



***ECONOMIC AND COMMUNITY REGENERATION SCRUTINY  
COMMITTEE***

***10.00 am FRIDAY, 20 JANUARY 2017***

***COMMITTEE ROOMS A/B - NEATH CIVIC CENTRE***

**PART 1**

1. To receive any declarations of interest from Members
2. To receive the Minutes of the Economic and Community Scrutiny Committee held on 9 December 2016 (*Pages 5 - 10*)
3. To receive the Scrutiny Forward Work Programme 2016/17. (*Pages 11 - 16*)
4. To scrutinise information and monitoring issues being reported by:

**Report of the Head of Transformation**

5. Princess Royal Theatre Report Card (*Pages 17 - 36*)
6. Margam Country Park Report Card (*Pages 37 - 52*)

**Report of the Head of Participation**

7. Access Managed Services (*Pages 53 - 66*)

**Report of the Head of Property & Regeneration**

8. Strategic Property & Valuation Report Card (*Pages 67 - 90*)

**Report of the Head of Planning and Public Protection**

9. Development Management (Planning) - Report Card  
(Pages 91 - 110)

**Report of the Chair of Economic and Community Regeneration  
Scrutiny Committee**

10. Review of the Tourism Support in Neath Port Talbot  
(Pages 111 - 166)
11. To select appropriate items from the Cabinet Board Agenda for pre-scrutiny (Cabinet Board reports enclosed for Scrutiny Members).
12. Any urgent items (whether public or exempt) at the discretion of the Chairman pursuant to Section 100B (4) (b) of the Local Government Act 1972
13. Access to Meetings to resolve to exclude the public for the following item(s) pursuant to Section 100A(4) and (5) of the Local Government Act 1972 and the relevant exempt paragraphs of Part 4 of Schedule 12A to the above Act.

**PART 2**

14. To scrutinise private information and monitoring issues being reported by:
15. To select appropriate private items from the Cabinet Board Agenda for pre-scrutiny (Cabinet Board Reports enclosed for Scrutiny Members).

**S.Phillips**  
**Chief Executive**

**Civic Centre**  
**Port Talbot**

**Friday, 13 January 2017**

### **Committee Membership:**

**Chairperson:** Councillor A.Llewelyn

**Vice  
Chairperson:** Councillor I.B.James

**Councillors:** M.Crowley, C.P.Golding, A.Jenkins, M.Jones,  
D.Keogh, Mrs.M.A.Lewis, Ms.C.Morgans,  
Mrs.S.Paddison, S.Rahaman and A.Taylor

### **Notes:**

- (1) If Committee Members or non-Committee Members wish to have relevant items put on the agenda for future meetings, then please notify the Chief Executive/Chair eight days before the meeting.*
- (2) If non-Committee Members wish to attend for an item of interest, then prior notification needs to be given (by 12.00 noon on the day before the meeting). Non-Committee Members may speak but not vote, or move or second any motion.*
- (3) For pre scrutiny arrangements, the Chair will normally recommend forthcoming executive items for discussion/challenge. It is also open to Committee Members to request items to be raised - though Members are asked to be selective here in regard to important issues.*
- (4) The relevant Cabinet Board Members will also be invited to be present at the meeting for Scrutiny/ Consultation purposes.*
- (5) Would the Scrutiny Committee Members please bring the Cabinet Board papers with them to the meeting.*

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## ECONOMIC AND COMMUNITY REGENERATION SCRUTINY COMMITTEE

(Committee Rooms A/B - Neath Civic Centre)

**Members Present:**

**9 December 2016**

**Chairperson:** Councillor A.Llewelyn

**Councillors:** C.P.Golding, A.Jenkins, Mrs.M.A.Lewis,  
Mrs.S.Paddison and A.Taylor

**Officers In Attendance** PWalker, A. Collins, N.Evans and W.John

**Cabinet Invitees:** Councillors M.L.James and A.J.Taylor

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1. **MINUTES OF THE ECONOMIC AND COMMUNITY SCRUTINY  
COMMITTEE HELD ON 28 OCTOBER 2016**

The Minutes were noted by the Committee

2. **MINUTES OF THE ECONOMIC AND COMMUNITY SCRUTINY  
COMMITTEE HELD ON 28 OCTOBER 2016**

The Minutes were noted by the Committee

The Chair verbally updated the Committee on a response that was received from the first Minister Mr C Jones AM in relation to European Funding. Members requested that the Letter be circulated to all members.

