> <ul style="list-style-type: none"> <li>Reducing the risk of NEETS age 11-24 (Newport target: 600 young people)</li> <li>Reducing NEET's post 16 (Newport target: 350 young people)</li> <li>Create stronger working relationships with local training providers</li> </ul> <p>Deliver Families First – Children and Young People Skills To support young people to avoid becoming NEET. Target 852 (2015/16) Future targets tbc</p>	<p>2015 – 2018</p> <p>2015 – 2018</p> <p>2015-18</p> <p>2015-17</p>	<p>SE Wales Local Authorities Schools Youth Service Coleg Gwent Cardiff and Vale College Private Training Providers Communities First Employers Careers Wales</p> <p>Families First; YOS; Voluntary Sector; schools; Coleg Gwent; Training providers; Police; AB-UHB</p>	<p>Community Re-generation /Economic Development</p> <p>Youth Service</p>	One
To increase STEM provision within schools	<p>Identify and secure funding to deliver STEM provision</p> <p>Work with local businesses to promote the importance of STEM activities.</p>	2016-18	<p>Schools Coleg Gwent Local Businesses</p>	Community Re-generation	One
To reduce the levels of individuals with no qualifications	Work with partners to identify skills gaps and to increase provision.	2015-18	<p>Training Providers DWP ESF Careers Service Coleg Gwent</p>	Community Re-generation	One

What are we going to do?	How will we do it?	When	Existing/ Potential Partners	Responsibility	Links to Outcome
			University of South Wales Communities First (2015-2016)		
To provide opportunities for up-skilling the Newport workforce	Secure ESF funding to develop and deliver a programme targeting 400 employed people with low or no skills  Use VVP and Communities First funding to support local people gain skills and qualifications in the construction, retail and customer services sectors. Targets: Engage with 300 Communities First residents; Deliver 25 training programmes ; 30% will Enter Employment; 75% Gain an Employment Qualification	2016-19  2015-16	South East Wales Local Authorities Coleg Gwent Cardiff and Vale College Private Training Providers Private sector  DWP; Careers; C1st; WBLA; VVP	Community Regeneration /Economic Development	One
To develop strategic partnerships to address skills and work provision	Develop a Skills and Work group	2015 - 16	Work Based Learning Academy; Coleg Gwent; University of South Wales/HE; Training providers; employers from Public, Private, and 3 <sup>rd</sup> sector;	Work & Skills	One
Provide skills and employment support	Secure future DWP contracts that will underpin the regeneration programme, business brought into the city.  Secure future Welsh Government funding to deliver Communities First (or its successor) post 2016	2017-20  2015-16	DWP  Welsh Government	Community Regeneration  Community Regeneration	One

What are we going to do?	How will we do it?	When	Existing/ Potential Partners	Responsibility	Links to Outcome
	Deliver Family Skills Programme to help adults in families reduce the risk of poverty through the development of better skills. Target 300 (2015/16)	2015-17	Families First Partners; YOS; Voluntary Sector; Schools; Colleg Gwent; Police; ABUHB	Prevention Team Manager	
Increase the number of Newport residents in work	Deliver DWP Work Programme to move 855 in employment, 558 of which should reach job outcome (13 or 26 weeks of employment depending on age/benefit claimed)	2015-17	Prime Provider (Working Links)	Work & Skills	One
	To deliver DWP Work Choice contract moving individuals with mild/moderate health issues into work. Annual targets: Supported/Unsupported Job starts 29, to progress 16, to sustain 25.	2015 -17			
	Link job creation to NCC's Vibrant and Viable Places Programme (Target jobs created/enabled 1879 + 18 and counting in the construction sector)	2015-17	Private sector Work Based Learning Academy	Economic Development	
	Deliver the ESF Communities 4 Work programme in the 4 clusters of Newport (delivery plan & outputs to be agreed)	2015-18	Welsh Government DWP Communities First	Community Re-generation	
Reduce polarisation	Develop a community hub model for Newport	2016 – onwards	Work Based Learning partners; Schools; WBLA ; Youth Service; Families First; Flying Start; Play Development; ICT;	Community Re-generation	One

