



# Regeneration and Economic Development Service Plan 2022-24

## Contents

## Page No.

Introduction	X
Transformation Plan / Service Area Projects	X
Objectives and Actions 2022-24	X
Performance Measures	X
Risk Register	X

Leader of the Council and Cabinet Member for Economic Growth and Strategic Investment	Jane Mudd
Cabinet Member for Strategic Planning, Regulation and Housing	James Clarke
Cabinet Member for Community Well-being	Deb Harvey
Chief Executive	Beverly Owen
Head of Service	Tracey Brooks

## **Introduction**

Newport City Council's Corporate Plan 2022-27 has four Well-being Objectives to support its mission '*a fairer, greener, ambitious Newport for everyone*' and contribute towards Wales' Well-being Goals set in the Well-being of Future Generations Act. To support the delivery of these objectives and strategic priorities, each service area has developed their service plan. The Regeneration and Economic Development Service Plan 2022-24 outlines its own priorities and how the service will contribute towards the Corporate Plan and deliver continuous improvement.

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

## **Regeneration and Economic Development Objectives**

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

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

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

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

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

# Transformation Plan / Service Area Projects

To support the successful delivery of the Council's Corporate Plan, NCC will have a Transformation Plan that will deliver the strategic programmes and projects that will contribute towards the delivery of the Corporate Plan. Service areas will also be delivering smaller scale projects that will contribute towards continuous improvement in the delivery of services as well as contributing towards the strategic priorities of the Council's Corporate Plan.

Programme / Project Title	Project Overview	Well-being Objective(s) supported (TBC)	Supports Council's Transformation Plan	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
<b>Transporter Bridge/ Visitor Centre</b>	The delivery of the Visitor Centre which will attract visitors into the city generating income and promoting economic growth. This will contribute towards the long term objectives of supporting the maintenance of the Transporter Bridge and expanding upon the cultural offer of Newport. This will support the Council's Economic Growth Strategy, Corporate Plan commitment to re-vitalise the city centre and proposed cultural strategy.	Well-being Objective 1	TBC	Service Manager (MT)	Q4 2023/24
<b>Market Arcade</b>	The Heritage Lottery Heritage Funding has enabled architectural details to be restored and the aim is to reconnect owners, traders and visitors to the role the Market Arcade played in the growth of Newport. This will also support the Council's Economic Growth Strategy and Corporate Plan commitment to re-vitalise the city centre.	Well-being Objective 1	TBC	Service Manager (MT)	Q4 2023/24
<b>IAC Building</b>	Refurbishment of the building to provide high spec office accommodation. Scope of works has now been amended to cover internal fit out of the building following additional funding from CCR. This will support the Council's Economic Growth Strategy, Corporate Plan commitment to re-vitalise the city centre.	Well-being Objective 1	TBC	Service Manager (MT)	Q3 2023/24
<b>Placemaking Programme</b>	Build on the legacy of recently completed projects through the Welsh Government Placemaking Programme. Subject to further grant funding, this fund will enable further investment into the Northern Gateway area of the city, diversifying the offer and mix of uses and adding value to schemes such as the Indoor Market, Info Station and Market Arcade.	Well-being Objective 1	TBC	Service Manager (MT)	Q4 2022/23

