

Agenda



Penderfyniadau Dirprwyedig - Aelod Cabinet ar y Cyd

Dyddiad: Dydd Llun, 6 Mawrth 2023

Eitem

Wardiau Dan Sylw

- 1 Cynllun Gwasanaeth Adfywio a Datblygu Economaidd 2022-24
(Tudalennau 3 - 28)

All Wards

Mae'r dudalen hon yn wag yn

Report

Leader of the Council

Cabinet Member for Strategic Planning, Regulation and Housing

Cabinet Member for Community Well-Being

Part 1

Date: 6 March 2023

Subject Regeneration and Economic Development Service Plan 2022-24

Purpose To agree the Regeneration and Economic Development Service Plan 2022-2024 to support the delivery of the Corporate Plan 2022-27.

Author Head of Regeneration and Economic Development

Ward All

Summary In November 2022, Newport City Council agreed the delivery of the Council's Corporate Plan 2022-27 to deliver an *Ambitious, Fairer, Greener Newport for Everyone*. To support the delivery of the Corporate Plan, each service area has developed their service plan of their objectives and key priorities.

The Regeneration and Economic Development Service Plan 2022-24 has identified four objectives which will support the delivery of the Corporate Plan:

1. Encourage and support continued economic growth within the City, with particular focus on strategic projects and regeneration in the City Centre.
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.
3. Working towards being a Living Wage City by working in partnership with businesses to gain accreditation as Living Wage Employers and helping Newport residents to retrain, learn new skills and find long term work
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

Additionally, the service plan includes the service area's projects and workforce development which will ensure continuous improvement of services. To monitor the delivery of services, the Plan also includes key performance measures and risks which could prevent the service from achieving its objectives and/or impact delivery.

The Plan will be subject to six monthly reviews by the Council's scrutiny committees and will support the Council's annual Well-being and Self-Assessment Report.

Proposal For the Cabinet Members to approve the Regeneration and Economic Development Service Plan to support the delivery of the Corporate Plan.

Action by Head of Service

Timetable Immediate

This report was prepared after consultation with:

- Performance Scrutiny Committee
- Cabinet Members
- Executive Board
- Corporate Management Team
- Head of Finance
- Head of Law and Standards
- Head of People, Policy and Transformation

Signed

Background

In November 2022, Newport City Council approved the Council's Corporate Plan 2022-27 to deliver an *Ambitious, Fairer and Greener Newport for Everyone*. The purpose of the Corporate Plan is to support the Well-being of Future Generations Act in Wales and to improve the delivery of services to the citizens of Newport. The Act requires all public bodies to carry out sustainable development to improve Wales' economic, social, environment and cultural well-being. To meet this statutory requirement, Newport Council must set and publish its Well-being Objectives to maximise its contribution to each of Wales' Well-being Goals. There are seven Well-being Goals set out in the Act:

1. A Prosperous Wales
2. A Resilient Wales
3. A Healthier Wales
4. A More Equal Wales
5. A Wales of Cohesive Communities
6. A Wales of Vibrant Culture and Thriving Welsh Language
7. A Global Responsible Wales

Corporate Plan 2022-27

Newport Council has four Well-being Objectives that are focused on the following areas to meet its overall mission for Newport working to deliver '*an Ambitious, Fairer, Greener Newport for everyone*':

1. Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.
2. Newport is a city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.
3. Newport is a supportive city where communities and care are at the heart of what we do.
4. Newport City Council is an inclusive organisation that places social value, fairness, and sustainability at its core.

To deliver each objective, the Council has identified strategic priorities that it will focus on over the next 5 years. Further detail on the Council's strategic priorities are outlined in the [Corporate Plan](#). Each of these Well-being Objectives support the Well-being of Future Generations Goals.

