

NEWPORT UNLIMITED

Protocols between Newport Unlimited
and its three stakeholders:

Newport City Council
Welsh Assembly Government
Welsh Development Agency

Contents

- Chapter 1: Introduction
- Chapter 2: Funding Newport Unlimited
- Chapter 3: Responsibility for Project Leadership, Inward Investment and Business Support
- Chapter 4: Land and Property Acquisitions, Development and Gap Funding and Disposals and Receipts
- Chapter 5: Planning and Associated Powers and Responsibilities
- Chapter 6: Marketing and Public Relations
- Chapter 7: Company Directors

Supplementary Codes of Practice (Procedures Manual & Accountability and Governance)

Chapter 1- INTRODUCTION

Role and purpose of the protocols

1. The extent to which Newport Unlimited can act on behalf of Newport City Council, the Welsh Development Agency and the Welsh Assembly Government is a fundamental consideration in Newport Unlimited's day-to-day operations. Whilst it is accepted that entering into contracts and projects is at the discretion of the Council and the Agency, the policy decisions need to be a matter for Newport Unlimited's Board with the full support of the Council and Agency and the Assembly for implementation. Project funding will initially derive jointly or separately from the Council, the Agency or the Assembly Government, with later recycled receipts being held and reused by either the Council or the Agency. Clarity on ownership and leadership in relation to the usage of the project funding contributed or held by the stakeholders is therefore required. On key projects being promoted in advance, Newport Unlimited needs to co-ordinate and negotiate on behalf of the City Council and/or the Welsh Development Agency.
2. These protocols are intended to describe and regulate the relationships and agreements between Newport Unlimited and its three stakeholder organisations that will allow it to meet its aims and objectives. They set out the principles for the arrangements that have been agreed on a broad range of matters where the stakeholders will need to co-ordinate their activities. They are also supported by a Procedures Manual, which details the operation of the administrative and other procedures.
3. These arrangements will be kept under continuous review to ensure that they remain efficient and continue to meet the aims and objectives of Newport Unlimited, and will be appropriately adjusted to meet any changing circumstances. The protocols will be formally reviewed in two year time.
4. Notwithstanding the terms of this protocol, nothing can or shall conflict with the role and statutory powers and responsibilities of any of the parties to this protocol. Any activities undertaken on behalf of Newport Unlimited by any of the stakeholders will be subject to their guidelines and compliance requirements.

Newport Unlimited

5. The Newport Urban Regeneration Company was incorporated on 1 November 2002, and formally launched under its trading name of

Newport Unlimited on 26 March 2003. The trading name reflects the role the Company will have in developing a new vision that will bring new opportunities to the City. It has been created to regenerate Wales' newest city and enable it to develop into a thriving and vibrant centre for business, leisure and living. The Company will be responsible for co-ordinating and overseeing the economic regeneration strategy for Newport by harnessing both public and private sector funding.

6. Before Newport Unlimited was created, a Designation Report was produced by Shared Intelligence to outline the role which Newport Unlimited will play in the regeneration of Newport, how it would perform this role, identify the areas on which Newport Unlimited will focus and how best to progress development in these areas, and suggest the next steps. The Designation Report has been endorsed by all of Newport Unlimited's sponsor organisations, and forms the basis for its future structure and activities. It highlights the fact that regeneration is a long-term process, that will take at least ten years, and the lifespan of Newport Unlimited has therefore been set at not less than ten years.
7. Newport Unlimited is constituted as a private sector company, limited by guarantee, with financial backing and Board member support from the Welsh Assembly Government, Newport City Council and the Welsh Development Agency. The three sponsoring organisations are referred to throughout this document as 'stakeholders'. It will seek access to further funding from other available sources in pursuit of its aims.

Background to the formation of Newport Unlimited

8. In February 2001 Corus announced that some 1,540 jobs would be lost at the Llanwern works in Newport along with closures at Ebbw Vale, Blaenau Gwent and elsewhere in Wales. Over the year to February 2002, other firms in Newport announced that a further 1,450 jobs would be lost, mostly in manufacturing and further closures have been announced since then.
9. As a result, the Five Counties Regeneration Framework and detailed Regeneration Programmes for Newport and Blaenau Gwent were prepared. As part of the process of preparing the Newport Regeneration Programme, key stakeholders prepared a Vision for Newport in 2011: "Newport: the Enterprise City". This is, of course, a set of aspirations and very different from today's Newport. The Newport Regeneration Programme defined a set of principles which would guide investments to realise this Vision. These principles are based on a thorough analysis of the baseline economic context, an assessment of the national, regional and local

programmes and policies, and a comprehensive consultation exercise with all key stakeholders. The six regeneration principles are to:

- 9.1. Create a More Diversified Economic Base;**
- 9.2. Reinforce Newport as an Economic Engine;**
- 9.3. Establish the Town Centre as an attractive Retail and Business Location: an Urban Renaissance;**
- 9.4. Establish Newport as a City for Lifelong Learning;**
- 9.5. Secure Newport as a Centre for Logistics; and**
- 9.6. Ensure that All Share Newport's Prosperity.**

- 10. The Five Counties Regeneration Strategy and the Newport Regeneration Programme proposed that an Urban Regeneration Company would be an essential mechanism to realise the aspirations set out in these plans. This was endorsed by the Welsh Assembly Government, Newport City Council and the other four unitary authorities.

Objectives of Newport Unlimited

- 11. The Designation Report outlines the role which Newport Unlimited will play in the regeneration of Newport, and how it will perform this role as well as identifying the areas on which Newport Unlimited will focus and how best to progress development in these areas.
- 12. The Designation Report also set out the objects of Newport Unlimited as being:

to assist, promote, encourage, develop and secure the regeneration in the physical environment and to strengthen the economy of specific areas of the City of Newport, and any other locations in Newport which are necessary to secure the regeneration of these areas.

Newport Unlimited Strategic Documents

- 13. Newport Unlimited, together with Newport City Council, the Welsh Assembly Government and the Welsh Development Agency will co-ordinate the preparation of three Masterplans.
- 14. The first will be for the regeneration of Newport's city centre. This will set out a 15 to 20 year vision and strategy for the transformation of the entire area between the M4 motorway and the Transporter Bridge, taking in the Usk riverbank corridor and the city centre.

15. A Citywide Transportation Strategy will provide a high quality transport system for the city and sub region. Transport is an enabler of regeneration, and this strategy will be designed and procured in response to our future aspirations for the city.
16. An East Newport Development Framework will define a 10 to 15 year regeneration programme including integrated proposals to deliver a sustainable extension to Newport's built settlement, including the redevelopment of the decommissioned land at Llanwern Steelworks.
17. The need for early involvement of all sponsors in the development of the Masterplans is recognised. It is intended that the Masterplans will be adopted by Newport City Council as Supplementary Planning Guidance, as well as being endorsed and adopted by the Welsh Assembly Government and Welsh Development Agency.
18. An implementation plan is to be adopted following the completion of the Masterplans, which will include a land assembly and disposal strategy, as well as a comprehensive marketing strategy. It is proposed Newport Unlimited's annual Business Plan will be approved by the Board, who will also receive a monthly 'overview' project report, detailing current projects, and their state of play and progress against the approved Plan. All of these further documents will be subject to endorsement and adoption by the three stakeholder organisations.

Chapter 2- FUNDING NEWPORT UNLIMITED

Functioning Principles

1. It has been agreed that the funding of Newport Unlimited will be provided by its three stakeholders: the Welsh Development Agency; Newport City Council; and the Welsh Assembly Government. The funding will provide an operational budget to meet Newport Unlimited's running costs, and a separate programme budget for regeneration projects.
2. Newport Unlimited's allocated budget needs to clearly distinguish between the operational and programme elements, with each being recorded as a separate budget line in the budgets of both the Welsh Development Agency and Newport City Council. It will therefore have two budget codes, which can be used for recording relevant costs against the appropriate budget allocation.
3. Newport Unlimited will have established an integrated budgeting and monitoring system to forecast, then co-ordinate and monitor, both operational and programme expenditure built upon the approved business plan and information provided on expenditure by both Newport City Council and the Welsh Development Agency.
4. There is no legal requirement for Newport Unlimited to have a bank account of its own, and in the first instance it is proposed that Newport Unlimited does not have one. However, if it becomes clear that practical necessity requires one, the arrangements can be amended accordingly.
5. Companies limited by share or guarantee are required to produce audited accounts, but exceptions are permitted in relation to small or dormant companies, which may file abbreviated accounts, and appropriate accounts and returns will be filed for Newport Unlimited.