Programme / Project Title	Project Overview	Well-being Objective(s) supported (TBC)	Supports Council's Transformation Plan	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
<b>Information Station</b>	Relocation of the Council's Customer Services to the Central Library and Museum building and redevelopment of the office space into co-working and tech incubation space for Tramshed Tech. This will support the Council's Economic Growth Strategy and Corporate Plan commitment to re-vitalise the city centre.	Well-being Objective 1 Well-being Objective 4	TBC	Service Manager (MT)	Q4 2022/23
<b>Newport Replacement Development Plan (RLDP)</b>	Creation of an LDP is a statutory duty. The plan will include policies used to determine all planning applications in Newport. It will also identify land for development, helping with economic growth, and it will protect and enhance our best environmental and historical assets. This is in line with the Corporate Plan's priority to support sustainable economic growth and strong placemaking across our communities.	Well-being Objective 1 Well-being Objective 2	TBC	Service Manager (AF)	Q3 2025/26
<b>DWP Programme Restart</b>	The new £2.9 billion Restart scheme announced at the Spending Review on 25 November 2020, will give Universal Credit claimants who have been out of work for at least 12 months enhanced support to find jobs in their local area. Restart will break down any employment barriers that could be holding them back from finding work. Providers will work with employers, local government, and other partners to deliver tailored support for individuals. This supports Council's Economic Growth Strategy and Corporate Plan commitment to provide equitable opportunities for people to retrain, learn new skills and find long term work.	Well-being Objective 1	TBC	Economic Development Team Manager (LP)	Q4 2025/26
<b>City Centre Leisure and Well-being Centre</b>	New leisure centre facility to be constructed on Riverside site adjacent to the City centre and knowledge quarter. Building will include fully accessible leisure pool facility and sports venues with café and room hire availability. Design innovation will help achieve BREEAM excellence and carbon zero options. Project is being supported with a grant from Welsh Government and will maintain	Well-being Objective 1 Well-being Objective 2	TBC	Service Manager (MT)	Q2 2024/25

Programme / Project Title	Project Overview	Well-being Objective(s) supported (TBC)	Supports Council's Transformation Plan	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
	the offer of swimming, sports and leisure within the city centre. This will support the Council's Corporate Plan commitment to re-vitalise the city centre.				
<b>National Technology Institute</b>	Development of a new training and qualifications facility within the city centre which provides a different learning offer for people and employers looking for non-traditional training and qualifications to meet the changing needs of businesses. This will be an employer led facility where course content and duration reflects the needs of existing and growing businesses.	Well-being Objective 1	TBC	Service Manager (MT)	Q3 2025/26
<b>Shared Prosperity Funding Programme</b>	In April 2022 the UK Government published details of the new £2.6bn Shared Prosperity Fund which seeks to support the Government's Levelling Up objectives in three investment priority areas: <ul style="list-style-type: none"> <li>•Communities and Place</li> <li>•Supporting Local Business; and</li> <li>•People and Skills</li> </ul> There is also a fund called Multiply, which seeks to improve adult numeracy skills. Newport's allocation of funding is just over £27m for core spend and a further £5.6m for Multiply over the next 3 years.	Well-being Objective 1  Well-being Objective 2	TBC	Service Manager (MT)	Q4 2025/26

## Workforce Development

To support workforce development across the Regeneration and Economic Development, the following actions have been identified as priority between 2022-24.

Action	Outcome(s) of Action Delivery	Responsible Officer (Service Manager)	Action Start Date	Anticipated Completion Date
Regeneration and Economic Development to review their areas to identify opportunities for development and introducing new apprenticeship, trainee and graduate schemes.	Improve RED resilience and future succession planning.	Service Manager (AF)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024
Regeneration and Economic Development Service Managers in collaboration with Human Resources undertake a review of job descriptions to identify future skill and knowledge gaps.	This review will identify the future skills and needs required to deliver RED services and support any future strategic structure reviews.	Service Manager (AF)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024
Regeneration, and Economic Development in collaboration with Human Resources review succession plans in the service area.	Build up resilience in the service area and as part of its talent management encourage and develop skills of staff to enable succession planning.	Service Manager (MT)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024