3. **TO RECEIVE THE SCRUTINY FORWARD WORK PROGRAMME  
2016/2017.**

The Forward Work Programme was Noted by the Committee

5. **LIBRARY SERVICES SERVICE REPORT CARD**

Members considered the Library Services report card and stated that it should also pay regard to the report on the Cabinet Board agenda

in relation to the Annual Report on Library Standards to avoid duplication.

Members asked whether the support to Community libraries was sufficient given that the volunteers within the community may not have sufficient experience. Officers stated that qualified librarians are always available to answer any queries.

Officers stated that there was a difficulty in collecting the relevant information from Community Libraries over and above book lending but it should be understood that generally across the United Kingdom there is a decrease in the usage of Community Libraries.

Members asked what work is undertaken in Community Libraries to promote e-books and it was confirmed that the same promotion is undertaken in Community Libraries as in those run by the Council.

Members asked for their thanks to be recorded for the work that is undertaken in the Community Libraries and that a letter of that effect is sent to all Community Libraries.

In relation to the Neath Port Talbot run Libraries Members asked when the All Wales Management System would be introduced. Officers stated that this has commenced in North Wales and would be introduced across Wales within the next two years.

Members were concerned that the budget for the Library Service was almost £1m short of the suggested allowance from Welsh Government and if we spent the allowance would the Council have hit all standards. It was confirmed that the standards would have been met by using the whole allowance. It was stated that three Councils had hit all standards this year and they had spent their full allowance.

Members noted that the team should be congratulated on what they have achieved as it is now not just a library service but goes wider and they constantly deliver. Officers stated that Welsh Government acknowledges that it is a good service and is meeting the statutory standards.

Members asked for a comparison against other Welsh Councils. Officers stated that Swansea and Carmarthenshire have sought to protect their libraries. However, the Vale of Glamorgan have recently started to transfer their libraries out and because of this they spent a

significant amount of money on Court costs in relation to Rhose Library.

Officers stated that the service had gone from the top ten performing four years ago to around 15<sup>th</sup> or 16<sup>th</sup> currently.

Members asked what discussions are held with Welsh Government as it was felt that while they set the standards they also reduce the budgets and it was questioned whether the standards were fit for purpose. Officers stated that this has been raised with Welsh Government and they are now in the process of developing a new framework and the Council has provided an input into this.

Following Scrutiny the report was noted.

## 6. **QUARTER TWO HIGHLIGHT REPORT - PROSPERITY FOR ALL**

Members considered the Quarter Two Highlight Report on the Corporate Improvement Objective – Prosperity for All.

Members were asked to note that the team had delivered a significant piece of work in short timescales. The team had delivered on an Enterprise Zone which usually takes years but had been done in a matter of weeks. Members asked for more information in relation to this and asked for a relevant representative to attend a future meeting. Officers stated that this is a Welsh Government initiative and an officer from Welsh Government would be invited to a meeting to explain in more depth.

Members asked whether the former fire station was still sustainable. Officers commented that New Sandfields Aberavon had submitted a business plan that had suggested it was sustainable and officers were aware that there may be some issues and they would be keeping a close eye on it.

Following scrutiny the report was noted.

## 7. **PRE-SCRUTINY**

The Committee scrutinised the following matters:

### Cabinet Board Proposals

#### 7.1 Quarter 2 Performance Monitoring – Education

Members considered the report on performance monitoring for the quarter two from the Education Directorate.

Members asked why the number of complaints had reduced dramatically. It was confirmed that the previous year's complaints were generally in relation to one event that was organised by an external company.

Concern was expressed that the Council was 22<sup>nd</sup> in Wales for the number of visits to sports and fitness centres and Members asked whether private sports teams and clubs are counted. Officers stated that this indicator is an anomaly and many councils record the information in different ways.

Following scrutiny the report was noted.