What are we going to do?	How will we do it?	When	Existing/ Potential Partners	Responsibility	Links to Outcome
	<p>To deliver an integrated programme of support through our Families First Programme: Prevention team: target 700 2015/16</p> <p>Confident and nurturing families: target 200 Play development: target 800 2015/16</p> <p>Children with additional needs: targets 120 families Income Maximisation for families with a disabled child: target 200 2015/16 Young Carers: 120 2015/16</p>		<p>Library service; Health Board; Police; Family support services board; Newport City Homes; Communities First</p> <p>Families First Partners; ABUHB; NCC Play Development; Voluntary Sector; Schools; NCC SSD; Communities First; Flying Start; Job Centre Plus</p>	<p>Prevention Team Barnardo's</p> <p>Play Development Barnardo's</p> <p>Citizens Advice Bureau Barnardo's</p>	
Encourage inward investment to help create the new jobs for STEM graduates, up-skilled NEETs and others	Marketing, promotion and advisory service for inward investors seeking to locate in Newport . Provide information service on land and property availability, financial assistance, other information where appropriate.	2015-18	Business Wales; Welsh Government	Economic Development/Marketing	One/ Three
Assist the growth and development of indigenous businesses, to help safeguard and create jobs, thereby providing employ-	Provide advisory service in conjunction with partners, information service on land and property availability and financial assistance where appropriate	2015-18	Business Wales; Welsh Government; Centre for Business	Economic Development	One/ Three

What are we going to do?	How will we do it?	When	Existing/ Potential Partners	Responsibility	Links to Outcome
ment opportunities for STEM graduates, up-skilled NEETS and others					
Cater for the spatial needs of new and growing businesses	Ensure availability of identified sufficient employment land in LDP till 2026	2015-18		LDP	Two/ Three

## Priority 2: Create an excellent economic environment

What are we going to do?	How will we do it?	When	Potential Partners	Responsibility	Links to Outcome
Increase housing provision	Deliver 2,700 new homes across Newport, of which  Deliver Housing loan scheme	2015-17  2015-17	Private developers RSL's	Housing/ Planning	Two
To update the Destination Management Action Plan for Newport – for the Visitor Economy	Consultation with current visitor economy networks and major stakeholders – A key action is likely to include consideration of branding Newport, a strategic marketing overview.	2016-19	Newport Tourism Association; Newport LIVE; Newport NOW; Caerleon Tourism Forum -includes Cadw, NMGW University, Private sector, National Trust and other key organisations. Newport Economic Network	Tourism/ Economic Development	Two/ Three
To support the Business Improvement District in developing a Welcome to Newport	A joint BID and NCC approach to access grant from WG to: <ul style="list-style-type: none"> <li>develop Ambassador Programmes</li> <li>Upgrade the current Newport Explorer virtual system for retailers.</li> </ul>	2015-16	BID; NCC; Attractions; Private sector	Tourism	Two/ Three
To develop the Gwent Levels and Wales Coast path potential to support local spend, image and lifestyle improvement	To support a Heritage Partnership bid - the Living Levels, and be the lead for taking forward its Destination Management to improve the Visitor Experience	2015–20	RSPB; NRW; Gwent Wildlife Trust; Cadw; MCC	Tourism/ Green services	Two/ Three
To improve visitor information services	To work with key stakeholders suppliers to deliver a local service, as opposed to a National one.	2015-18	Private sector and visitor economy partners – Newport Wetlands; Fourteen Locks; Post Offices; Museums	Tourism	Two/ Three
To develop the Cultural and	To proactively work with those responsible	2015-18	Heritage and Cultural stake-	Tourism/	Two/ Three

What are we going to do?	How will we do it?	When	Potential Partners	Responsibility	Links to Outcome
Heritage Offering and its promotion	for Heritage and Culture and their supportive networks to improve their collective offer, add value and build their capacity.		holders; Newport LIVE; National Trust Friends Groups; Cadw; NMGW	Economic Development	
Provide free City Centre Wi-Fi	Roll out of City Centre Wi-Fi scheme	2015	Private Sector	IT	Two
Increase business take up of broadband	Deliver business broadband voucher scheme to 50 businesses p.a.	2015	Private sector	Economic Development	Two
Improve Council Services	Adopt NCC Digital Strategy to improve accessibility to services			IT	Two/ Three
	Review current Business Service and Inward Investment provision to meet future demand	2015-16		RIH	
	Deliver pilot for Welsh Government to align 3 Anti-Poverty programmes to be rolled out across Newport, and then Wales in 2016	2015-16	Welsh Government Local Authorities	Community Regeneration	
Strengthen links between training providers and business.	Develop opportunities for business support/ drop in clinics/ incubator support	2016-18	HE; private sector; local businesses	Economic Development	Two/ Four
Maximise digital opportunities in rural wards	Identify and deliver activity through the LEADER RDP programme  TARGET AVAILABLE ONCE RDP PROGRAMME FULLY APPROVED	2015-18	Vale of Usk Local Action Group; Monmouthshire County Council; WG; Private Sector; Community Groups	Economic Development / Tourism	One/ Two/ Three
Create a safe, attractive City Centre	Develop a City Centre Management Plan	2015	Gwent Police; Newport City Council; Newport NOW; AB-UHB; local businesses (Private and third sector); FE/HE; Busi-	Economic Development	Two/ Three
	Deliver the actions identified in the Safer City Centre priority as part of the Single	2015-18			