# Service Area Objectives and Action Plan 2022-24

<b>Objective 1</b>		<b>Encourage and support continued economic growth within the City, with particular focus on strategic projects and regeneration in the City Centre.</b>				
<b>Objective Outcome(s)</b>		To provide long term opportunities for economic growth in Newport and the city centre. Economic growth and regeneration will provide opportunities to improve the vibrancy of the city as well as provide opportunities for new jobs and skills for communities in Newport and the wider region.				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		Corporate Plan 2022-27 Economic Growth Strategy City Centre Masterplan Replacement Local Development Plan				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 1</b> - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.				
<b>Well-being Strategic Priorities Supported</b>		<b>WBO 1 / Strategic Priority 1</b> - Newport will have a robust economic strategy and replacement Local Development Plan to support sustainable economic growth and strong placemaking across Newport's communities. <b>WBO 1 / Strategic Priority 2</b> - Lead and collaborate to attract major investment into the city and support our local entrepreneurs to thrive and bring prosperity to Newport's communities. <b>WBO 1 / Strategic Priority 3</b> - Re-vitalise its city centre and wider communities to benefit families, businesses, and visitors. <b>WBO 1 / Strategic Priority 4</b> - Become a destination that celebrates cultural diversity, heritage and delivers elite sporting events. <b>WBO 1 / Strategic Priority 8</b> - Become a living wage city helping people out of poverty and provide opportunities to retrain, learn new skills and find long-term work.				
<b>Objective Owner(s)</b>		<b>Service Manager (MT)</b>				
<b>Communication Support / Promotion (Yes / No)</b>		Yes				
<b>Reference</b>	<b>Action</b>	<b>Action Outcome(s)</b>	<b>Strategic Priority / Self-Assessment / Continuous Improvement</b>	<b>Action Owner (Service or Team Manager)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>
1	Encourage inward investment and support growth of new and existing businesses within the City, through proactive business support and as part of Regional partnerships.	Newport attracts new businesses into the City through our excellent geographic location and connectivity, and strengthens our existing growth sectors in tech, digital, data, advanced manufacturing and hospitality. Existing businesses are supported to grow and we create a resilient and sustainable business mix across the city. Proactive place marketing will be undertaken and the Investment Prospectus will be updated and used at appropriate investment and marketing events to raise investor awareness in Newport.	WBO 1 / Strategic Priority 1 WBO 1 / Strategic Priority 2	Service Manager (MT)	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024
2	Secure Funding from sources such as the Targeted Regeneration and Investment	Additional funding being secured to support new uses and improved buildings and spaces in	WBO 1 / Strategic Priority 2 WBO 1 / Strategic Priority 3	Service Manager (MT)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2024



	fund, Heritage Lottery Fund and UK Government funding for regeneration projects in the City Centre, including placemaking projects and strategic projects.	the City Centre as well as strategic regeneration projects which have the potential to bring increased footfall, employment or investment to the City.	WBO 1 / Strategic Priority 4			
3	Development of a new Placemaking Plan for the City Centre which provides a targeted framework for regeneration, refurbishment and investment across the City Centre.	An update to the City Centre Master Plan which builds upon key projects which have been delivered such as the Indoor Market, Market Arcade and 4* Chartist Hotel. The plan will consider the need for green spaces and also reflect the projects in progress including the relocation of the Information Station, the development of a new leisure and well-being centre and National Technology Institute.	WBO 1 / Strategic Priority 2 WBO 1 / Strategic Priority 3	Service Manager (MT)	1 <sup>st</sup> January 2023	31 <sup>st</sup> March 2024
4	Understand the economic benefits associated with the designation of a Freeport which includes Newport and what the most appropriate operating model would be.	Working with partners including CCR, Western Gateway, Key Cities, we can understand the wider impacts of Freeport status and develop a sound bid.	WBO 1 / Strategic Priority 2	Strategic Economic Development Officer (AS)	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024
5	Develop a Local Investment Plan for the Shared Prosperity Funding which has been awarded to Newport.	The Local Investment Plan will reflect the priorities of the approved Regional Investment Plan and ensure that residents and stakeholders have the opportunity to shape and influence where funding is spent locally.	WBO 1 / Strategic Priority 1 WBO 1 / Strategic Priority 2	Strategic Economic Development Officer (AS)	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2025