Operational Budget

6. The three stakeholders have agreed to provide equal contributions to the company's operational expenditure, and agreed processes and procedures for administering the operational budget are detailed in the company's Procedures Manual.
7. It has been agreed that the Welsh Assembly Government will pass its contribution for supporting Newport Unlimited, both operational and programme, to the Welsh Development Agency who will administer those funds on behalf of the Welsh Assembly

Government, and therefore be accountable for their application. Newport City Council will make some payments direct on behalf of Newport Unlimited, for example the salaries and associated costs for those staff seconded from the Council to Newport Unlimited. The direct payments will be forecast before the start of the financial year, and monitored through the year, so that the full position of payments against Newport Unlimited's operational budget will be known by all parties. The remainder of Newport's equal contribution to operational expenditure will be transferred to the Welsh Development Agency, who will therefore administer the greater part of Newport Unlimited's operational budget, and expend it as Newport Unlimited incurs costs. The transfers will be made quarterly in arrears, taking account of Newport's direct contributions as appropriate, and withholding 20% of their contribution (for example £50,000 from their £250,000 contribution) until the year end reconciliation. The detailed procedures for the transfer are explained in the Procedures Manual.

Programme Budget

8. In respect of the programme budget, Newport City Council, the Welsh Development Agency and the Welsh Assembly Government have each pledged £10 million ringfenced net receipts to be expended by 31 March 2006 on Newport Unlimited projects. In addition, all parties have agreed that certain net receipts arising from designated land in Newport Unlimited designated areas will be available for regeneration projects. A schedule of such assets will be prepared and revised as activity takes place.
9. Programme resources for Newport Unlimited will be held by the relevant stakeholder organization until they are expended to support the work of Newport Unlimited, or held in the Joint Venture Vehicle which is dealt with comprehensively in section 4 of these protocols. The agreed processes and procedures for administering the programme budget are detailed in the company's Procedures Manual.
10. The Assembly Government's £10 million contribution is being made available through the Welsh Development Agency, and will attract the WDA's end year two per cent cash carry over limit, on the basis that the Agency will only draw down cash as and when it is needed to fund project expenditure, and would not therefore expect to be holding any cash balances on behalf of Newport Unlimited drawn from the Assembly Government's contribution.
11. Newport Unlimited has provided a profile of anticipated expenditure of the programme funding, but because the Assembly Government's contribution is being provided from the Assembly Government's end year flexibility provision it is not constrained by

end year financial rules, although the provision must be spent before the end of March 2006. As a result, Newport Unlimited will be able to reprofile anticipated programme expenditure without losing any of the Assembly Government's contribution, so long as it is all spent by the end of March 2006.

12. Receipts from the sale of assets held on behalf of Newport Unlimited will be held by the Welsh Development Agency, Newport City Council, or within a Joint Venture vehicle. Where such assets are held by the Welsh Development Agency, the Assembly Government has confirmed that they will be excluded from the two per cent carry over limit, provided that Newport Unlimited uses these funds before drawing any additional funds from its stakeholders.
13. Newport Unlimited's business plans, priorities, projects and policies will require the approval and endorsement of the Welsh Assembly Government, Welsh Development Agency and Newport City Council. As the stakeholders will be holding Newport Unlimited's operational and programme budgets they will apply those budgets to support the work of the company. This is, of course, provided that those commitments would not exceed the allocated and available Newport Unlimited budget.

Staffing

14. Newport Unlimited does not intend to employ any staff direct in the first instance, and the complement will consist of secondees. Salaries, National Insurance contributions and pension payments will be paid by one of the stakeholders as appropriate, and charged against Newport Unlimited budget. Where employees are recruited direct, they will be formally appointed to one of the stakeholders, usually Newport City Council, and seconded to Newport Unlimited. However, Newport Unlimited may appoint consultants directly on fixed term contracts, where the terms and conditions may be subject to negotiation.
15. Where staff are seconded from one of the stakeholder organizations, or drawn from other organizations, it is envisaged that they will remain subject to their existing terms and conditions, with the exception of travel and subsistence costs, which will be payable at the rates and conditions applying for the Welsh Development Agency for all Newport Unlimited staff. Particulars of the travel and subsistence allowances and other appropriate staff terms and conditions will be detailed in the Procedures Manual.

Accommodation

16. Newport Unlimited is based in 1 - 2 Gold Tops where the Welsh Development Agency currently holds the residue of a lease dated 11 June 1992, expiring in 2007. It is proposed that the Agency will enter into a new full repairing and insuring lease of the whole building and that Newport Unlimited will retain occupation of the part of the ground floor and the whole of the second floor with the Agency subletting the remainder. There will be a formal agreement between the Agency and Newport Unlimited in respect of Newport Unlimited's occupation a part of 1 - 2 Gold Tops. Details of the apportionment of costs for the building, and payment arrangements, will be set out in the Procedures manual.

