

Newport Economic Development Strategy

2011-2015





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Foreword

This is a highly significant document for the Council that sets out our strategy and plan for nurturing economic prosperity in the city over the next five years. It contributes to our vision of Newport as a lively, dynamic, growing city. This strategy is a focus for economic growth that will strengthen the city's contribution to the region.

This strategy is being published at a time of great financial uncertainty and global factors will continue to impact on the economies of Newport and elsewhere. However, the Council is committed to doing everything it can to create the right conditions for new and existing businesses to grow and for new investment to be attracted to the city.

Newport has so much to offer and we have a very good track record in attracting major employers. Companies and organisations like Admiral, Gocompare.com, Panasonic, Tata Steel, the Office for National Statistics and the Ministry for Justice are benefiting from Newport's superb location and committed workforce. Equally, we have home-grown businesses that have achieved great success and of which we can be hugely proud.

Regeneration projects have been changing the face of Newport and are creating real opportunities – we have new offices, new houses, a new railway station and a state of the art university campus in the city centre. Now we look forward to a development which will transform the retail, food and leisure offer in the city centre. All these developments are signs of Newport's ambition, an ability to re-invent itself and a "can do" spirit. We demonstrated it again when we hosted The Ryder Cup and welcomed the world to Newport in 2010.

We intend to harness these strengths as we implement this strategy. We will work in partnership with the private sector and are committed to fostering a positive, business friendly, "can do" culture.

As we deliver on the action plan I firmly believe that more and more businesses will decide that Newport is the smart choice to work, rest and invest.



Councillor Matthew Evans
Leader of the Council

Executive Summary

The Economic Development Strategy (2011 – 2015) forms the agenda and action plan for nurturing and sustaining future economic growth in Newport. It continues the City Council's established commitment to economic growth and partnership working with all other agencies involved in fostering economic prosperity and community regeneration in the city.

Newport has been through enormous structural economic change away from manufacturing and towards a greater proportion of employment in the service sector. The economy has shifted from a manufacturing: services ratio of 30:70 in 2000 to a ratio of 20:80 by 2009 and with over 50% of services now in the public sector. Going forward, Newport needs to broaden its economic base further and stimulate a more private sector business service economy.

Newport must be flexible and responsive to a wide range of business opportunities whilst "raising the bar" above the Wales average on key economic indicators to foster an ambitious and dynamic competitive city.

The following key areas have been identified as corporate economic development priorities. They will involve a host of partner agencies working in collaboration with Newport City Council and existing local businesses:

- Improving Newport's Identity and Image – Creating a Distinct Sense of Place.
- Building a Clear Vision for the Future through Strong Civic Leadership.
- Maximising Newport's Strategic Location through Improved Connectivity.

Actions are also needed to address economic drivers that will shape Newport's competitiveness in attracting and retaining business investment.

The drivers are:

- Business Assets Sites & Premises.
- People – Skills & Talent.
- Climate Change & Adaptation (for Business).
- R&D Business Innovation.
- Business Investment & Funding.

Critical Actions

The most critical actions which will be catalysts for economic change in Newport are:

<p>1. Enhancing the viability and vitality of Newport City Centre Build confidence in Newport's quality of life</p>	<p>6. Achieve a positive & consistent approach to land use planning Build investor confidence in delivery</p>
<p>2. Tackle negative business perceptions Focus on place marketing for Newport</p>	<p>7. Explore the potential for a new Enterprise Zone in Newport Providing targeted business incentives</p>
<p>3. Engage Newport's business leaders in the economic vision As ambassadors for growth and prosperity</p>	<p>8. Promote the City University Campus An icon for Newport's skills & innovation</p>
<p>4. Secure sustainable transport town status Commitment & funding to improve accessibility</p>	<p>9. Continue to invest in local business Business loans & venture capital</p>
<p>5. Lobby for the Ebbw Vale rail link Connecting Newport with its Region</p>	<p>10. Establish Newport as a green business city Deliver infrastructure to tackle climate change</p>

The Vision for Newport



“ a focus for varied economic growth that will strengthen its contribution to the region...
...a lively, dynamic growing city ”



1. Introduction

Newport is a strategically important gateway city to south east Wales. With a long history of economic development and growth, the city has evolved from an historic port, major steel producing and manufacturing town and is beginning to emerge as a dynamic service economy.

This new Economic Development Strategy forms the agenda and action plan for nurturing and sustaining future economic growth in Newport against the backdrop of the ongoing recession. The action points in this strategy have been couched in the current national and global economic trends and respond to the challenges businesses will face going forward. Given the scale and depth of the recession, full economic recovery will extend well beyond the scope of this current strategy but it is nevertheless important to establish the critical foundations from which Newport will again prosper.

This document has been prepared by AECOM in partnership with Newport City Council and builds on the evidence base developed in the 'Baseline Conditions Report 2011' (AECOM February 2011) and the 'Newport LDP Employment Context Paper 2011-2026' (AECOM March 2011). The new Strategy continues the City Council's established commitment to economic growth and partnership working with all other agencies involved in fostering economic prosperity and community regeneration which has been spearheaded through successive economic development strategies.

The Newport Community Strategy and the emerging Local Development Plan reiterate the vision for Newport as "a lively, dynamic growing city" which forms the foundation for this new Economic Development Strategy.

Structure of Report

The rest of this document is structured as follows:

Part One: Understanding Newport

Presents an overview of Newport today, drawing on the key findings from the economic research and analysis presented in the accompanying technical reports.

Part Two: Shaping Newport's Future

Highlights the economic challenges facing Newport in attracting and retaining business investment and sets out the basis for shaping a more competitive place for the future.

Part Three: Delivering Change

Details the priority actions for the Economic Development Strategy in delivering change for Newport and forging a new prosperous economic future.





Part One

Understanding Newport

2. Newport Today A City in Transformation

The background research and supporting documents set out the context for the new Economic Development Strategy (2011-2015) and the challenges Newport faces. The key messages are:

- The UK economy has experienced the longest and deepest recession since the Great Depression of the 1930s. Growth forecasts remain muted for at least the next two years.
- Newport was already managing enormous structural economic change away from manufacturing and towards a greater proportion of employment in the service sector. As shown opposite, the economy has shifted from a manufacturing: services ratio of 30:70 in 2000 to a ratio of 20:80 by 2009 and with over 50% of services now in the public sector.

- Whilst the city recovered from major losses following the closure of Llanwern Steel works in 2002 with a period of strong employment growth, more than 5,000 jobs have since been lost from the Newport economy over the past 4 years or so as the global economic recession took effect.
- Newport's exposure to public-sector service employment also leaves it vulnerable to public sector spending cuts and risks continued economic contraction.
- Furthermore, Newport still reflects the general Wales average in almost all socio-economic indicators – skills, economic activity, employment and business enterprise – this must improve to realise the ambitions of a “dynamic, growing city”.