<b>Objective 2</b>		<b>Creating a vibrant and proud city where our tourism, destination, culture, leisure and heritage offer will be improved and promoted through events and marketing.</b>				
<b>Objective Outcome(s)</b>		More people visiting Newport, improved marketing of the Newport 'offer', and better understanding and promotion of the heritage and cultural diversity of the City				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27 Economic Growth Strategy City Centre Masterplan Replacement Local Development Plan</b>				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 1</b> - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.				
<b>Well-being Strategic Priorities Supported</b>		<b>WBO 1 / Strategic Priority 1</b> - Newport will have a robust economic strategy and replacement Local Development Plan to support sustainable economic growth and strong placemaking across Newport's communities. <b>WBO 1 / Strategic Priority 3</b> – Re-vitalise its city centre and wider communities to benefit families, businesses and visitors <b>WBO 1 / Strategic Priority 4</b> - Become a destination that celebrates cultural diversity, heritage and delivers elite sporting events.				
<b>Objective Owner(s)</b>		<b>Service Manager (MT)</b>				
<b>Communication Support / Promotion (Yes / No)</b>		Yes				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	Develop and adopt a Cultural Strategy	An important part of the delivery of this objective is the creation of a robust and ambitious strategy which has been developed through engagement and collaboration with our communities. The strategy will capture what makes Newport a rich, diverse and proud City and what we will do to develop, promote and celebrate our culture and heritage.	WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4	Culture & Heritage Team Manager	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024
2	Review and promote our Museum and Art Gallery offer to encourage more engagement and interaction, ensuring that opportunities to host new collections and events are explored.	The provision of spaces and technology which showcases our art and heritage artefacts in a stimulating and interactive way which is also accessible and inclusive. This will contribute towards our commitment to promote Newport as a destination for our communities and visitors to explore and celebrate our culture and heritage.	WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4	Culture & Heritage Team Manager	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024
3	To develop a long term strategy for the storage and display of the medieval ship.	Through collaboration with Welsh Government and other strategic partners we shall	WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4	Culture & Heritage Team Manager	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2024

		develop a long term strategy that will secure a permanent location for the medieval ship as a key tourist attraction for the City. This will contribute towards our commitment to promote Newport as a destination for our communities and visitors to explore and celebrate our heritage.				
4	Review and update the destination management plan to reflect the Newport offer in a proactive and engaging way.	Better promotion of Newport using proactive and targeted marketing can support inward investment opportunities and the visitor economy.	WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4	Destination Development Manager	1 <sup>st</sup> April 2021	31 <sup>st</sup> December 2023
5	Successful delivery of corporate events and support with the delivery of elite sport and community events which reflects our cultural, sport, leisure and heritage offer.	Through collaboration with national organisations, Newport Live and ICCW, we can continue to promote and host international events. We will also support community groups and stakeholders to develop a calendar of inclusive and accessible events will give the City a positive vibrancy and raise awareness of our heritage and our cultural diversity.	WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4	Destination Development Manager	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024
6	Develop a Place Marketing Plan which promotes Newport as a great place to live, work, learn, visit and invest in.	The place website is an effective and interactive platform to promote Newport. Alongside effective use of social media to raise awareness of local events, activities and our local heritage, we can ensure that visitors and residents are fully informed and recognise the positive benefits of being part of the Newport community and visiting the City. The Investment Prospectus will also be updated and used at appropriate events to raise investor awareness in Newport.	WBO 1 / Strategic Priority 1 WBO 1 / Strategic Priority 4	Strategic Economic Development Officer (AS)	1 <sup>st</sup> September 2022	31 <sup>st</sup> December 2023
7	Consider opportunities which deliver improved access to sports and leisure facilities across our venues, both for	In partnership with established sporting organisations and with Newport Live, a range of sports and leisure activities are	WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4	Service Manager (MT)	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024

	<p>leisure, amateur and elite activities, including hosting international, national and regional events.</p>	<p>delivered at various levels across the City. By working in partnership we can secure funding opportunities to ensure that we continue to offer residents, aspiring athletes and elite athletes with facilities and events which enable them to enjoy sport and achieve their potential. This includes spectator sport and our continued involvement with events which showcase facilities in Newport and support the visitor economy.</p>				
--	--------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--	--