Service Area Service Plan 2022-24

To support the Corporate Plan, Regeneration and Economic Development has developed its Service Plan 2022-24 which provides an overview of its priorities and how it will contribute towards the delivery of the strategic priorities. The service plan has identified four objectives:

1. Encourage and support continued economic growth within the City, with particular focus on strategic projects and regeneration in the City Centre.
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.
3. Working towards being a Living Wage City by working in partnership with businesses to gain accreditation as Living Wage Employers and helping Newport residents to retrain, learn new skills and find long term work
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

Each of these objectives is supported by an action plan of key work that will be contributing towards the achievement of the objective. The service plan also includes the key programmes and projects which the service area will be delivering during the course of the Corporate Plan. Some of these projects will be contributing towards the Council's Transformation Plan as well as improving the delivery of the services within the service area. The service plan also recognises the workforce development of its staff

to improve the capacity and capability of staff to achieve the Corporate Plan and deliver continuous improvement.

The service plan includes the key corporate and service area performance measures that it will use to monitor and report progress in the delivery of its key services. Where applicable, targets have been set by the service area in which it will assess and report its performance. The service plan also includes its risk register of Corporate and service area risks which could impact on the delivery of the plan and its services.

Monitoring and Reporting of the Service Plan

The delivery of the Service Plan is monitored every quarter using the Council's Management Information (MI) Hub. Each quarter service areas will be required to provide updates in relation to the progress of its:

- Objectives and Actions
- Projects
- Workforce Development Actions
- Performance Measures
- Risks (Overview)

Heads of Service will meet with Cabinet Members throughout the year and update on progress on specific work, projects and risks, as part of their briefings. Every six months (Mid-Year and End of Year Reviews) the Council's service areas will be subject to Scrutiny review on the progress against their Service Plans with a report also presented to the Council's Cabinet. Risks identified in the Corporate Risk Register are subject to quarterly review by the Council's Governance and Audit Committee and Cabinet.

At the end of every financial year, the Council produces its annual Well-being Self-Assessment Report which assesses its progress against the delivery of the Corporate Plan and the governance & performance arrangements to deliver it. Service Plans support the production of this report.

Financial Summary

Service Plans are delivered within the agreed budgets of the service area which was outlined in the Council's budget at the start of the financial year. Monitoring and reporting of the Council's budget is undertaken as part of the Council's financial reporting to Cabinet.

Financial decisions relating to specific projects and service area activity is taken by officers and Cabinet / Cabinet Member(s) as per the Council Constitutions and governance processes.

Appendix 1 – Service Area Service Plan 2022-24

Risks

Risk Title / Description	Risk Impact score of Risk if it occurs* (H/M/L)	Risk Probability of risk occurring (H/M/L)	Risk Mitigation Action(s) What is the Council doing or what has it done to avoid the risk or reduce its effect?	Risk Owner Officer(s) responsible for dealing with the risk?
Corporate Plan Objectives are not achieved as the Council does not have agreed service plans in place.	M	L	Service Plans agreed as per the democratic process and subject to scrutiny review.	Corporate Management Team

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Corporate Plan 2022-27

Regeneration and Economic Development Service Plan 2022-27

Economic Growth Strategy

Local Development Plan

Options Available and considered

1. To agree the Service Area Service Plan to support the delivery of the Council's Corporate Plan 2022-27
2. To request further information and reject the approval of the service plan.

Preferred Option and Why

For the Cabinet Members to approve the Regeneration and Economic Development Service Plan which will provide strategic focus for the service area to contribute towards the successful achievement of the Corporate Plan 2022-27.

Comments of Chief Financial Officer

All services are required to operate within their approved revenue and capital budgets for that financial year / capital programme respectively. Therefore, it is important that all actions and projects contained within all service plans are delivered within the service revenue and capital resources, both internal and external.

Where new/additional on-going and one-off resources are required to deliver transformational and other projects/actions which meet corporate plan priorities; these will need to be approved for funding in the Council's MTFP and annual budgets through the normal processes. As this will give rise to increased budget pressures and challenges, at a most challenging time for Council budgets, services are strongly encouraged to deliver these, wherever possible, from existing resources. In the context of public sector funding over the medium term, any projects of a transformational nature need to deliver savings and/or additional income wherever possible. Such savings and income need to be clearly identified and realised in support of the overall Council medium term financial plan.