Newport Total Employment Change 2000 – 2009



Employment Proportions 'Manufacturing to Services' and 'Public Services to Private Services' for 2000 and 2009



3. Newport SWOT Analysis A Critical Reflection

Reflecting on Newport's economic performance over the past decade, as outlined in the 'Baseline Conditions Report 2011' (AECOM February 2011) and taking account of the global economic drivers which will shape future investment decisions we have identified the following strengths, weaknesses, opportunities and threats. These are summarised in the table below and expanded on in turn in the following pages.

Newport must address the Weaknesses and use its Strengths to take advantage of the Opportunities whilst mitigating against the potential Threats to future economic growth. Action points arising from this SWOT analysis must become the focus of Newport's attention if the Vision for Newport is to be realised.

Strengths	Weaknesses	Opportunities	Threats
Location & Connectivity	Poor City Centre Image & Offer	New City University Campus	M4 Congestion – generally
Varied Economic Base	Public Sector Employment Focus	Technical Excellence in Specialist Manufacturing	Severn Tolls into Wales
Significant Regeneration Achieved	Academic Skills/Economic indicators	Sevenside catchment – cost advantages over Cardiff & Bristol	Improving Competition Nationally (UK)
Land Supply & Modern Business Space	Land Constrained – Services/Flood Risks	Back-Office Business Functions to Existing Manufacturing – Consolidation	Continued Squeeze Between Bristol & Cardiff
Good Technical Skills/Labour Force		Local/Regional Logistics – Internet Delivery Growth	Priorities for Valleys and West – Further European Funding.
Credibility in Major Events & Quality Facilities available		M4 Congestion further west	

3.1 Strengths

Newport, and its city centre, must capitalise on its core strengths. Its strengths are its competitive advantage and will be the foundations from which future economic prosperity can be realised.

LOCATION AND CONNECTIVITY

Newport is superbly located on the M4 corridor. The M4 facilitates good road access east to London, the Midlands and South West England and west to Cardiff, Swansea and the ferry ports to Ireland. Newport itself is a port city allowing for large scale bulk movement of goods in and out of the city.

Cardiff and Bristol International Airports are within easy reach, again adding to its high quality connectivity. Newport also sits on the Great Western Train Line giving it excellent rail connectivity across the UK. This has long been a strong and positive feature of Newport's economic success and will continue to be a main focus in promoting the city as a well connected business location.

VARIED ECONOMIC BASE

Over the last decade Newport has evolved economically from an industrial city to one with a mixed and broad economic base. Newport's service sector has grown substantially and whilst manufacturing has contracted overall, there remains an underlying strength in specialist manufacturing activity; notably in metals and other engineering.

MAJOR EVENTS & QUALITY FACILITIES

The success of the Ryder Cup has demonstrated Newport's credentials to host and run major events. The city has also been designated a support centre for the 2012 Olympics recognising the quality of local facilities including the Wales National Velodrome which regularly hosts international cycling events. Further improvements are also planned following the decision by the Welsh FA to establish a centre of football training excellence in Newport reinforcing the potential to host major sporting events.

REGENERATION ACHIEVEMENTS

There is a strong ethos of partnership working promoting the economic and physical regeneration of Newport. Newport Unlimited is the only URC in Wales and has the full support of the Welsh Government as the vehicle to promote Newport's economic recovery. Whilst the recession has taken its toll on the past success, the city has a proven ability to stimulate economic growth and attract new jobs.

LAND SUPPLY & MODERN BUSINESS SPACE

Newport is in a strong position with regard to the supply of appropriate land available for future economic growth. The quality of recent commercial development in and around Newport is superb and the city can offer a wide range of modern business premises. Recent years have seen a strong take-up of employment land, particularly with regard to 'Prestige' and 'Good Industrial' land. Work is needed to unlock some of the physical constraints to development but on present trends there is over 15 years of land supply across a variety of land types.

GOOD LABOUR FORCE TECHNICAL SKILLS

The labour force in Newport has a high level of technical skills which are highly rated and valued by employers. There is also a strong sense of commitment and reliability within the workforce which is regarded important to employers. With good communication links, Newport can also readily draw on a wide pool of labour with a range of technical and professional skills to readily meet employer demands. Positive relationships with Newport University and local FE Colleges also ensure continual improvement in labour market skills to meet changing demands from local and new businesses.

3.2 Weaknesses

Despite Newport's successful transition from an economy based on manufacturing and heavy industry there is still further progress to be made. If Newport wishes to establish itself as a competitive place in which businesses choose to locate a number of challenges still need to be overcome.

POOR CITY CENTRE IMAGE & OFFER

Newport has a poor reputation for both its day and night time offer. The retail offer in Newport has fallen behind that of most local competitors whilst both Bristol and Cardiff have experienced substantial new investment. Continued growth of out-of-town shopping areas weakens the attractiveness of the City Centre. The linear nature of the centre with a secondary shopping area to the southern end of Commercial Street dilutes the City Centre offer and should be addressed via appropriate planning policies. The continuing negative perceptions must be tackled, raising the profile of the achievements and success of Newport's regeneration and other ambitions.

PUBLIC SECTOR EMPLOYMENT FOCUS

The growth of the public sector has been integral to Newport's employment transition from manufacturing to a greater share of employment in the service sector. With increasing constraint on public sector spending, Newport is exposed and vulnerable to cuts and further job losses.

ACADEMIC SKILLS/ ECONOMIC INDICATORS

Newport scores poorly on most economic indicators including qualification levels, income deprivation and economic inactivity. Higher level skills/qualifications and dynamic labour markets are integral to economic success.

LAND SUPPLY CONSTRAINTS

Although there is a good supply of employment land in Newport there remains a potential bottle neck with many sites facing constraints in respect of flood risks and the availability of services. Early attention is needed to fully clarify the nature of the physical constraints and to form an appropriate action plan in partnership with land owners.

3.3 Opportunities

Newport has the potential and the opportunities to enter a new era of economic prosperity and growth. Exploiting the opportunities presented below will be challenging but success will yield lasting results.

ENHANCEMENT OF THE CITY CENTRE

The opportunity exists to develop Newport as a thriving and vibrant city centre which meets the needs of its residents and welcomes a broad range of visitors, shoppers and workers. As the digital age opens up more choice for consumers, so the City Centre can grow.

NEW CITY UNIVERSITY CAMPUS

The new Newport University campus is located in the heart of the city and includes an architecturally distinctive main building. The new campus is the first step in an opportunity to foster a new era of skills creation and economic development.

The University offers a plethora of opportunities including potential for individuals to up-skill creating a greater pool of talent for local businesses to draw-on and business spin-offs from research undertaken at the University. More immediate opportunities are the increased levels of spend associated with student populations as well as the vibrancy they bring to city life.

TECHNICAL EXCELLENCE IN SPECIALIST MANUFACTURING

The long history of specialist manufacturing and heavy industry in Newport has created a high level of technical skills within its labour force. Furthermore, as a result of global economic trends a number of export-oriented manufacturing sectors are growing in importance. These specialist sectors will provide the basis for future economic growth and prosperity.