<b>Objective 3</b>		<b>Working towards being a Living Wage City by working in partnership with businesses to gain accreditation as Living Wage Employers and helping Newport residents to retrain, learn new skills and find long term work</b>				
<b>Objective Outcome(s)</b>		Being a recognised Living Wage City with an increased number of accredited employers and more people employed by Newport based accredited employers. To ensure that Newport residents have access to support and training which enables them to improve skills, educational outcomes & employment opportunities.				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</b>				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 1</b> - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.				
<b>Well-being Strategic Priorities Supported</b>		<b>WBO 1 / Strategic Priority 8</b> - Become a living wage city helping people out of poverty and provide opportunities to retrain, learn new skills and find long-term work.				
<b>Objective Owner(s)</b>		<b>Service Manager (MT)</b>				
<b>Communication Support / Promotion (Yes / No)</b>		<b>Yes</b>				
<b>Reference</b>	<b>Action</b>	<b>Action Outcome(s)</b>	<b>Strategic Priority / Self-Assessment / Continuous Improvement</b>	<b>Action Owner (Service or Team Manager)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>
1	Become a recognised Living Wage City	Working together with communities and businesses we will seek to tackle issues of low pay within Newport. We will seek to bring together a group of prominent Newport employers to form a Living Wage Action Group and develop a 3 year action plan to make Newport a Living Wage City.	WBO 1 / Strategic Priority 8	Service Manager (MT)	1 <sup>st</sup> November 2022	31 <sup>st</sup> October 2025
2	Delivery of employment and skills support across the City.	Ensuring there is access to suitable and accessible venues and facilities for the delivery of employment and skills support in order to increase numbers of people accessing and benefitting from employment support. This will result in improved access to digital facilities and improved skills, educational outcomes & employment opportunities. • Ensure our diverse communities are appropriately supported through tailored interventions specific to their needs.	WBO 1 / Strategic Priority 8	Team Manager – Work & Skills (LP)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024

		<ul style="list-style-type: none"> <li>Provide people with the resources and support that they need to move out of the crisis, considering in particular the impact that Covid19 has had on our minority and marginalised communities.</li> </ul> <p>Develop opportunities for community involvement participation and engagement.</p>				
3	Provide employment and skills support for young people aged 16 to 24 through the Young Person's Guarantee	<p>Engage 200 young people aged 16 to 24.</p> <p>70 Job starts. 50 young people with additional Qualifications 10 young people in Further Education 6 young people supported into Volunteering/ Placements</p>	WBO 1 / Strategic Priority 8	Team Manager – Work & Skills (LP)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2025
4	Continue to develop skills and qualification opportunities through the Youth Academy in order to reduce the number of young people not in employment, education or training (neet)	<p>Working with 49 young people to deliver the following targets annually.</p> <p>Positive Progression Rate – 75% Activity Success Rate – 65% Attendance – 85%</p>	WBO 1 / Strategic Priority 8	Team Manager – Work & Skills (LP)	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2026
5	Provide employment and skills support through the DWP Restart Employability Programme	<p>Assist long term unemployed residents and offer training and qualifications to help resident's secure sustainable employment and to reduce in-work poverty.</p> <p>Achieve all Customer Service Standards and programme outcome targets in line with DWP and Serco expectations</p>	WBO 1 / Strategic Priority 8	Team Manager – Work & Skills (LP)	1 <sup>st</sup> June 2021	31 <sup>st</sup> March 2025
6	Organise and support the delivery of job fairs and recruitment activities to connect employers with the local workforce	<p>With partners, deliver at least one event per quarter. This may be single sector or across multiple sectors.</p>	WBO 1 / Strategic Priority 8	Team Manager – Work & Skills (LP)	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2026