What are we going to do?	How will we do it?	When	Potential Partners	Responsibility	Links to Outcome
	<p>Integrated Plan (SIP)</p> <p>Decrease the number of vacant commercial units in the City Centre by 12 under the VVP programme</p> <p>Look at test trading/ piloting opportunities linked to vacant city centre buildings</p>	<p>2015-17</p> <p>2016-18</p>	Business Support agencies		
Improve the night time economy of the City Centre	<p>Deliver the actions identified in the Safer City Centre priority as part of the (SIP)</p> <p>Consider options for attracting a more diverse mix of leisure and business opportunities during the early evening and night time</p>	2015-16	Gwent Police; Newport City Council; Newport NOW; AB-UHB; local businesses		Two/ Three
Identify and develop large scale renewable opportunities	<p>Work with key stakeholders to develop key projects</p> <p>Promote renewable energy opportunities with major employers</p>	2015-18	Great Western Cities Private sector		Two/ Four
Maximise work opportunities from renewable activities	<p>Provide advice for renewable and energy efficiency projects, both via our website and directly</p> <p>Encourage and support financial assistance to develop strong environment policies, and prioritise those with clear commitment to carbon reduction.</p> <p>Advise and support businesses to develop</p>	<p>2015-18</p> <p>2015-18</p>	Business Wales; Great Western Cities	<p>Economic Development</p> <p>Economic Development</p>	Two/ Four



What are we going to do?	How will we do it?	When	Potential Partners	Responsibility	Links to Outcome
	<p>environmental policies with Business Wales partners</p> <p>Deliver skills training to support implementation and delivery of the renewable sector</p>	<p>2015-18</p> <p>2015-18</p>		<p>Economic Development</p> <p>Community Re-generation</p>	
<p>Increase public transport passengers and active travel journeys to reduce congestion, carbon emissions and improve air quality</p>	<p>Undertake bus priority and network improvements to increase reliability and reduce journey times for the following routes:</p> <ul style="list-style-type: none"> <li>• Cardiff to Newport</li> <li>• Newport to Bristol</li> <li>• Blaenavon to Newport</li> <li>• Blackwood to Newport</li> <li>• Caerphilly to Newport</li> </ul> <p>Upgrade bus-stops to improve comfort, shelter and provide real time passenger information</p> <p>Expand and improve the local active travel network (walking and cycling). Expanded routes will initially include:</p> <ul style="list-style-type: none"> <li>• Newport to Cardiff</li> <li>• North East Corridor to Caerleon</li> </ul> <p>Support and strengthen the case for a direct rail link to central Newport on the Ebbw Vale line</p> <p>Develop the case for a Newport East park</p>	<p>Improvements outlined are dependent on access to Local Transport Plan/Metro funding.</p>	<p>Welsh Government, Cardiff Capital Region/Metro; Newport City Council; Network Rail; Local bus companies;</p>	<p>NCC;WG</p>	<p>Two/ Three</p>

What are we going to do?	How will we do it?	When	Potential Partners	Responsibility	Links to Outcome
	and ride rail station at Llanwern to reduce highways congestion, shorten journey times and improve air quality				
Increase employment land provision	Release identified new sites in LDP	2015-18		Planning	Two/ Four
Maximise funding opportunities and investment	Lever in private and third sector investment: VVP target £127,206,492.00	2015-17	Welsh Government Private sector Third sector	Regeneration, Investment and Housing	Two/ Four