SEVERNSIDE CATCHMENT & COST ADVANTAGES

Newport can take advantage of a huge population catchment of 1.5m people within just a 45 minute drive time of the city. Sandwiched between two successful city regions there are significant cost advantages to businesses locating in Newport compared with Bristol or Cardiff.

BACK-OFFICE BUSINESS SERVICES – REDUCED COSTS

Newport has a distinctive competitive advantage with regard to its lower business cost base. Business unit rental rates and labour rates tend to be lower in Newport than in Bristol and Cardiff. This provides a tangible benefit to businesses with the potential to attract back-office functions for businesses such as banks and law firms.

ADD-ON BUSINESS FUNCTIONS TO EXISTING MANUFACTURING – BUSINESS CONSOLIDATION

With continued pressure to cut costs there is significant potential for existing manufacturing businesses to consolidate activities in Newport bringing new service/administrative functions alongside their production plant. A positive and flexible planning approach which pro-actively encourages mixed-activity and facilitates flexible buildings will strengthen the attraction of Newport as a core business location.

LOCAL/REGIONAL LOGISTICS – INTERNET DELIVERY GROWTH

The well connected nature of Newport facilitates a number of opportunities in distribution and logistics. The rapid expansion of internet based trade and increasing need for flexibility on stock control reinforces “just-in-time” deliveries and the growth potential in local/regional distribution hubs of all sizes.

M4 CONGESTION ELSEWHERE

With increasing congestion along the M4, there may be potential for Newport to capitalise on opportunities for new business to locate to the east of Newport, drawing traffic off the motorway before the bottlenecks.

3.4 Threats

Global and local economic trends are constantly in a state of change and although this creates opportunities there are also a number of prominent and real external threats.

M4 CONGESTION GENERALLY

Congestion on the M4, although it may yield initial opportunities, is a long term threat to future economic growth in Newport. Congestion and the increased travel times between Newport and other urban areas reduce competitiveness. It is important for the future success of Newport that all transport and communication links remain operating and at a high quality.

IMPROVING COMPETITION NATIONALLY (UK)

In response to the increasingly competitive nature of the global economy the UK economy is also becoming increasingly competitive. As such, in-order to compete both nationally and globally, Newport needs to continue to improve its competitiveness and resist deterioration in performance when compared to other economic centres.

EXTERNAL THREATS TO THE CITY CENTRE

In a similar vein, Newport is under increasing competition from the economic centres of Bristol and Cardiff. Both cities have experienced strong economic growth over the last decade. Cardiff has the advantage as Capital City of Wales and both cities have very strong financial and professional commercial cores. Bristol also has potential to challenge Newport through the continued development of port facilities at Avonmouth and wider distribution and manufacturing activity around Severnside. A new Enterprise Zone has also been established around Temple Meads in the centre of the city. Out-of-town shopping areas pose serious competition to the attractiveness of the City Centre as a shopping destination – this threat, combined with the increase in internet shopping, pose severe challenges to the City Centre retail offer.

PRIORITIES FOR VALLEYS AND THE WEST – FURTHER EUROPEAN FUNDING (CONVERGENCE POST 2013)

It is now apparent that West Wales and the Valleys will be eligible for a further round of European Convergence Funding beyond 2013. This will lead to the continued prioritisation of assisted areas for local funding support to the potential detriment of Newport. It is vital that Newport's strengths outweigh short-term funding incentives for business.





Part Two

Shaping Newport's Future

4. The Challenges for Newport Global Economic Drivers

To remain competitive Newport must work hard to create the conditions for existing and new businesses to grow whilst also attracting new investment, businesses, educated and mobile workers as well as visitors and events. Historically, industrial investment and location decisions were fundamentally predicated on access to basic raw materials and transport costs to reach end markets. Today, the global economic forces and decisions are far more varied and successful city economies must be adaptive to changing conditions. Going forward, Newport must respond to a range of global economic drivers which will shape place competitiveness and economic attraction.

PEOPLE'S SKILLS AND KNOWLEDGE

Knowledge intensive economic activity is attracted to the ready availability of human skills and resources. These are the raw materials of modern business location decisions.

IDENTITY & IMAGE/SENSE OF PLACE

The quality of life, access to housing/safe & secure neighbourhoods and real sense of place/identity and the value attached to cultural amenities are all critical components of a city's offer to attract and retain skilled and mobile labour and raise the confidence for business investment.

BUSINESS CLUSTERS – SITES & PREMISES

Business proximity also drives location decisions. Cities and the urban agenda are firmly setting the pace for economic growth, creating the capacity for businesses to feed off each other, collaborate and share a dynamic labour market pool. A broad portfolio of quality sites and premises is essential to meet the increasingly discerning needs of investors.

CONNECTIVITY – TRANSPORT & ICT

The ease of internal and external movement is critical to ensure regional labour markets work effectively; thereby enhancing the range and variety of places to live. Technological development across industries and sectors continues to move at a substantial pace. Cities need to be positioned to take advantage of new developments and opportunities to remain competitive.

R&D AND INNOVATION

Alongside skills, business innovation is vital to meeting the challenges of the 21st Century and is regarded as the major source of competitive advantage in mature economies in an increasingly competitive global economy. Collaboration among established businesses, start-ups and research led universities maintain the breeding ground for value-added economic growth.

INVESTMENT & FUNDING

The financial markets are hugely constrained in the current economic climate. The limited availability and increased cost of finance is placing businesses under enormous pressure and could potentially constrain growth. What is Newport's credit rating as a business investment location? How do we improve investor confidence? What alternative business financing mechanisms are needed to support growth and manage risk?

CLIMATE CHANGE ADAPTATION & ECO-CITIES

There is a strong political motivation and increasing economic imperative to realise a step-change in environmental sustainability of city growth and development. First mover initiative will provide investment distinctiveness for greener cities. Cities across the UK and internationally are adopting strong climate change policies incorporating "living roofs", renewable energy proposals and improving the green credentials of existing buildings on a widespread scale.

CLARITY OF VISION/CIVIC LEADERSHIP

For businesses to 'buy into' an area it is vital they understand and appreciate the 'offer' of a place and have confidence in its delivery by all the local agents of economic change. A positive 'can do' attitude is essential to instil investment confidence. These global economic drivers cut across all business sectors and activities. Successful places will be those economies which properly tackle the generic demands of business investment, building confidence and commitment for the future.

5. Newport Going Forward Forging a Competitive Place

Going forward, Newport must re-invent itself once again. A comprehensive response to “competitive place” is required bringing a more cohesive approach on many fronts to attract and retain business investment.

Given where Newport is today – almost a microcosm of Wales in terms of economic indicators – action is needed to address each one of the key economic drivers identified in Section 4 above. There is crucial need to broaden the economic base and stimulate a more private sector business service economy – complimentary to, not competing with, Cardiff & Bristol. Businesses in Newport need to have access to leading edge technologies and their associated infrastructure.