Within the plan, there are certain actions and risks that give rise to specific financial considerations. The first of these is the targeted use of external funding for regeneration projects in the city centre which include accessing the Shared Prosperity Fund, Heritage Lottery Fund and UK Government Funding amongst others. It is essential that any revenue or capital match funding and a continued commitment to projects following the end of external investment is identified and dealt with as part of the Council's MTFP. There are also some large scale projects such as the Transporter Bridge, Newport Knowledge Quarter and Leisure Project which carry a risk of overspend, meaning they will need to be monitored very closely using established processes and governance arrangements, with any financial concerns being escalated in a prompt manner.

Comments of Monitoring Officer

There are no legal implications arising from this Report. The Service Area Plan has been prepared in accordance with the Council's performance management framework and reflects both statutory responsibilities and the strategic objectives and priorities of the Council's Corporate Plan for the relevant service area. Key performance measures and service area risks have been identified for the purposes of quarterly monitoring and reporting throughout the term of the Service Plan.

Comments of Head of People, Policy and Transformation

This service plan has been developed to support the achievement of the new Corporate Plan and embeds the well-being goals of the Well-Being of Future Generations (Wales) Act 2015. The service plan and our corporate plan objectives are ambitious and focused on working collaboratively with our staff, residents, and partners to improve service delivery across the city whilst supporting other related plans and strategies, in particular the council's climate change plan. In addition, there is a strong focus on improving the skills of residents supporting the socio-economic duty.

As the Council works towards its new Corporate Plan and subsequent Service Plans, it will be necessary for each service area to consider the workforce required to achieve the objectives as set out. Any staffing impact will be considered, and consultation will take place as and when necessary.

Local issues

None.

Performance Scrutiny Committee

The Service Plan was presented to the Place and Corporate Performance Scrutiny Committee on 28th November 2022. The Feedback and recommendations from the Scrutiny Committee are outlined below and have been considered prior to the approval of the Cabinet Member(s) in this report.

- The Committee were happy with what was presented within the draft Service Plan. The Committee made comment about performance measure **"Number of businesses supported through the provision of advice and guidance"**. Members felt as if the performances measure target could be raised significantly, perhaps twice the amount or higher. Members also wished to ensure that there are enough resources in place to support.

Fairness and Equality Impact Assessment:

For this report, a full Fairness and Equality Impact Assessment has not been undertaken. As part of the Council's Corporate Plan 2022-27, an FEIA was completed to assess the impact of the Corporate Plan which can be found through the link here. In the development of the Service Plan, these have been aligned to the strategic priorities of the Corporate Plan to support its delivery.

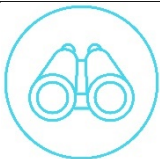

Where specific decisions are required by service areas, a separate FEIA will be completed by the service area and included as part of any proposal for Cabinet / Cabinet Member(s).




Welsh Language Standards:

The final Service Plan will be published in Welsh and English on the Council's website. Where objectives, actions and projects are delivered, these will consider the Welsh Language Standards as required.

Wellbeing of Future Generation (Wales) Act

Under the Well-being of Future Generations Act (Wales) 2015 and its 5 ways of working principles this report supports:

 Long Term	The Objectives set out in the service plan supports the long term Well-being Objectives and strategic priorities of Newport City Council and the wider regional and national delivery. Service areas have considered the short and long term impacts of their objectives and actions in the development of the Plan. In the decision making of the service area in relation to specific projects and work will consider the long term impacts based upon the principles set out in the Well-being Act and as part of any FEIA. As the Plan is delivered the service area will review and consider any emerging opportunities and risks and update the Plan as necessary.
	In the delivery of the service plan, each service area will collaborate locally, regionally and nationally. The service area will also collaborate internally with other service areas and strategic partners as required.