### Priority 3: Move Newport up the 'value chain'

What are we going to do?	How will we do it?	When	Potential Partners	Responsibility	Links to Outcome
Market Newport as a destination for businesses	Support key initiatives and a calendar of events such as Digital Tuesday and Digital 2015	2015-18		Economic Development	Two/ Four
	Improve business premises 42,682.76 sq m	2014-17			
Strengthen relationships with Newport businesses	Increase bespoke account management	2015-16		Economic Development	Two/ Four
Increase local entrepreneurship	Provide advisory service in conjunction with partners, information service on land and property availability and financial assistance where appropriate.	2015-18	Private sector; FE/ HE; Alacrity	Economic Development	One/Two/ Four
	Develop incubator hubs	2015-18	Private sector; FE/ HE; Alacrity	Economic Development / HE/	
	Support entrepreneurship education in	2015-18	ED; Education; Coleg Gwent;	Private Sector	

What are we going to do?	How will we do it?	When	Potential Partners	Responsibility	Links to Outcome
	schools, colleges and universities		University of South Wales		
Help Inward Investors and indigenous businesses with business support	Strengthen links with supporting organisations across the region  Provide financial assistance to support 15 enterprises through VVP	2015-18  2015-17	Welsh Government; Chambers of Commerce; FE; HE; private sector	Economic Development	Two/ Four
Develop new enquiries for businesses to set up or expand in Newport	Attend more conference, exhibitions, networking events, local business events, business forums.	2015-18		Economic Development	Four
Increase our One Stop Shop Approach for Newport businesses.	Named officer to be the central NCC contact for individual Newport businesses.	2015-16		Economic Development	Four
Encourage support of business growth sectors	Provide financial assistance to businesses – loans (VALUE?)  Provide financial assistance to businesses – start up grants (VALUE?)  Prioritise start-ups in growth sectors and those contributing to increasing GVA	2015-18	UK Steel Enterprise	Economic Development	Four
Provide joined up support to help businesses start up and grow	Continue organising and Chairing Account Managers' Group for start-ups and SMEs  Collaborate to provide assistance packages to Newport businesses	2015-18	UKSE, Centre for Business, Business Wales, Welsh Government, USW, Prince's Trust	Economic Development	Four
Continue providing general advice services to local businesses	Advise on property, financial assistance, regulations and other sources of help, thereby identifying growth businesses we	2015-18	Private sector	Economic Development	Four

What are we going to do?	How will we do it?	When	Potential Partners	Responsibility	Links to Outcome
	can work with				
Maximise opportunities to support business growth	Develop a Construction Cooperative made up of Newport based companies.	2015-17	CITB Cooperative Wales Welsh Government Private Sector	Work & Skills	Four

## Further information

For further information regarding Newport's Economic Growth Strategy please contact:

Address:       Head of Regeneration, Investment and Housing  
                  Newport City Council  
                  Civic Centre  
                  Godfrey Road  
                  Newport  
                  NP20 4UR

Email:           INSERT

Website:        [www.newport.gov.uk](http://www.newport.gov.uk)

Tel:             01633 656 656

## Appendices

### Appendix 1: Key projects 2010 – 2015

Project	Date (completed)	Value
<b>Newport Railway Station</b> New station building and integrated footbridge and lift facilities	2010	£25M
<b>Mariners Quay (Old Town Dock)</b> 101 affordable homes built to level five of the Code for Sustainable Homes for the Seren Group	2012	£14M
<b>Newport Market</b> The refurbishment of the High Street entrance to the Indoor market along the creation of new units and a food court	2013	£1M
<b>Market Square Bus Station</b> The construction of a new bus station and the renewal of the surrounding public realm.	2013	£1.2M
<b>King William Pub</b> The refurbishment of the external and the conversion of the upper floors to residential use creating 5 new flats	2013	£320,000
<b>Cambrian Centre (Admiral Office)</b> 80,000 sq ft 7 storey office block occupied by Admiral Insurance. This is the first phase of the Cambrian Centre redevelopment	2014	£35M
<b>Pillgwenlly Regeneration</b> NCC, ERDF and WG funded regeneration programme aimed at revitalising the northern end of Commercial Road.	2015	£6.2M
<b>62-66 Cardiff Road (VVP)</b> The restoration of a derelict building creating 15 new affordable flats for the Seren Group	2015	£1.5M
<b>Friars Walk</b> A major new shopping and leisure scheme offering more than 36,230 square metres of retail and leisure space including a department store, multiplex cinema, shops, restaurants, car park and bus station	2015	£100M
<b>Super-connected cities</b> A UK Government initiative to install and encourage the use of superfast broadband	2016	£6M
<b>Loftus Garden Village</b> A development of 250 homes on the old Pirelli site led by Seren Group. The development will be a mix of 2,3 and 4 bedroom properties, with 60% classed as affordable housing	2014-2019	£30M
<b>Griffin Island (VVP)</b> Led by Seren Group, a three phase development delivering 25 units within a listed derelict build-	2015-18	£4.3M