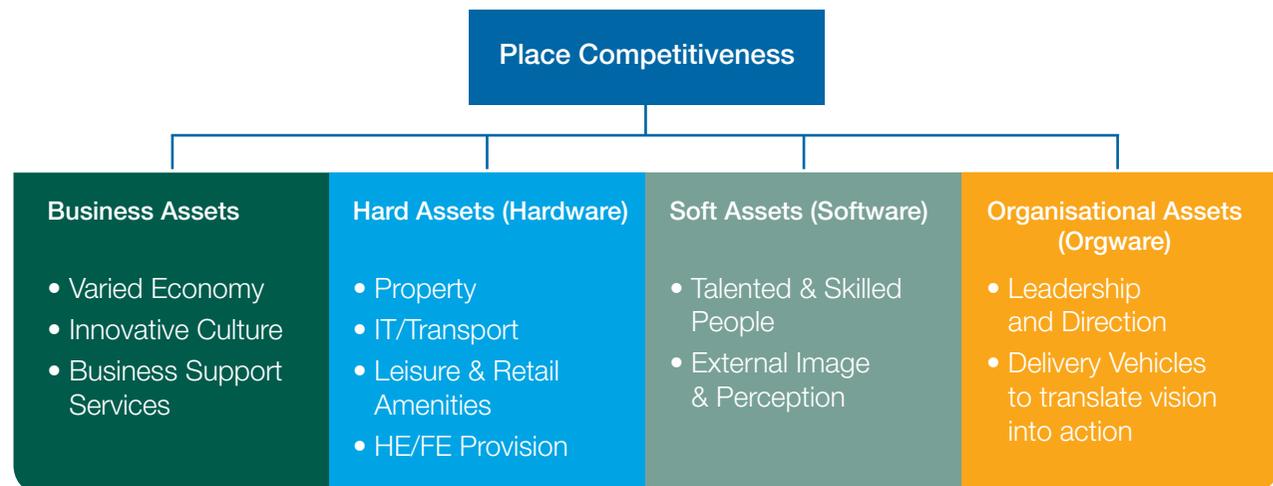
It is not as simple as picking target sectors or winners but being flexible and responsive to a wide range of business opportunities whilst “raising the bar” above the Wales average on all key economic indicators to foster an ambitious and dynamic competitive city.

The combination of both “hard” assets such as business mix, commercial property and infrastructure must be matched by complementary “soft” assets including training and skills, organisation and leadership.

A positive, business-friendly, entrepreneurial and “can-do” culture and spirit must become the hall-mark of Newport. Economic Development is more than bricks and mortar, it is an all pervading sense of place which fosters long term prosperity and opportunity for all.

It is imperative that Newport continues to invest in high quality and sustainable infrastructure and creates a ‘place’ that is attractive to business. Infrastructure investments need to be broad and range from communication technologies, such as high-speed internet, to the creation of an urban environment which improves the life-options of existing citizens and ensures people choose to live and work in Newport.

The priorities for focused attention and the critical actions which will bring this strategy to life are set out in the final part of this document overleaf.



Source: AECOM 2011 – Interpreting Place Competitiveness





Part Three

Delivering Change

6. Unlocking Newport's Potential **Concerted Focus of Attention**

Newport's future economic performance will depend on how the city rises to the challenge of the critical global business drivers to unlock the city's underlying potential. Consultation with local businesses, commercial agents, investors/ developers, community groups and officers within the City Council all endorsed the following priorities for focused and concerted attention going forward:

- **Improving Newport's Identity & Image**
– **Creating a Distinct Sense of Place.**
- **Building a Clear Vision for the Future through Strong Civic Leadership – backed up by Consistent Action for Delivery.**
- **Maximising Newport's Strategic Location through Improved Connectivity – embracing Sustainable Transport & ICT.**

These effectively form the corporate economic development priorities for Newport and will involve a host of partner agencies working in collaboration with Newport City Council and existing local businesses.

In addition, further 'Actions for Change' will be needed to address the other economic challenges for Newport as follows:

- Business Assets – Sites & Premises.
- People's – Skills & Talent.
- Climate Change & Adaptation (for Business).
- R&D Business Innovation.
- Business Investment & Funding.

Each of these priority themes is addressed in turn over the following pages highlighting the rationale for change; from these priorities, a ten point action plan identifies catalytic projects that will bring about a step change in Newport's economic performance.

6.1 Identity & Sense of Place **Priorities for Action**

RATIONALE

Quality of life and citizen well-being are vital attributes in attracting and retaining skilled people, businesses and investment – the fundamentals for economic success. The City of Newport and the surrounding area already has much to offer including historic attractions such as Caerleon and Tredegar House, the RSPB's flagship nature reserve at Newport Wetlands, the Celtic Manor Luxury Resort and Conference Centre and the centres of excellence emerging at Newport International Sports Village. These have all proved hugely beneficial in attracting investment in the past and creating the conditions for established businesses to flourish. The city centre, however, fails to match the wider potential and will detract from Newport's overall competitive offer in attracting increasingly discerning mobile investment.

KEY AIM

Newport must establish a more coherent and confident identity and sense of place as a true economic city.

ESSENTIAL ACTIVITIES

A concerted effort is needed to maintain the strong marketing and promotion of Newport which has proved so successful to date with the URC and City Council working closely together. The marketing approach should not simply gloss over the all too apparent weaknesses however but be realistic in presenting evidence of real progress and improvement.

Regeneration delivery must of course keep pace with the marketing ambitions to demonstrate strong commitment to realising the essential change which fully reflects the potential of Newport.

The promotion of tourism (especially business tourism) and the delivery of major events will play a key role in promoting the total Newport offer and defining the city's identity and sense of place. Newport must capitalise on the success of hosting the Ryder Cup in 2010 and the positive image the city presented. Priority should be given to those events which reinforce the economic growth potential and build business confidence.

ENHANCING THE VIABILITY AND VITALITY OF NEWPORT CITY CENTRE

A number of actions are identified as means to increase the attractiveness of Newport City Centre to local residents, visitors and potential investors:

SHORT TERM PRIORITY ACTIONS – 2011-2015

- Realise Shopping Centre Redevelopment.
- Implement City Centre Management Plan.
- Tackle negative Business Perceptions – harness business success stories.
- Promote regeneration achievements – e.g. University Campus.
- Launch Central Area Masterplan Refresh – revived Vision.
- Maintain key-events programme – prioritise to maximise funding.
- Support business conference activities.
- Implement a Destination Management Plan for Newport.
- Implement City Council's Tourism Strategy.
- Implement planning policies to enhance the City Centre.

LONG TERM INITIATIVES – POST 2015

- Deliver the Central Area Masterplan – rejuvenated city centre – living/working/leisure – complementing wider city-region.
- Prepare for the post-URC era maintaining the strong delivery focused approach to regeneration and positive engagement with developers, businesses and investors.

6.1 Identity & Sense of Place **Priorities for Action**

SECTOR MARKETING

The strategy for Newport in the short term is about widening access to a range of industries and fostering investment through a supportive, business friendly environment. By first improving on the basics, opportunities to excel in specialist sectors will emerge in the future. There are nevertheless particular areas of business activity which create distinct opportunities for Newport and will inevitably be a focus of inward investment promotion.