<b>Objective 4</b>		<b>Support the sustainable and resilient growth of the City and seek to protect heritage and relevant landscape features through effective use land use planning regulations</b>				
<b>Objective Outcome(s)</b>		Newport Council will have a replacement Local Development Plan which will support the sustainable and resilient growth of Newport. The LDP will also support the Council's delivery of its Climate Change Plan and Local Area Energy Plan.				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</b> <b>Replacement Local Development Plan</b> <b>Economic Growth Strategy</b> <b>Newport City Centre Master Plan</b> <b>Climate Change Plan 2022-27</b>				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 1</b> – Newport is a thriving and sustainable city supported by inclusive economic growth, an excellent education system and skilled communities. <b>Well-being Objective 2</b> – Newport is a city that protects and enhances the environment connected by sustainable travel and digital links.				
<b>Well-being Strategic Priorities Supported</b>		<b>WBO 1 / Strategic Priority 1</b> - Newport will have a robust economic strategy and Replacement Local Development Plan to support sustainable economic growth and strong placemaking across Newport's communities. <b>WBO 1 / Strategic Priority 2</b> - Lead and collaborate to attract new investment into the City as well as supporting our local entrepreneurs to thrive in order to bring prosperity to Newport's communities. <b>WBO 1 / Strategic Priority 3</b> - Re-vitalise its City Centre and surrounding communities to ensure that spaces meet the needs of families, businesses and visitors. <b>WBO 1 / Strategic Priority 4</b> - Become a destination for its communities and visitors to celebrate its cultural diversity, its heritage and deliver elite sporting events. <b>WBO 2 / Strategic Priority 1</b> - Become a net zero carbon council and city through the delivery of the Council's Organisational Climate Change Plan and Local Area Energy Plan. <b>WBO 2 / Strategic Priority 2</b> - Collaborate and involve developers, communities, and businesses to create buildings for working and living in that are sustainable, affordable and enhance the environment.				
<b>Objective Owner(s)</b>		<b>Service Manager (AF)</b>				
<b>Communication Support / Promotion (Yes / No)</b>		Yes				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	Adopt a replacement Local Development Plan which will provide the land use planning framework for the growth and protection of Newport up until 2036.	An up to date development plan which reflects the economic growth ambitions of the City whilst also seeking to protect historic buildings and landscape features from inappropriate development. The new plan will seek to embed climate change and sustainability at its core with Movement and Transport as a main topic area. Replacement LDP to include renewable energy target from the LAEP.	WBO 1 Strategic Priority 1 WBO 1 / Strategic Priority 2 WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4 WBO 2 / Strategic Priority 2 Climate Change Plan	Planning Policy Manager	1 <sup>st</sup> April 2021	31 <sup>st</sup> December 2025
2	Work collaboratively across the Cardiff Capital Region to	Through collaboration we shall contribute towards the development of the Strategic	WBO 1 Strategic Priority 1 WBO 1 / Strategic Priority 2	Service Manager (AF)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2026

	develop a Strategic Development Plan.	Development Plan for the Cardiff Capital Region, in line with the requirements of the Corporate Joint Committee. This will deliver a regional planning policy document which sits between the National Plan, Future Wales and the Council's adopted Local Development Plan. It will focus on issues of regional importance such as green belts and regional growth targets which will inform the replacement local development plan.	WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4 WBO 2 / Strategic Priority 2			
3	Support the development of good quality buildings and places, as well as preserve protected heritage buildings, features and countryside spaces from inappropriate development	Effective decision making through the statutory planning function can help support sustainable economic growth, good quality buildings and strong placemaking across Newport's communities.	WBO 1 Strategic Priority 1 WBO 1 / Strategic Priority 2 WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4 WBO 2 / Strategic Priority 2	Service Manager (AF)	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024
4	Use effective enforcement powers to protect against inappropriate development and bring back some of the City's long standing vacant and derelict properties.	A priority list of properties and sites will be developed and a collaborative approach will be taken across all service areas to use regulatory powers to tackle these properties with a view to seeing them refurbished and brought back into use.	WBO 1 / Strategic Priority 2 WBO 1 / Strategic Priority 3 WBO 2 / Strategic Priority 2	Service Manager (AF)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024
5	Ensure all developments are fully aligned with Planning Policy Wales 11, the Well-being of Future Generations (Wales) Act 2015 and the Placemaking Wales Charter to deliver sustainable development and ensure climate resilience.	The annual LDP monitoring report reviews and evaluates incidences of non-conformity with the development plan. Dip samples are undertaken of planning applications to ensure that sustainable travel is being proposed along with climate resilience measures considered appropriately (flooding, air quality, nature based solutions, heat networks, etc).	WBO 1 / Strategic Priority 1 WBO 2 / Strategic Priority 1 WBO 2 / Strategic Priority 2 Climate Change Plan	Service Manager (AF)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023



# Performance Measures

**Comparator Measure** – Measure which compares its performance to the previous year's performance to assess whether it is performing better or worse. No Targets are set for these measures as they are based upon the level of demand outside of NCC control.