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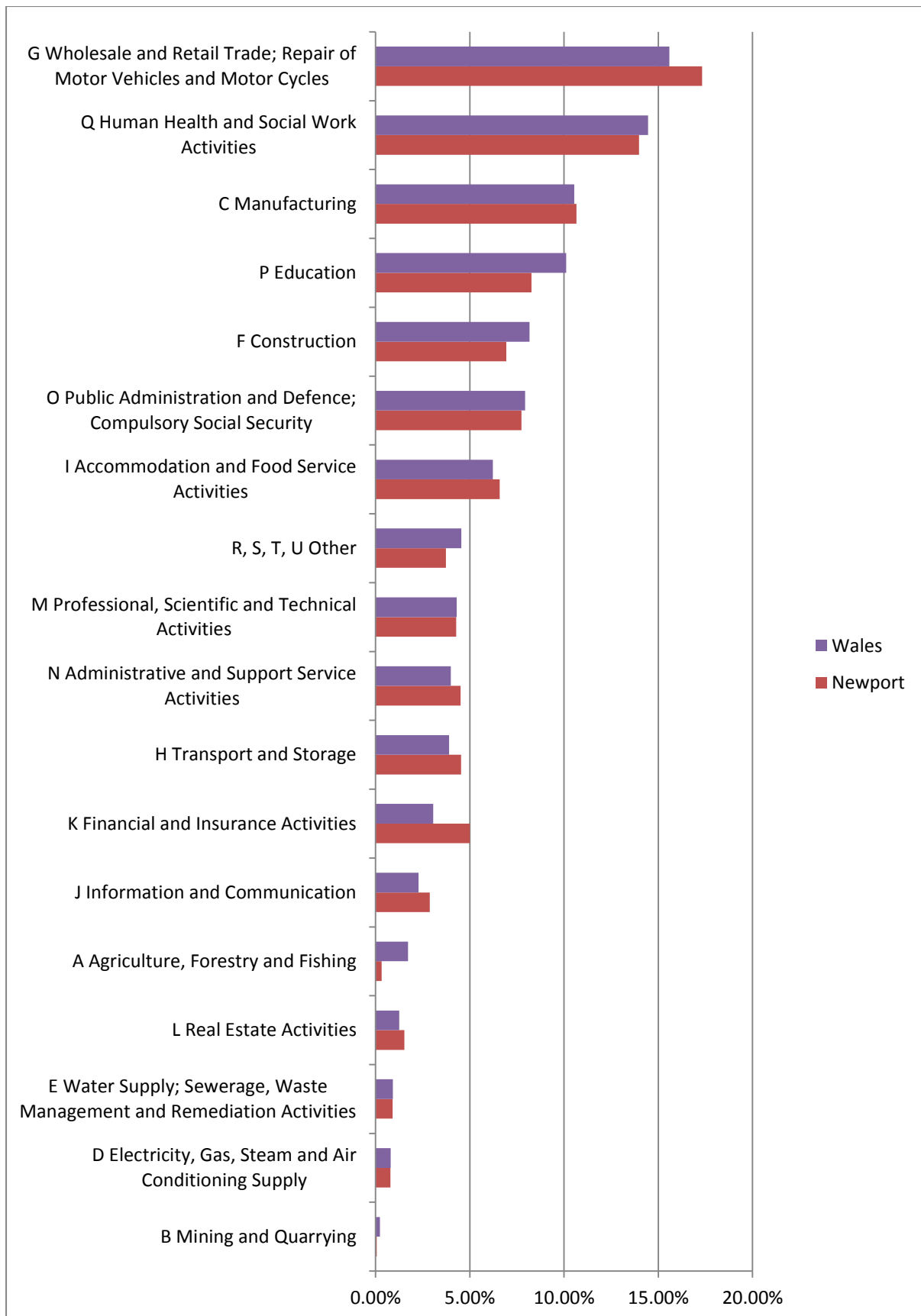
ing in Newport City Centre.