The economy of Newport is broad based and includes a mix of service and manufacturing activities. The city's long history of manufacturing and engineering has left it well placed to support growth and investment in 'Advanced Manufacturing'. Particular manufacturing sub-sectors with high growth potential in Newport include 'Mechanical Engineering' and 'Manufacturing of Metal Products'. Strong export oriented businesses such as these sectors will also benefit from the weakened value of Stirling as the UK emerges from recession.

Across the UK there has been an increasingly large movement towards employment in green sector jobs such as renewable energy. With the nation's energy security at its heart the 'Energy & Environment' sector is one with real opportunity that Newport is determined to foster. The introduction of feed-in-tariffs and the continual rising price of oil make this sector high growth. Following from Newport's strengths in advanced manufacturing there is a need to explore and exploit synergies between the two industries – for example the manufacture of wind-turbines.

Newport has long been an important creative hub but has failed to fully capitalise on the economic and business benefits. Newport University is internationally renowned for Art, Media and Design and the new City Campus will provide a strong business focus to harness the potential of this creative strength and energy.

Newport must also diversify its service sector economy building on its past success in attracting government relocations and building a stronger private sector economy. The greatest potential perhaps exists in attracting "back-office" support functions in a cost competitive environment whilst also stimulating consolidation of support functions around the strong manufacturing presence in the city.

'Transport & Communication' is another economic sector with growth potential in Newport. Recent years has seen strong growth in this sector as it capitalises on Newport's location as a gateway city.

This ensures a Newport specific approach is followed which also complements the national agenda for Wales. In 2010, the Welsh Government proposed six priority sectors for Wales, followed by another three in 2011, including: Digital economy (ICT), Energy & Environment, Advanced Manufacturing, Creative Industries, Life Sciences and Financial and Professional Services. Newport clearly has an important role to play in promoting business growth in each of these sectors although the emphasis for Newport is as detailed above.

6.2 Civic Leadership & Delivery Priorities for Action

RATIONALE

A positive 'can do' attitude is essential to instil confidence in business leaders and attract and retain investment. If business leaders are to 'buy-into' an area it is vital that they fully understand and appreciate the offer of a place and have confidence in its delivery by all the local agents of economic change. All too often businesses will see through the rhetoric and traditional marketing hype which fails to be backed up by strong delivery mechanisms and positive actions which reinforce the political promises and commitments.

KEY AIM

To forge a seamless approach from vision, strategy and policy supported by practical delivery mechanisms which harnesses the full range of skills and local capacity.

ESSENTIAL ACTIVITIES

Newport must fully address the challenges of harnessing local capacity for change by managing effective partnership and collaboration. This must embrace all sectors – public, private and voluntary – with a clear single committed voice. Strong and effective two-way communication is vital which provides all partners with a voice which is heard and where the resulting action and decisions are transparent and clear. Newport should have the confidence to adopt and drive forward new initiatives (as they have with the URC) which will demonstrate the ability to deliver essential change.

SHORT TERM PRIORITY ACTIONS – 2011-2015

- Simplify/Clarify Corporate Objectives & Policies – consistency of message.
- **Engage effectively with business leaders –**
 - (i) Prosperity Partnership Group.
 - (ii) Establish a Major Employer Forum.
- Resource Key Relationship Management – identify “go-to” people.
- Nurture a culture of business responsive decision making – especially in land-use planning – e.g. Delegated Powers, Adopt Masterplan Frameworks – Simplified Planning Zones, explore Enterprise Zone potential.

LONG TERM INITIATIVES – POST 2015

- Foster City Ambassador Programme – B2B Promotion.

THE POTENTIAL FOR A NEWPORT ENTERPRISE ZONE

The March 2011 Budget repeatedly stated the desire to make the UK the best country in Europe to start, finance and grow a business. As part of a raft of measures to achieve this, the HM Treasury outlined plans for the creation of 21 new Enterprise Zones across England. The Treasury also plans to work with devolved administrations to determine regional approaches.

The main policy attributes of an Enterprise Zone are as follows:

- Business Rate Discounts up to £275K over five years.
- Potential for Capital Allowances over a 25 year period.
- Trade Zones/Enhanced export guarantees.
- Broadband funding support.
- Simplified Planning Zones.
- Business rates retained by the local authority for up to 25 years in order to support local economic growth.

Newport City Council should engage swiftly with the new Welsh Government to explore the significant economic advantages for Wales and Newport in pursuing a similar approach to ensure the area is not disadvantaged by competition elsewhere. In order to develop a successful Enterprise Zone the following issues need to be taken in to consideration:

- Virgin site designation – there is a need to avoid existing occupiers benefiting retrospectively and ensuring genuinely additional growth in which new businesses and new jobs are created.
- Scale – the Government envisage Enterprise Zones to be between 50 and 150 hectares.
- Management strategy – the Enterprise Zone will need to have clear ambitions, either through selecting specific sectors or business activities and will need to be carefully managed to avoid displacement and leakage from/to other geographical areas or other sectors of the economy.
- Planning Strategy – a positive framework will need to be established to empower swift planning decisions.
- Exit Strategy – Enterprise Zones need to have a clear exit strategy.

6.3 Enhanced Connectivity **Priorities for Action**

RATIONALE

Newport's strategic location on the M4 corridor is a critical advantage in attracting business investment. The wider connectivity of the city by road and rail, including the proximity to Cardiff and Bristol are all important attributes to Newport's economic success.

KEY AIM

Newport must remain at the forefront of sustainable transport and technological improvements to maintain competitive advantage.

ESSENTIAL ACTIVITIES

The attraction of the M4 must be balanced by wider sustainable transport improvements to enhance cross-city traffic movements to sustain the distributed pattern of economic development and Newport's important role in the wider city region. Fears of congestion on the M4 must be managed effectively whilst also taking advantage of directing new economic growth away from the motorway, including a renewed emphasis on the city centre.

SHORT TERM ACTIONS – 2011-2015

- Finalise City Wide Transport Strategy.
- Apply to Welsh Government (WG) for Sustainable Travel Town Status.
- Monitor M4 traffic improvement – publicise the benefits.
- City Centre signage – car-park and route information.
- Information Management / Communication.
- Bus Station integration with shopping centre redevelopment.
- Public Transport connections to Llanwern.
- Lobby for and deliver Ebbw Vale rail line connection.
- Next Generation Broadband Connectivity – City Centre and Key Sites.

LONG TERM INITIATIVES – POST 2015

- Lobby for reduction in Severn Tolls.
- Rail electrification – improved efficiency.
- Enhance linkages – Cardiff, Bristol, Gloucester.

6.4 Business Assets – Sites & Premises **Priorities for Action**

RATIONALE

The continued supply of a range of sites and premises to meet business needs is vital to sustaining economic investment and growth. Existing businesses need to have the opportunity to expand and take advantage of new technology as appropriate and incoming businesses must have a choice of locations to maintain an effective and competitive property market.