Collaboration	<p>NCC will utilise its existing partnership arrangements such as Gwent Public Services Board (One Newport), Cardiff Capital Region, Gwent Regional Partnership Board and other collaborative arrangements to support the delivery of its objectives.</p> <p>Many of the priorities, programmes and projects in the Plan are building on what the Council has set out in its strategies and plans as well as the priorities set at national and regional levels in Wales.</p> <p>As we progress in the delivery of this Plan we will be working across all sectors whether this is private, public sector, not for profit and voluntary groups to share ideas, find innovative and sustainable solutions to tackle the many issues faced by the Council, communities and businesses.</p>
 Involvement	<p>Newport City Council's Corporate Plan has set out four key principles:</p> <p>Fair and inclusive – We will work to create fairer opportunities, reduce inequalities in our communities, and encourage a sense of belonging.</p> <p>Empowering – We will work with and support communities, groups, and partners to thrive.</p> <p>A listening council – The views of communities, service users and partners will shape the services we deliver and the places you live in.</p> <p>Citizen Focussed – Everyone who works and represents Newport City Council will put the citizen first, focusing on our core organisational values</p> <p>In the delivery of the service plans, service areas will be using existing mechanisms such as the FEIA process, Consultations, focus groups and general compliments, comments and complaints processes to involve stakeholders in the decision making of key projects, objectives and actions.</p> <p>Service Areas will be contributing towards the Council's Strategic Equality Plan and Participation Strategy to enable citizens, and other key stakeholders to contribute towards the delivery and improvement of services.</p>
 Integration	<p>The service plan supports the Council's Corporate Plan 2022-27 and its Well-being Objectives. Within each Plan, they have identified where their own objectives contribute towards the delivery of the Plan.</p> <p>As we progress with the delivery of the Corporate Plan and service plans we will be working with our local and regional partners to help support the achievement of ours and their vision and objectives. For example, Newport Council will be working with Cardiff Capital Region, Gwent Public Services Board, Regional Partnership Board and the individual organisations to ensure there is synergy in our aims for Newport and to ensure Newport maximises the opportunities offered through integrated approaches that will benefit Newport's communities.</p> <p>Service plans are also aligned to the Council's Strategies such as Climate Change Plan and Digital Strategy as examples. Where there are specific actions to deliver these, the service plans have integrated these into its objectives.</p> <p>As we deliver against our Well-being Objectives and priorities, the Corporate Plan will evolve, considering the ongoing external and internal changes of the organisation and the city. As an organisation we regularly review and challenge ourselves on our objectives, priorities and Plans to ensure they reflect the priorities of communities and the Council.</p> <p>This will also mean considering and integrating the Well-being Act's sustainable principle and of 5 ways of working, Equality Impact Assessment including Socio-economic duty, and Marmot principles in the decisions we make.</p>
 Prevention	<p>Each of the objectives have considered the actions that we will need to take now to prevent problems from taking place or getting worse across our communities and Council services in the long-term. The Corporate Plan provides many opportunities to tackle the increasing demand faced by our services and getting to the root causes of these pressures.</p> <p>Service Plans have included objectives and actions which aim to prevent the issues being faced now and to find long term solutions to prevent impacts on future generations.</p> <p>Through involvement and collaboration with our partners, communities and businesses we will be designing and delivering services to improve their outcomes and ensure long term sustainability for communities and the Council.</p>

Consultation

See Scrutiny comments above.

Background Papers

Corporate Plan 2022-27

Dated: 6 March 2023

Mae'r dudalen hon yn wag yn



Regeneration and Economic Development Service Plan 2022-24

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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 to deliver an *Ambitious, Fairer and Greener Newport for Everyone* and contribute towards Wales' Well-being Goals set in the Well-being of Future Generations Act. To support the delivery of these objectives 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