<b>Kings Hotel (VVP)</b> Renovation of a key derelict City Centre building, conversion into 30 apartments with office and commercial ground floor units	2015-16	£2.64M
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<b>Kings Arms (VVP)</b> New development of 12 apartments on Com- mercial Road	2015-16	£2.08M
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## Appendix 2: Employment by Industry





### Appendix 3: Data collection

Data we will be collating to monitor and measure the success of the strategy will be:

<b>Measure</b>	<b>Baseline</b>	<b>Source</b>	<b>Priority 1</b>	<b>Priority 2</b>	<b>Priority 3</b>
Business Closures rate	28.99	ONS		√	
Business Start-ups rate	38.2	ONS		√	
Carbon emissions - tonnes per capita	9.47	DECC		√	
Competitiveness Index (score)	92.6	UK competi- tiveness index (Huggins)		√	
Economically inactive	22,600	Nomis	√		
GVA per worker £	£46,400	ONS			√
High growth SMEs	9.6	Centre for Cities			√
Housing stock	64,254	ONS		√	
JSA – claimant count (total) %	3.73	ONS	√		
JSA - Long term claimant count %	1.27	ONS	√		
JSA – Youth claimant count %	4.75	ONS	√		
JSA disparities (% points difference)	10.6	Centre for Cities	√		
Knowledge intensive business services %	9.58	Centre for Cities			√
Patents granted (per 10,000 population)	2.05	Centre for Cities			√
Population of Newport	146,600	ONS		√	
Population with no qualifications %	9.09	ONS	√		
Population with qualifications at NVQ 4 + %	33.45	ONS	√		
Postcodes with super-fast internet	84%	OFCOM 2013		√	
Private sector jobs	46,900	ONS			√
Public perception: people proud to say they come from Newport	37%	Citizens Panel		√	
Public perception: people who think Newport is a good place to live	47%	Citizens Panel		√	
Public perception: people who think Newport is becoming a better place to live	42%	Citizens Panel		√	
Public sector jobs	33%	ONS			√
SME density (number of SME's per 10,000 people)	196.78	ONS		√	
Tourism value	£248m	STEAM model		√	
Tourism visitor numbers	£2.49m	STEAM model		√	