KEY AIM

To ensure that land supply does not constrain economic potential and future growth.

ESSENTIAL ACTIVITIES

The private sector will have the lead responsibility for delivering the range of sites and premises to support business growth with the City Council ensuring development is not constrained through the planning process. The Local Development Plan will be the key policy instrument to preserve and protect good quality employment land in key locations and minimise the loss of such land to other uses. The URC has a critical role working in partnership with the City Council and private land owners to identify and help unlock development constraints to maintain a forward programme of land supply in anticipation of market demand.

SHORT TERM ACTIONS – 2011-2015

- Re-balance land supply to accommodate “Good Industrial” occupiers.
- Maintain site designations to support take-up of 11Ha per annum.
- Deliver support for city centre start-up businesses.
- Prioritise & Tackle site constraints in partnership with site owners.
- Explore potential for New Enterprise Zone.

LONG TERM INITIATIVES – POST 2015

- Support export-oriented / specialist manufacturing activities.
- Promote back-office business services – reduced costs.
- Target “add-on” business functions to existing manufacturing – consolidations.
- Enhance Local/Regional Logistics Activity resulting from internet delivery growth.



6.5 People – Skills and Talent **Priorities for Action**

RATIONALE

Continuous improvement in the skills and capacity of the local labour force is fundamental to economic improvement and prosperity, matching the needs of current and future employers.

KEY AIM

To improve skills at all levels above the Welsh average as a hallmark of a dynamic city economy.

ESSENTIAL ACTIVITIES

A comprehensive approach is essential to tackle the current skills deficit, improve local employability and raise the bar in higher level skills attainment. The ongoing recession creates even more pressure on local providers to bring people back into work, building on past success and realising the ambitions for community regeneration.

The University City Campus presents an excellent opportunity to build higher skill levels and capacity for more knowledge intensive business growth.

SHORT TERM ACTIONS – 2011-2015

- Capitalise on City University Campus – people and business engagement.
- Develop Emergency Return to Work & Redundancy Support Programmes.
- Work with learning partners – skills match training and business needs.
- Continue the work of the Newport Construction Initiative.
- Target schools improvements – key skills.
- Tackle worklessness and improve economic activity rates.
- Modern Apprenticeships Programmes.

LONG TERM INITIATIVES – POST 2015

- Explore potential for industry specific specialist training centres.
- Business responsive education and training.

6.6 R&D – Business Innovation **Priorities for Action**

RATIONALE

Alongside skills, innovation is vital to meeting the challenges of the 21st Century and is regarded as the major source of competitive advantage in mature economies in an increasingly competitive global economy.

KEY AIM

To create the infrastructure and networks which enable business innovation, improves access to R&D and stimulates high value business growth.

ESSENTIAL ACTIVITIES

There are a number of innovative and sector leading businesses operating in Newport although they lack general visibility and more could be done to demonstrate their success locally. Greater networking among businesses should be encouraged and facilitated and the new University City Campus could provide the catalyst for much stronger business research engagement.

SHORT TERM PRIORITY ACTIONS – 2011-2015

- University/Business Engagement Plan.
- Research match – Centres of Excellence Contact.
- Identify and publicise local research and business achievements.
- Develop stronger Business Networks.
- Schools Enterprise Programme.

LONG TERM INITIATIVES – POST 2015

- Newport University Creative Centre of Excellence.

6.7 Business Investment & Funding **Priorities for Action**

RATIONALE

The financial markets are hugely constrained in the current economic climate. The limited availability and increased cost of finance is placing businesses under enormous pressure and could potentially constrain growth. Notwithstanding the severe constraints expected on future public sector resources, there remains a pressing need to maintain and even enhance the accessibility of business finance to continue Newport's ability to support local businesses and to nurture high-growth business prospects. City governments around the world as well as in the UK are taking a more active role in local business funding, often in partnership with financial institutions. For example Essex County Council has created a new "municipal bank" in partnership with Santander offering loans up to £100,000 to established local businesses.

KEY AIM

To continue to support small business growth through local investment and facilitate wider access to specialist funding and equity investment for local business expansion.

ESSENTIAL ACTIVITIES

Newport has successfully managed an active programme of business loans and grants supporting small businesses expansion and start-ups which are highly focused on local needs. These should continue but in the context of a much wider focus to encourage greater innovation and high growth potential through more flexible loans and potential equity investment to avoid a low-value, grant dependency business culture. The City Council and the URC should also take on an important brokering role ensuring financiers understand the city growth plans and can take a more positive view of the city's future.

SHORT TERM PRIORITY ACTIONS – 2011-2015

- Small Business Investment Fund.
- Social Enterprise Support.
- Establish a Newport Business Angel/Equity Fund.
- Support dialogue with bank/funding institutions – Newport Vision awareness.

LONG TERM INITIATIVES – POST 2015

- Nurture a Local Venture Capital Programme in partnership with a major funding institution.

6.8 Climate Change & Adaptation **Priorities for Action**

RATIONALE

Green cities are proving increasingly attractive for business investment helping companies meet and exceed environmental targets and meet shareholder/stakeholder expectations. Cities such as Portland – the most sustainable city in the US – Freiburg in Germany (European leader) and Bristol in the UK are positioning themselves as “green cities” which seek to be a model for sustainable development across the globe. The Welsh Government is very supportive of this approach.

In the future Newport will maximise the use of renewable forms of energy, and supporting ‘low energy’ building developments. Low energy housing uses solar power passively as well as actively. The City will work with businesses to ensure they minimise their carbon footprint.

KEY AIM

To establish Newport’s credentials as a sustainable and green city.

ESSENTIAL ACTIVITIES

Newport must emerge at the vanguard of sustainable infrastructure delivery to prepare the city for increasingly stringent demands and expectations from business investors and the Welsh Government.

SHORT TERM ACTIONS – 2011-2015

- Encourage development of photo-voltaic farms where appropriate.
- Prepare a Renewable Energy Strategy for the City.
- Support a Green Roofs Initiative.
- Future Proof City Centre – Plugged in Places/Electric Car infrastructure (see over).
- Deliver Waste to Energy programme.

LONG TERM INITIATIVES – POST 2015

- Explore potential for Smart Grid Technology.
- District Heating Programmes.

PLUGGED-IN PLACES INFRASTRUCTURE FRAMEWORK

Plugged In Places was launched by the Department for Transport in 2009 to support development of electric vehicle re-charging infrastructure. London, the North East region and Milton Keynes were selected as initial pilot places in February 2010. In total, their plans will result in over 2,500 charge points in the first year and over 11,000 in the next three years, at a variety of publicly accessible car parks, transport hubs and workplaces.

The West Midlands, Greater Manchester, South Yorkshire, Cumbria, Cornwall and Belfast are also in discussions with DfT.

The Energy Technologies Institute (ETI) is also supporting the aims through its Joined-Cities Plan with Birmingham, Coventry, Glasgow, London, Middlesbrough, Milton Keynes,

Newcastle, Oxford and Sunderland. ETI has formed an intelligent architecture advisory group bringing together global system integrators and major vehicle recharging network providers, including IBM, Siemens, Elektromotive, Coulomb Technologies and 365 Energy.