Programme / Project Title		Project Overview	Well-being Objective(s) supported	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
Tudor on 14	Transporter Bridge/ Visitor Centre	The delivery of the Visitor Centre which will attract visitors into the city generating income and promoting economic growth. This will contribute towards the long term objectives of supporting the maintenance of the Transporter Bridge and expanding upon the cultural offer of Newport. This will support the Council's Economic Growth Strategy, Corporate Plan commitment to re-vitalise the city centre and proposed cultural strategy.	Well-being Objective 1	Service Manager - Regeneration	Quarter 4 2023/24
	Market Arcade	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	Service Manager - Regeneration	Quarter 4 2023/24
	Former IAC Building, Mill Street	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	Service Manager - Regeneration	Quarter 3 2023/24
	Placemaking Programme	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	Service Manager - Regeneration	Quarter 4 2022/23
	Information Station	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	Service Manager - Regeneration	Quarter 4 2022/23
	Newport Replacement Local Development Plan (RLDP)	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	Well-being Objective 1 Well-being Objective 2	Service Manager - Regeneration	Quarter 3 2025/26

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
	historical assets. This is in line with the Corporate Plan's priority to support sustainable economic growth and strong placemaking across our communities.			
Department for Work and Pensions (DWP) Restart Programme	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	Economic Development Team Manager	Quarter 4 2025/26
City Centre Leisure and Well-being Centre	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 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.	Well-being Objective 1 Well-being Objective 2	Service Manager - Regeneration	Quarter 2 2024/25
National Technology Institute	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	Service Manager - Regeneration	Quarter 3 2025/26
Shared Prosperity Funding Programme	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: •Communities and Place •Supporting Local Business; and •People and Skills 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	Service Manager - Regeneration	Quarter 4 2025/26

Workforce Development

To support workforce development across the Regeneration and Economic Development (RED), 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 – Planning & Development	1 st April 2021	31 st 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 – Planning & Development	1 st April 2021	31 st 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 - Regeneration	1 st April 2021	31 st March 2024

Service Area Objectives and Action Plan 2022-24

Objective 1		Encourage and support continued economic growth within the City, with particular focus on strategic projects and regeneration in the City Centre.				
Objective Outcome(s)		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.				
Corporate Strategy and/or Strategic Plan supported (If Applicable)		Corporate Plan 2022-27 Economic Growth Strategy City Centre Masterplan Replacement Local Development Plan				
Well-being Objective Supported (If Applicable)		Well-being Objective 1 - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.				
Well-being Strategic Priorities Supported		WBO 1 / Strategic Priority 1 - Newport will have a robust economic strategy and replacement Local Development Plan to support sustainable economic growth and strong placemaking across Newport's communities. WBO 1 / Strategic Priority 2 - Lead and collaborate to attract major investment into the city and support our local entrepreneurs to thrive and bring prosperity to Newport's communities. WBO 1 / Strategic Priority 3 - Re-vitalise its city centre and wider communities to benefit families, businesses, and visitors. WBO 1 / Strategic Priority 4 - Become a destination that celebrates cultural diversity, heritage and delivers elite sporting events. WBO 1 / Strategic Priority 8 - Become a living wage city helping people out of poverty and provide opportunities to retrain, learn new skills and find long-term work.				
Objective Owner(s)		Service Manager (MT)				
Communication Support / Promotion (Yes / No)		Yes				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
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 - Regeneration	1 st April 2022	31 st 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 - Regeneration	1 st April 2019	31 st 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. We will use the Council's sustainable procurement model, which underpins the Council's programme of Community Wealth Building, in order to support the local economy and local supply chains.	WBO 1 / Strategic Priority 4			
Tudalen 18 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 - Regeneration	1 st January 2023	31 st 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	1 st September 2022	31 st 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	1 st April 2022	31 st March 2025

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 Outcome(s)		More people visiting Newport, improved marketing of the Newport 'offer', and better understanding and promotion of the heritage and cultural diversity of the City				
Corporate Strategy and/or Strategic Plan supported (If Applicable)		Corporate Plan 2022-27 Economic Growth Strategy City Centre Masterplan Replacement Local Development Plan				
Well-being Objective Supported (If Applicable)		Well-being Objective 1 - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.				
Well-being Strategic Priorities Supported		WBO 1 / Strategic Priority 1 - Newport will have a robust economic strategy and replacement Local Development Plan to support sustainable economic growth and strong placemaking across Newport's communities. WBO 1 / Strategic Priority 3 – Re-vitalise its city centre and wider communities to benefit families, businesses and visitors WBO 1 / Strategic Priority 4 - Become a destination that celebrates cultural diversity, heritage and delivers elite sporting events.				
Objective Owner(s)		Service Manager (MT)				
Communication Support / Promotion (Yes / No)		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 st September 2022	31 st 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	WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4	Culture & Heritage Team Manager	1 st September 2022	31 st March 2024