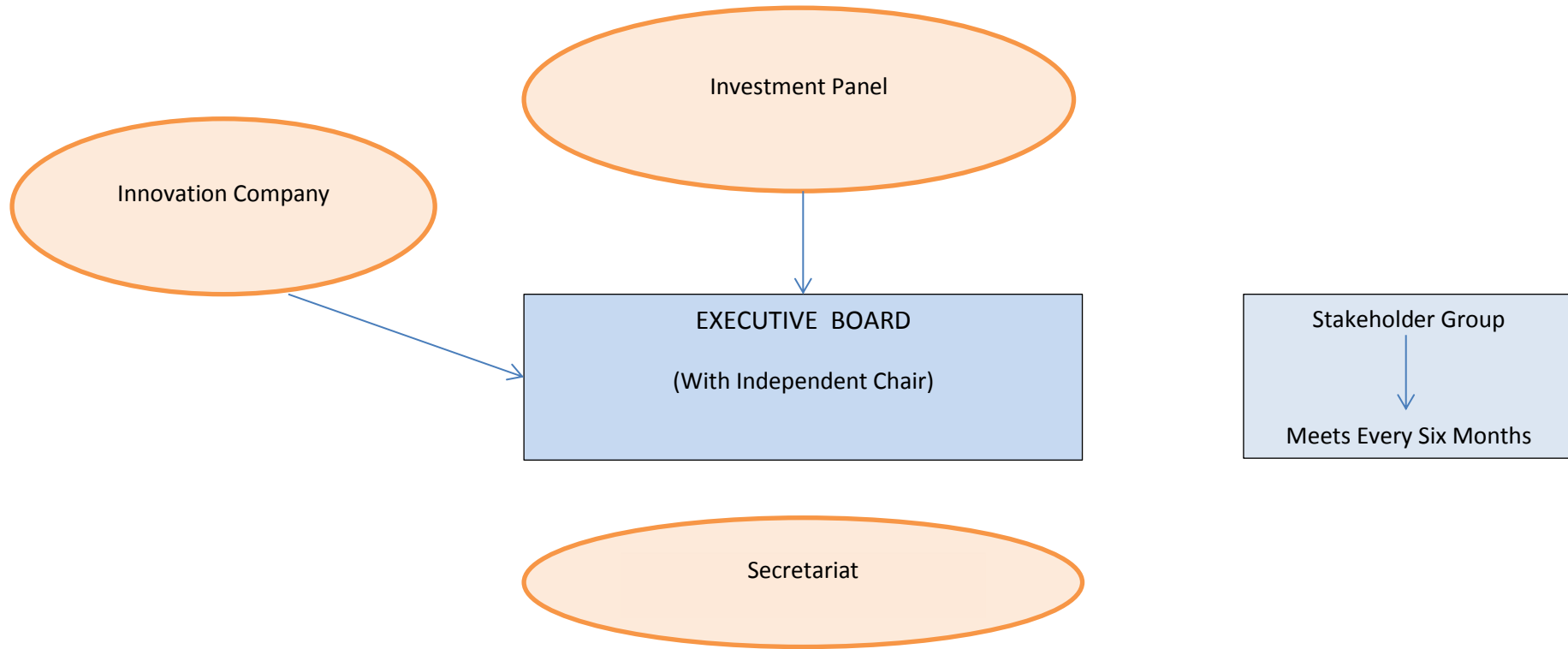
## Appendix 4: Glossary of Terms

Business Improvement District (BID)	BIDs bring together businesses and other stakeholders in a defined geographical area, so they can develop projects and activities which will help boost the local economy <sup>20</sup>
Cardiff City Region	A collection of the 10 Local Authorities in South East Wales, brought together to work together and collaborate on projects and plans for the area. The aim being to enhance the potential for economic growth as a region.
Communities First	A Welsh Government Tackling Poverty programme which aims to reduce the disparities between deprived and more affluent areas in Wales through supporting those most disadvantaged in deprived areas.
Destination Management Plan	A Plan for supporting activity covering a recognised area (or destination). It provides a framework for supporting and developing the area as a visitor destination, identifying key projects and stakeholders.
European Social Funds	A revenue fund delivered through the Welsh European Funding Office, to support activity aimed at raising skills and employment
Families First	A Welsh Government Initiative aimed at improving the outcomes for children, young people and families.
Flying Start	A Welsh Government Programme that supports children under 4 years of age in deprived areas of Wales
Great Western City	An initiative between Newport, Cardiff and Bristol to work collaboratively to boost the economy of the region.
GVA	Measures the contribution to the economy of each individual producer, industry or sector. It is the value of the amount of goods and services that have been produced, less the cost of all inputs and raw materials that are directly attributable to that production <a href="https://www.gov.uk/government/statistics">https://www.gov.uk/government/statistics</a> )
JSA	Job Seekers Allowance
LEADER	A Programme that falls under the Welsh Government's Rural Development Programme, an EU funded programme that will run from 2014-2020. LEADER is a method of delivering development in local rural communities, innovative responses to old and new rural problems and for testing out new ways of meeting the needs of rural communities.
Local Development Plan (LDP)	A Plan that will guide planning and development across Newport up to 2026
Local Development Strategy (LDS)	A Strategy developed through consultation that sets out the priorities of the Vale of Usk LEADER Group
Local Service Board (LSB)	A partnership of local public, private and third sector organisations working together to ensure local services meet the needs of, and improve the quality of life of local people.
NEET's	Not in Education, Employment or Training
Single Integrated Plan (SIP)	A plan identifying key priorities and programmes for the LSB, providing its vision for improving the city.
South East Wales	Made up of the 10 Local Authorities of Blaenau Gwent, Bridgend,

<sup>20</sup> <http://gov.wales/topics/housing-and-regeneration/grants-and-funding/business-improvement-districts/?lang=en>

	Caerphilly, Cardiff, Merthyr Tydfil, Monmouthshire, Newport, Rhondda Cynon Taff, Torfaen and Vale of Glamorgan
STEM	Science, Technology, Engineering and Mathematics
Vale of Usk	Boroughs of Newport City Council and Monmouthshire County Council working together to deliver the RDP LEADER Programme
Vibrant and Viable Places (VVP)	Welsh Governments Regeneration Framework
Welsh Index of Multiple Deprivation (WIMD)	The official measure of deprivation across small areas of Wales. The Index is made up of eight separate domains (or types) of deprivation: income; employment; health; education; access to services; community safety; physical environment and housing

*Appendix 5: Newport Economic Network*



Sector Groups						
Digital	Tourism/ Hospitality	Retail	Professional Services	Adv Engineering/ Manufactur- ing	History/ Heritage/ Culture	Sport