Whilst the UK is just initiating infrastructure plans, other global cities are already well advanced:

In the USA, Portland General Electric has installed nearly 20 charging stations in Portland and Salem, Oregon as part of a demonstration project to develop the transportation infrastructure needed to support electric vehicles. Meanwhile Chicago is providing charging stations using renewable solar energy.

The Renault-Nissan alliance and EDF have signed an agreement to promote emission free mobility in France and create a countrywide network of battery charging stations. Similar agreements have been signed in places outside France including Israel, Portugal, Denmark and the U.S. state of Tennessee.

In Madrid, a trial is to take place to convert 30 former telephone boxes into charging points forming part of a planned network of 546 charging points subsidised by the Spanish Government.

Shenzhen city is reportedly planning 20,000 electric charging stations which will make it a world leader in electric vehicle infrastructure support.

7. Action Plan & Programme

The recommended Actions identified above are summarised in the schedules on the following pages together with a proposed time-line for delivery.

TEN CATALYSTS FOR GROWTH

Whilst action is needed across all the key drivers/themes, the 10 most critical actions which will be real catalysts for economic change in Newport are highlighted opposite.

Newport Economic Strategy – 10 Catalysts for Growth	
1. Enhancing the Viability and Vitality of Newport City Centre	Build Confidence in Newport's Quality of Life
2. Tackle Negative Business Perceptions	Focus of Place Marketing for Newport
3. Engage Newport's Business Leaders in the Economic Vision	As Ambassadors for Growth and Prosperity
4. Secure Sustainable Transport Town Status	Commitment & Funding to Improve Accessibility
5. Lobby for the Ebbw Vale Rail Link	Connecting Newport with its Region
6. Achieve Positive & Consistent Approach to Land Use Planning	Build Investor Confidence in Delivery
7. Explore the potential for a new Enterprise Zone in Newport	Providing Targeted Business Incentives
8. Promote the City University Campus	An Icon for Newport's Skills & Innovation
9. Continue to Invest in Local Business	Business Loans & Venture Capital
10. Establish Newport as a Green Business City	Deliver infrastructure to tackle climate change

7. Action Plan – Key

The tables which follow identify the appropriate division within Newport City Council which will take lead responsibility for managing delivery of each action, working in partnership with others. Individual project plans will be developed for each initiative, detailing the specific tasks and partnering arrangements to be put in place. All activity by the City Council will be reported through the appropriate Cabinet Member and will be regularly monitored through Divisional Service Plans. The references included in the tables are explained below.

Reference	Description
HoS	Head of Service
R & R	Regeneration & Regulatory Services
SS	Street Scene
HR P&P	Human Resources, Policy & Performance
SEWTA	South East Wales Transport Alliance
WG	Welsh Government
CSI	Newport Construction Initiative

1. Action Plan – Enhancing the Viability and Vitality of Newport City Centre

Short-Term Priority Actions – 2011-2015	2011	2012	2013	2014	2015	Post 2015	Lead Officer	Reporting Mechanism
Realise Shopping Centre Redevelopment Ensuring strong Newport retail offer	Contract	Planning	Construction	Construction			R & R HOS	Mechanism
Implement City Centre Management Plan Ensure the City Centre Management Plan is implemented by Street Scene	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		SS HOS	Cabinet Member
Publicise/Launch central area masterplan refresh – revived Vision Ensure masterplan refresh is followed through	Summer 2011						HR P& P HOS	Cabinet Member
Key Buildings and Physical Improvements Ensure continued improvement of key buildings and the physical environment	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Awareness raising and engagement through physical promotion – city dressing Inform residents / visitors of regeneration activities	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Promote regeneration achievements – e.g. University Campus Use local and regional media to promote regeneration of the city	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		HR P& P HOS	Cabinet Member
Deliver Newport Market Refurbishment Ensure funding is secured to undertake refurbishment of Newport market	Phase I	Phase II					R & R HOS	Cabinet Member
Implement and promote the City Centre bus loop Working with Newport Transport to see buses return to High Street	Completion						SS HOS	Cabinet member
City centre signage – car-park information Improve marketing of car parking offer		Updated with City Centre development	Ongoing	Ongoing	Completion		SS HOS	Cabinet Member
Maintain key-events programme – prioritise to maximise funding Ensure all potential funding streams are explored and used	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		HR P& P HOS	Cabinet Member
Implement Pillgwenlly Regeneration Framework Restoring former heritage and character of Pillgwenlly	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Support the City Centre Area through Planning Policies Introduction of planning policies to restrict extension of City Centre along southern end of Commercial Street	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing			
Long-Term Initiatives – Post 2015								
Deliver the central area masterplan – rejuvenated city centre – living/working/leisure – complementing wider city-region Ensure masterplan refresh is followed through						Ongoing	R & R HOS	Cabinet member

2. Action Plan – Tackle Negative Business Perceptions

Short-Term Priority Actions – 2011-2015	2011	2012	2013	2014	2015	Post 2015	Lead Officer	Reporting Mechanism
Tackle negative business perceptions – harness business success stories Engage with local business and celebrate success	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	2015	HR P&P HOS	Cabinet Member
Support business conference activities Ensure Council continue to support area as popular conference location	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		HR P&P HOS	Cabinet member
Implement Destination Marketing Plan & City Tourism Strategy Ensure that the marketing of Newport is continued to attract new businesses and visitors to the area	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Monitor M4 traffic improvement – publicise the benefits Close co-ordination between NCC highways and WG		Awaiting WG confirmation	Commencement of WG works	Construction	Construction		SS HOS	Cabinet Member
Identify and publicise local research and business achievements Ensure up-to-date information is available		Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Long-Term Initiatives – Post 2015								
Prepare for post-URC era Ensure Council is positioned to absorb the role of the URC						Ongoing	R & R HOS	Cabinet Member

3. Action Plan – Engage Newport’s Business Leaders in the Economic Vision

Short-Term Priority Actions – 2011-2015	2011	2012	2013	2014	2015	Post 2015	Lead Officer	Reporting Mechanism
Engage effectively with business leaders:	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	2015	R&R HOS	Cabinet Member
Prosperity partnership group	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		R&R HOS	Cabinet Member
Establish Major employer forum		Ongoing	Ongoing	Ongoing	Ongoing		R&R HOS	Cabinet Member
Resource key relationship management – identify “go-to” people Forge a seamless approach from vision, strategy and policy supported by city ambassadors	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		R&R HOS	Cabinet Member
Foster Programme – B2B promotion Promote delegates to act as Ambassadors for the city	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		HR P&P HOS	Cabinet Member
Prioritise & tackle site constraints in partnership with site owners Liaise with site owners to overcome difficulties and constraints	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		R&R HOS	Cabinet Member
University/business engagement plan Ensure holistic working between universities and businesses	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		R&R HOS	OSF
Long-Term Initiatives – Post 2015								
Explore industry specific specialist training centres Liaise with local businesses to determine skills required							R&R HOS	Cabinet Member
Business responsive education and training Respond to needs of local businesses							R&R HOS	Cabinet Member