		celebrate our culture and heritage.				
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 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.	WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4	Culture & Heritage Team Manager	1 st April 2020	31 st March 2024
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 st April 2021	31 st 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 st April 2021	31 st 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	WBO 1 / Strategic Priority 1 WBO 1 / Strategic Priority 4	Strategic Economic Development Officer	1 st September 2022	31 st December 2023

		appropriate events to raise investor awareness in Newport.				
7	Consider opportunities which deliver improved access to sports and leisure facilities across our venues, both for leisure, amateur and elite activities, including hosting international, national and regional events.	In partnership with established sporting organisations and with Newport Live, a range of sports and leisure activities are 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.	WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4	Service Manager - Regeneration	1 st April 2022	31 st March 2024

Objective 3		Working towards being a Living Wage City by working in partnership with businesses to gain accreditation as Living Wage Employers and helping Newport residents to retrain, learn new skills and find long term work				
Objective Outcome(s)		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.				
Corporate Strategy and/or Strategic Plan supported (If Applicable)		Corporate Plan 2022-27				
Well-being Objective Supported (If Applicable)		Well-being Objective 1 - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.				
Well-being Strategic Priorities Supported		WBO 1 / Strategic Priority 8 - Become a living wage city helping people out of poverty and provide opportunities to retrain, learn new skills and find long-term work.				
Objective Owner(s)		Service Manager (MT)				
Communication Support / Promotion (Yes / No)		Yes				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
Tudalen 22 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 - Regeneration	1 st November 2022	31 st 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	1 st April 2021	31 st March 2024 Emplo

		<ul style="list-style-type: none"> 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. Develop opportunities for community involvement participation and engagement.				
3	Provide employment and skills support for young people aged 16 to 24 through the Young Person's Guarantee	Engage 200 young people aged 16 to 24. 70 Job starts. 50 young people with additional Qualifications 10 young people in Further Education 6 young people supported into Volunteering/ Placements	WBO 1 / Strategic Priority 8	Team Manager – Work & Skills	1 st October 2022	31 st March 2025
Tudalen 23 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)	Working with 49 young people to deliver the following targets annually. Positive Progression Rate – 75% Activity Success Rate – 65% Attendance – 85%	WBO 1 / Strategic Priority 8	Team Manager – Work & Skills	1 st April 2022	31 st March 2026
5	Provide employment and skills support through the DWP Restart Employability Programme.	Assist long term unemployed residents and offer training and qualifications to help resident's secure sustainable employment and to reduce in-work poverty. Achieve all Customer Service Standards and programme outcome targets in line with DWP and Serco expectations	WBO 1 / Strategic Priority 8	Team Manager – Work & Skills	1 st June 2021	31 st March 2025
6	Organise and support the delivery of job fairs and recruitment activities to connect employers with the local workforce.	With partners, deliver at least one event per quarter. This may be single sector or across multiple sectors.	WBO 1 / Strategic Priority 8	Team Manager – Work & Skills	1 st April 2022	31 st March 2026