Chapter 3- RESPONSIBILITY FOR PROJECT LEADERSHIP, INWARD INVESTMENT AND BUSINESS SUPPORT

Project Leadership

1. The success of Newport Unlimited will depend on clarity on the responsibility for leadership, and effective, speedy joint working by the City Council and the Welsh Development Agency, and the full support of the Welsh Assembly Government. Because of the importance of Newport Unlimited to Newport City, the City Council's Managing Director chairs a Project Co-ordination Group attended by a small number of senior officers from the City Council, Newport Unlimited and the Welsh Development Agency. This Group reviews progress on all key projects and ensures that actions are taken expeditiously and any cross-cutting issues resolved.
2. The Project Co-ordination Group will take responsibility for clarifying lead responsibilities for each major project, which will be regularly reported to the Newport Unlimited Board and partners. In addition, project approval papers to the Newport Unlimited Board should make recommendations on responsibility for project leadership on a case-by-case basis.
3. Notwithstanding leadership it is important that appropriate staff will be informed of all key meetings on projects, each having the right to attend, and the right to request progress reports on any project, at or independently of meetings of the Co-ordination Group.
4. Progress reports on all projects will be prepared and circulated in advance of each meeting of the Project Co-ordination Group.
5. The Co-ordination Group will seek to allocate work on projects to Officers where there are appropriate skills and experience available and where the capacity exists to take on the work. The Group will identify both overall lead and supporting roles from within the respective organisations, and may include both public and private sector groups on a single project. The lead Officer will have the responsibility for reporting to the Project Co-ordinating Group on the project.
6. Relevant and appropriate details of historic projects undertaken by the stakeholders will be shared with Newport Unlimited and other stakeholders, or with consultants appointed by them, as and when required.

Inward Investment and Enquiries Handling

7. It is recognized that investment enquiries may come into the support agencies via different routes. For major investment enquiries, including Foreign Direct Investment, the lead role of the Welsh Development Agency is recognized, given its all-Wales remit. However, Newport City Council also has a well established and successful record of enquiry handling and investment conversion and both the Welsh Development Agency and Newport City Council support the new South East Wales Economic Forum protocol for lead handling for UK based enquiries generated at the regional level through the Capital Wales brand. Effective co-ordination of enquiry handling and monitoring of outcomes is therefore paramount. Existing account management arrangements including representatives of Newport City Council, Welsh Development Agency, ELWa and other support organizations (under the Team Wales approach) therefore need to be continued and strengthened with Newport Unlimited representation. An annual report on all investment enquiries received and outcomes achieved will be submitted to Newport Unlimited, Newport City Council and the Welsh Development Agency (SE Region). Newport City Council will take the lead in co-ordinating the preparation of the annual report. Relevant procedures will be detailed in the Procedures Manual if appropriate.

Business Support

8. Business support will continue to be co-ordinated by the local partnerships being taken forward through the Newport Gateway contract between Newport City Council and Welsh Development Agency. Newport City Council and the Welsh Development Agency will continue to offer grant support to businesses alongside the Welsh Assembly Government and other business support providers in the Public and Private Sectors.
9. Newport City Council will provide a lead and contact point for accessing European, Local Regeneration Fund and other external funding and grant sources to help realize the regeneration objectives set out in the approved Newport Regeneration Programme.

Economic Development Strategy and Information/Research

10. Newport City Council has a role in economic development strategy, information and research on the local economy and labour market provision, in the context of its wider duty of care for economic, social and environmental well-being. Specifically, this will include

responsibility for preparing a new 5 year Economic Development Strategy, and representation [Member and Officer] on the Five Counties Regeneration Forum. The Welsh Development Agency and the Welsh Assembly Government equally have responsibilities for economic development, and Newport Unlimited will take the lead on co-ordinating the economic development strategy, as it relates to Newport Unlimited's function. Bodies involved in economic development need to liaise and consult with Newport Unlimited on these responsibilities as appropriate.