4. Action Plan – Secure Sustainable Transport Town Status

Short-Term Priority Actions – 2011-2015	2011	2012	2013	2014	2015	Post 2015	Lead Officer	Reporting Mechanism
Finalise City Wide Transport Strategy Ensure transport strategy assists in the delivery of the Economic Development Strategy	Consultation with SEWTA for funding						SS HOS	Cabinet Member
Apply for Sustainable Travel Town Status Build on the City's excellent transport links	Initial feasibility Dialogue with WG						SS HOS	Cabinet Member
Improve public transport to Llanwern Ensure new station delivers sustainable links to Llanwern			Station commencement inc. Rail bridge				SS HOS	Cabinet Member
Long Term Initiatives – Post 2015								
Rail Electrification – improved efficiency Promote benefits of electrification of railway						Tbc	SS HOS SS HOS	Cabinet Member
Enhance linkages – Cardiff, Bristol, Gloucester Work with neighbouring authorities to enhance and promote linkages						Tbc	SS HOS	Cabinet Member

5. Action Plan – Lobby for Ebbw Vale Rail Link

Short-Term Priority Actions – 2011-2015	2011	2012	2013	2014	2015	Post 2015	Lead Officer	Reporting Mechanism
Lobby for Ebbw Vale rail line connection Work with partners to present case		Ongoing discussion	Ongoing discussion	Ongoing discussion	Ongoing discussion		SS HOS	Cabinet Member

6. Action Plan – Achieve Positive & Consistent Approach to Land Use Planning

Short-Term Priority Actions – 2011-2015	2011	2012	2013	2014	2015	Post 2015	Lead Officer	Reporting Mechanism
Simplify/clarify corporate objectives & policies – consistency of message Work across departments to ensure a consistent message	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		HR P&P HOS	Cabinet Member
Nurture culture of business responsive decision making – especially in land-use planning – e.g. adopt masterplan frameworks – Simplified Planning Zones, explore Enterprise Zone Potential Make Newport a more attractive business location		Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Maintain site designations to support take-up of 11ha per annum Ensure adequate provision of employment land	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member

7. Action Plan – Explore Potential for a new Enterprise Zone in Newport

Short-Term Priority Actions – 2011-2015	2011	2012	2013	2014	2015	Post 2015	Lead Officer	Reporting Mechanism
Explore potential for new Enterprise Zone Review options and benefits	Consultation with SEWTA for funding						SS HOS	Cabinet Member

8. Action Plan – Promote the City University Campus

Short-Term Priority Actions – 2011-2015	2011	2012	2013	2014	2015	Post 2015	Lead Officer	Reporting Mechanism
Capitalise on City University campus – people and business engagement Utilise impressive city centre campus to market the city to business and visitors	Ongoing	Ongoing discussion	Ongoing discussion	Ongoing discussion	Ongoing discussion		R & R HOS	Cabinet Member

9. Action Plan – Continue to Invest in Local Business

Short-Term Priority Actions – 2011-2015	2011	2012	2013	2014	2015	Post 2015	Lead Officer	Reporting Mechanism
Deliver support for city centre start ups Support/Encourage new businesses into the city	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		R&R HOS	Cabinet Member
Work with learning partners – skills match training and business needs Ensure corporate approach to business and training programmes		Ongoing	Ongoing	Ongoing	Ongoing		R&R HOS	Cabinet Member
Continue the work of the Newport Construction Initiative NCI to build on existing programmes, and investigate new ideas		Ongoing	Ongoing	Ongoing	Ongoing		R&R HOS	Cabinet Member
Target schools improvements – key skills Ensure key skills for school leavers		Ongoing	Ongoing	Ongoing	Ongoing		Education HOS	Cabinet Member
Tackle worklessness and improve economic activity rates Partner with businesses, NCI and Jobcentre Plus		Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Modern apprenticeships programmes NCI and partners to develop apprenticeship opportunities		CSI Ongoing					R & R HOS	Cabinet Member
Research match – centres of excellence contact Work with business sectors, university and other key partners	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Develop stronger Business networks Develop prosperity partnership		Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Schools enterprise programme Develop links between local businesses and schools	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Small Business Investment Work with SMEs in regard to start-up grants, web-design and other assistance	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Social Enterprise Support Support and foster social enterprise through grant assistance and sign-posting	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Establish a Newport Business Angel/Equity Fund Explore potential and develop business case		Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Support dialogue with bank/funding institutions – Newport Vision awareness Support business in seeking funding from institutions		Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member

9. Action Plan – Continue to Invest in Local Business (CONTINUED)

Long Term Initiatives – Post 2015	2011	2012	2013	2014	2015	Post 2015	Lead Officer	Reporting Mechanism
Lobby for reduction in Severn Tolls Strengthen Newport's attractiveness to investors and visitors alike						Tbc	SS HOS	Cabinet Member
Support export-oriented / specialist manufacturing activities Build on Newport's strategic position as a port, and continue to support high-end manufacturing							R & R HOS	Cabinet Member
Promote back-office business services – reduced costs Promote cheaper rentals costs to large companies							R & R HOS	Cabinet Member
Target “add-on” business functions to existing manufacturing – consolidations Development of business hubs							R & R HOS	Cabinet Member
Newport University Creative Centre of Excellence Work with university to develop specialised courses to meet employers needs	Discuss with university	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	R & R HOS	Cabinet Member
Nurture a local Venture Capital Programme Develop programme with businesses and financial partners							R & R HOS	Cabinet Member

10. Action Plan – Establish Newport as a Green Business City

Short-Term Priority Actions – 2011-2015	2011	2012	2013	2014	2015	Post 2015	Lead Officer	Reporting Mechanism
Next Generation Broadband Connectivity – City Centre and Key Sites Promote Newport as a digital city and investigate opportunities for financial support	Dialogue with WG/ SEWTA	Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Re-balance land supply to accommodate “Good Industrial” occupiers Ensure LDP delivers a broad range of sites to support the local economy	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Encourage photo-voltaics where appropriate Investigate opportunity for the creation of locally manufactured photovoltaics	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Renewable energy strategy for the city Establish Newport as a green city for potential investors		Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Green roofs initiative Explore the scope for developing green roofs	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Future proof city centre – Plugged in Places Explore potential benefits of recharging points for electric cars		Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Waste to Energy Plan Explore potential for utilising waste as an energy product		Ongoing	Ongoing	Ongoing	Ongoing		R & R HOS	Cabinet Member
Long-Term Initiatives – Post 2015								
Smart Grid Technology Explore scope with energy providers							R & R HOS	Cabinet Member
District heating programmes Work with house builders / developers to develop technology							R & R HOS	Cabinet Member
Enhance Local/Regional logistics – internet delivery growth Continue to develop Newport’s image as a digital city							R & R HOS	Cabinet Member





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