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				
Objective Outcome(s)		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.				
Corporate Strategy and/or Strategic Plan supported (If Applicable)		Corporate Plan 2022-27 Replacement Local Development Plan Economic Growth Strategy Newport City Centre Master Plan Climate Change Plan 2022-27				
Well-being Objective Supported (If Applicable)		Well-being Objective 1 – Newport is a thriving and sustainable city supported by inclusive economic growth, an excellent education system and skilled communities. Well-being Objective 2 – Newport is a city that protects and enhances the environment connected by sustainable travel and digital links.				
Well-being Strategic Priorities Supported		WBO 1 / Strategic Priority 1 - Newport will have a robust economic strategy and Replacement Local Development Plan to support sustainable economic growth and strong placemaking across Newport's communities. WBO 1 / Strategic Priority 2 - 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. WBO 1 / Strategic Priority 3 - Re-vitalise its City Centre and surrounding communities to ensure that spaces meet the needs of families, businesses and visitors. WBO 1 / Strategic Priority 4 - Become a destination for its communities and visitors to celebrate its cultural diversity, its heritage and deliver elite sporting events. WBO 2 / Strategic Priority 1 - Become a net zero carbon council and city through the delivery of the Council's Organisational Climate Change Plan and Local Area Energy Plan. WBO 2 / Strategic Priority 2 - Collaborate and involve developers, communities, and businesses to create buildings for working and living in that are sustainable, affordable and enhance the environment.				
Objective Owner(s)		Service Manager (AF)				
Communication Support / Promotion (Yes / No)		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 st April 2021	31 st December 2025
2	Work collaboratively across the Cardiff Capital Region to develop a Strategic Development Plan.	Through collaboration we shall contribute towards the development of the Strategic Development Plan for the Cardiff Capital Region, in line with the	WBO 1 Strategic Priority 1 WBO 1 / Strategic Priority 2 WBO 1 / Strategic Priority 3	Service Manager – Planning & Development	1 st October 2022	31 st March 2026

		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 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 – Planning & Development	1 st September 2022	31 st 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 – Planning & Development	1 st April 2021	31 st 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 – Planning & Development	1 st October 2022	31 st 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	Frequency (Quarterly / Half-yearly / Annual)	Performance Measure Owners	Name of Data Provider	Actual 20/21	Actual 21/22	Target 21/22	Target 2022/23
Percentage of all planning applications determined in time.	Quarterly	Service Manager – Planning & Development	Development Services Technical Support Manager	67.1%	62.4%	65%	65%
Percentage of all planning appeals dismissed	Quarterly	Service Manager – Planning & Development	West Area Development Manager	74.1%	76.9%	75%	77%
Number of businesses supported through the provision of advice and guidance	Quarterly	Service Manager - Regeneration	Economic Development Team	4,114	3,922	400	No Target / comparator measure
Number of people supported into employment by the work and skills team.	Half yearly	Team Manager – Work & Skills	Economic Development Team	221	348	350	300
(New) Number of new affordable housing units provided through planning obligations granted planning permission during the year	Annual	Service Manager – Planning & Development	Planning Policy Manager	No Data	No Data	Not Applicable	No Target (Baseline Year)
(New) Amount of floorspace brought back into use or developed / redeveloped in the City Centre	Annual	Service Manager - Regeneration	Regeneration Team	No Data	No Data	Not Applicable	No Target (Baseline Year)
(New) Number of events supported or led by the Council	Half Yearly	Service Manager - Regeneration	Destination Development Manager	No Data	No Data	Not Applicable	No Target (Baseline Year)
(New) Number of tourism related visitors	Annual	Service Manager - Regeneration	Destination Development Manager	n/a	n/a	n/a	4.67m
(New) Number of hits on place website	Quarterly	Service Manager - Regeneration	Marketing Officer	n/a	n/a	n/a	2,000
(New) Number of young people aged 16 to 24 provided with employment and skills support through the Young Persons Guarantee	Annual	Service Manager - Regeneration	Team Manager – Work & Skills	n/a	n/a	n/a	200
(New) Percentage of young people positively progressing through the Youth Academy.	Annual	Service Manager - Regeneration	Delivery Manager 1 East	n/a	n/a	n/a	75

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 – Planning & Development	9	6	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 - Regeneration	12	6	Service Risk
(New) Newport Knowledge Quarter and Leisure Project	Project does not deliver the full scope and benefits expected, including enablement of the Newport Knowledge Quarter	Service Manager - Regeneration	12	4	Service Risk
(New) 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 - Regeneration	12	4	Service Risk

Tudalen 27

Mae'r dudalen hon yn wag yn