Performance Measure Title / Description	KPI for Corporate Plan (Yes/No)	Frequency (Quarterly / Half-yearly / Annual)	Performance Measure Owners (Service Manager Name)	Name of Data Provider	Actual 20/21	Actual 21/22	Target 21/22	Target 2022/23
Percentage of all planning applications determined in time.	No	Quarterly	Service Manager (AF)	Development Services Technical Support Manager	67.1%	62.4%	65%	<b>65%</b>
Percentage of all planning appeals dismissed	No	Quarterly	Service Manager (AF)	West Area Development Manager	74.1%	76.9%	75%	<b>77%</b>
Number of businesses supported through the provision of advice and guidance	No	Quarterly	Service Manager (MT)	Economic Development Officer	4,114	3,922	400	<b>400</b>
Number of people supported into employment by the work and skills team.	Yes	Half yearly	Team Manager – Work & Skills (LP)	Economic Development Team	221	348	350	<b>350</b>
<b>(New)</b> Number of new affordable housing units provided through planning obligations granted planning permission during the year	Yes	Annual	Service Manager (AF)	Planning Policy Manager	No Data	No Data	Not Applicable	<b>No Target (Baseline Year)</b>
<b>(New)</b> Amount of floorspace brought back into use or developed / redeveloped in the City Centre	No	Annual	Service Manager (MT)	Regeneration Team	No Data	No Data	Not Applicable	<b>No Target (Baseline Year)</b>
<b>(New)</b> Number of events supported or led by the Council	No	Half Yearly	Service Manager (MT)	Destination Development Manager	No Data	No Data	Not Applicable	<b>No Target (Baseline Year)</b>
<b>(New)</b> Number of tourism related visitors	Y	Annual	Service Manager (MT)	Destination Development Manager	n/a	<b>n/a</b>	<b>n/a</b>	<b>4.67m</b>
<b>(New)</b> Number of hits on place website	N	Quarterly	Service Manager (MT)	Marketing Officer	n/a	<b>n/a</b>	<b>n/a</b>	<b>2,000</b>
<b>(New)</b> Number of young people aged 16 to 24 provided with employment and skills support through the Young Persons Guarantee	N	Annual	Service Manager (MT)	Team Manager – Work & Skills (LP)	n/a	<b>n/a</b>	<b>n/a</b>	<b>200</b>
<b>(New)</b> Percentage of young people positively progressing through the Youth Academy.	Y	Annual	Service Manager (MT)	Delivery Manager 1 East	n/a	<b>n/a</b>	<b>n/a</b>	<b>75</b>

# Service Area Risk Register

Risk Title	Risk Description	Risk Owner	Inherent Risk Score	Target Risk Score	Corporate / Service Risk
Replacement LDP is not delivered on time and to budget	Replacement LDP has a strict delivery agreement which was approved by the Council and WG and must be achieved within timeframes.	Service Manager (AF)	9	3	Service Risk
Transporter Bridge / Visitor Centre not delivered to time and budget.	Transporter Bridge visitor centre (inc bridge) is not delivered on time, budget and scope.	Service Manager (MT)	16	6	Service Risk
<b>(New)</b> Leisure Project	Project does not deliver the full scope and benefits expected, including enablement of the Newport Knowledge Quarter	Service Manager (MT)	TBC	TBC	TBC
<b>(New)</b> Shared Prosperity Fund Programme	Newport does not fully utilise its SPF allocation or does not spend its allocation effectively and on the right priorities	Service Manager (MT)	TBC	TBC	TBC