Chapter 4- LAND AND PROPERTY ACQUISITION, DEVELOPMENT AND GAP FUNDING, AND DISPOSALS AND RECEIPTS

Newport Unlimited Activity

1. Following the completion of the Masterplans, an implementation plan will be prepared which will include a land assembly and disposal strategy, and recommendations for grant support to developers to meet funding gaps, which may be drawn from a variety of sources. This will identify potential land acquisitions and developments, and Newport Unlimited's business plan will allocate resources as required. Endorsement of the Masterplans, and associated documents, by the stakeholders will give their commitment to the plans and priorities of Newport Unlimited. With these key elements of the regeneration strategy and implementation plans in place, a key work element of the Newport Unlimited Board will be monitoring and recommending project work. Anticipated activity includes land acquisition, development and gap funding, and land disposal.
2. Where Newport Unlimited takes the lead responsibility in brokering transactions from conception to completion, it is essential to ensure that this is done properly and effectively so that there are no surprises for stakeholders. This can only be achieved by meaningful and continuous dialogue between the respective organizations.
3. Both the Welsh Development Agency and Newport City Council are represented on the Newport Unlimited Board, and will be instrumental in the development of the detailed policies and implementation plans, and in the Board approvals process recommending that activities are undertaken. Having already endorsed the detailed framework for activity, and subject to adequate resources being available in Newport Unlimited's programme budget and projects being consistent with Newport Unlimited's masterplans and business plan, the sponsoring bodies will be requested to implement proposals as a priority of the Newport Unlimited Board. The details of the Newport Unlimited Board approval process for projects are outlined in the Procedures manual.

Joint Venture Agreements

4. There are two current Joint Venture agreements in place between Newport City Council and the Welsh Development Agency, and they have both worked well. It is therefore proposed to use this model for further land acquisition and rationalization of existing land holdings where appropriate. The parties have agreed that this is an appropriate vehicle and will ensure that appropriate documents are put in place by the end of 2003. Each Joint Venture Agreement will spell out in detail the steps in the process for land acquisitions and disposals, and will need to be tax and VAT efficient.

Existing Land

5. Newport City Council and the Welsh Development Agency will identify land where receipts arising from disposal will be available for Newport Unlimited's urban regeneration purposes, and this will be detailed in the schedule referred to at the end of paragraph 8 in Chapter 2 of these protocols.
6. The Project Co-ordination Group referred to in paragraph 1 of Chapter 3 above will determine lead responsibilities in securing urban regeneration initiatives in relation to the land in the Joint Ventures.

Land Acquisition

7. Newport Unlimited has the ability to take ownership of land and property if this is required to facilitate regeneration, however, it is proposed initially that it will not do so. Where appropriate, land acquired at the request of Newport Unlimited will be held by the Welsh Development Agency or Newport City Council, taking account of existing arrangements.
8. Where acquisitions are being undertaken, Newport City Council and the Welsh Development Agency will be fully involved, and kept informed of progress and negotiations and terms as a normal part of the process.

Funding the costs of acquisition, security, and maintenance

9. The full costs of land and property acquisition, and then the required securing and maintenance of sites that are authorised by the Newport Unlimited Board need to score against Newport Unlimited's allocated programme budget. Costs recommended by the Newport Unlimited Board will have regard to available resources. This will be done with close collaboration between

Agency and Council finance officers and relevant officers representing the Joint Venture.

Land and Property Development, Disposal, and Receipts

10. The procedure for taking decisions relating to the development or disposal of land or property will be subject to the same approvals procedure as for acquisitions, where recommendations will be made to the Board consistent with the Procedures Manual. There may be VAT implications arising from the development and disposal of land, which need to be considered as part of the approvals procedure. When considering future developments or disposals of land held within the regeneration areas, the Welsh Development Agency and Newport City Council will have regard to the Newport Unlimited Board requests to utilize the asset for the purposes of the regeneration of the city.

Recycling receipts from property disposals in Newport Unlimited's designated areas

11. Receipts from the disposal of sites that are detailed in the schedule, together with receipts from the disposal of subsequent acquisitions should score as additions to Newport Unlimited's allocated budget, net of the costs incurred in disposal. Proceeds could be held under the terms of the Joint Ventures referred to in paragraph 4 of this Chapter until used for further Joint Venture projects or for distribution under the relevant Joint Venture terms.

Chapter 5- PLANNING AND ASSOCIATED POWERS AND RESPONSIBILITIES

Planning

1. Newport City Council is responsible for the preparation and adoption of a Unitary Development Plan covering the whole of the City Council administrative area. Newport City Council will act as the local planning authority having regard to the views of Newport Unlimited and to other relevant planning considerations. It is also intended that the Masterplans commissioned by Newport Unlimited will be adopted by the Council as Supplementary Planning Guidance. The stakeholders will also, wherever appropriate, consult Newport Unlimited on new projects and policies which may impact on the Company's role and responsibilities.
2. Newport Unlimited will take the lead role in the commissioning of Masterplans relating to the areas of the City within which it will operate, as identified in the Designation Report, or relating to other areas as agreed with stakeholders.
3. An appointments panel comprising Officers of the stakeholders will be established to oversee the preparation of the Masterplan briefs and the appointment of Consultants to prepare the Masterplans. A joint stakeholders Group will be established to direct and review progress on the Masterplans.
4. Newport City Council intends to adopt the Masterplans as Supplementary Planning Guidance [SPG]. It will be the responsibility of Newport City Council to ensure that the appropriate statutory procedures with regard to adoption as SPG are complied with, including appropriate public consultation.
5. With the agreement of stakeholders, Newport Unlimited will prepare development and design briefs for individual regeneration sites. Joint arrangements will be agreed relating to the approval of a commission brief; appointment of consultants; and review of progress. Newport City Council intends to adopt the individual development and design brief as SPG where appropriate.
6. Newport City Council will retain its statutory development control powers. The City Council will treat Newport Unlimited as a formal consultee on all planning applications falling within or affecting the areas of the City within which Newport Unlimited operates together with other applications of strategic significance. Any comments of Newport Unlimited, which raise material planning issues, will be taken into account in the determination of those applications.

7. Newport City Council will nominate a Liaison Officer to act as point of contact with Newport Unlimited and prospective developers with regard to development proposals and planning applications. The Liaison Officer will be a key member of an inter-disciplinary Development Team established by Newport City Council, whose aim will be to advise on and facilitate appropriate development proposals and planning applications, including liaison with external agencies. Details of the constitution and remit of the Development Team will be publicised by Newport City Council.
8. Procedures relating to the preparation of Masterplans and planning policy documents and development control are set out in the Procedures Manual.

Compulsory Purchase

9. Newport Unlimited has no statutory powers for Compulsory Purchase and would require the Welsh Development Agency, Newport City Council or the Welsh Assembly Government to exercise their powers where necessary in furtherance of the agreed business plans, projects and priorities. All parties have agreed to exercise their powers in support of Newport Unlimited as needed, subject to their Codes of Practice. Relevant costs will score against Newport Unlimited's budget allocation.

Design

10. Design guidelines and site-specific design briefs will be prepared. Responsibility for commissioning them will be agreed between stakeholders. Newport City Council intends to adopt the guidelines and briefs as SPG where appropriate.
11. A Design panel will be established to advise on the design aspects of planning applications and development proposals. The responsibility for the establishment of the Panel will rest with Newport Unlimited, in consultation with Newport City Council, and the Welsh Development Agency. The City Council will take into account the comments of the Panel in the determination of planning applications. Procedures for the operation of the Design Panel are set out in the Procedures Manual.
12. Consideration will be given to the introduction of a Design Award Scheme to encourage the raising of design standards and to recognise developments of high quality.
13. Newport City Council will advise on Conservation and Listed Building issues and will retain its powers with regard to the designation and review of Conservation areas and the control of development relating to Conservation Areas and Listed Buildings.

The City Council will consult Newport Unlimited as necessary with regard to conservation proposals of a significant nature.

Transportation

14. Newport City Council will retain its role and statutory powers and responsibilities as Highway Authority.
15. Newport City Council will formally consult Newport Unlimited on all statutory transport-related documents, which it has the duty to prepare.

Chapter 6- MARKETING AND PUBLIC RELATIONS

1. It will be necessary to consider and agree the balance of activities, which will be undertaken by Newport Unlimited in-house staff and consultant staff, and the relationship between the Company and its stakeholders. This also needs to recognise that, previously, the City Council worked closely with the Welsh Development Agency, and the South East Wales Economic Forum on place marketing and promoting specific sites.
2. A marketing strategy will be prepared jointly by Newport City Council and the Welsh Development Agency and Newport Unlimited.

Chapter 7- COMPANY DIRECTORS

1. The three stakeholder organizations, the Welsh Assembly Government, the Welsh Development Agency and Newport City Council, have each appointed directors, and are free to change their appointments at will.
2. In addition, other independent directors have been, and will continue to be, appointed individually on a fixed term basis.