## 7.2 Quarter 2 Performance Monitoring – Environment

Members considered the report on performance monitoring for the quarter two from the Environment Directorate.

Members noted that they had some problems in relation NPT homes particularly when it came to planning issues. Officers stated that is this was the case Members should contact them directly and they will strive to get it sorted.

Following Scrutiny the report was noted.

## 8. **ACCESS TO MEETINGS**

**RESOLVED:** that pursuant to Section 100A(4) and (5) of the Local Government Act 1972, the public be excluded for the following items of business which involved the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of Schedule 12A to the above Act.

## 9. **PRE-SCRUTINY**

The Committee Scrutinised the Following Private Matters

### Cabinet Board Proposals

#### 9.1 Celtic Leisure Presentation



Members received a presentation from representative of Celtic Leisure.

Members were asked to note the increase in new business that was generally down to the opening of the Aberavon Sea Front Leisure facility.

Celtic Leisure stated that since the opening of the new leisure facility there had been high demand for swimming lessons and on occasion's children as old as 13 had enrolled on beginner courses.

Members asked whether budget gyms affected the new facility and it was confirmed that they are aware of the competition but that they re-invest any profits into facilities so that people will only want to use them.

Members asked whether it was difficult to cut management costs and not decrease current standards. Celtic Leisure stated that they need to push forward and increase their income so that standards are maintained and costs not cut. An example was in relation to the Gwyn Hall where they must be astute because any cost cutting could result in the loss of opportunities to premier films as they are released.

Following scrutiny the presentation was noted.

## 9.2 Verbal Update

Members were asked to note that a previous contract in relation to digital advertising schemes that the Council had been interested in had now fallen through as the original company had been taken over by another who had no interest in the Contract. Officers would investigate alternatives.

**CHAIRPERSON**

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**Economic and Community Regeneration Scrutiny Committee  
Forward Work Programme 2016/17**

Date of Meeting	Agenda Item
3 June 2016	
	Pre-scrutiny of Cabinet Board Items
15 July 2016	
	NPT Works Report Card
	Quarterly Performance Monitoring (Q4)
	Pre-scrutiny of Cabinet Board Items
16 September 2016	Quarterly Performance Monitoring (Q1)
	Quarterly Performance Monitoring Celtic Leisure (Q1)
	Local Authority Partnership Agreement and PASS Service Report Card

	Pontardawe Arts Centre Report Card
	Community Development Service Report Card and Update Report on Community Centres
	Prosperity for All Highlight Report (Regeneration and Employment)
	Pre-scrutiny of Cabinet Board Items
21 <sup>st</sup> October 2016	SPECIAL BUDGET SCRUTINY
28 October 2016	
	Architectural Services Service Report Card- <b>Simon Brennan/Clive Bernard</b>
	Project Development and Funding Unit Report Card- <b>Andrew Thomas/Paul Hinder</b>
	Annual Report Celtic Leisure- <b>Andrew Thomas/Paul Walker/Celtic Leisure – POSTPONED</b>
	PRIVATE- Update on Community Centre Issues- <b>Paul Walker</b>
	Pre-scrutiny of Cabinet Board Items

9 December 2016	Prosperity for All Highlight Report (Regeneration and Employment)- <b>Simon Brennan</b>
	Library Services Report Card – <b>Andrew Thomas/Wayne John (include breakdown of usage and patterns of use)</b>
	Quarterly Performance Monitoring (Q2)- <b>Cabinet</b>
	Quarterly Performance Monitoring Celtic Leisure (Q2)- <b>Cabinet</b>
	Pre-scrutiny of Cabinet Board Items
20 January 2017	Property, Estates and Facilities Service Report Card- <b>Simon Brennan/David Phillips</b>
	Development Management Report Card- <b>Nicola Pearce/Steve Ball</b>
	Accessed Managed Services Report Card – <b>Chris Millis/Paul Walker</b>
	Princess Royal Theatre Report Card- <b>Andrew Thomas/Paul Walker</b>
	Margam Park Report Card- <b>Andrew Thomas/Michael Wynn</b>
	Pre-scrutiny of Cabinet Board Items

3 March 2017	Planning Policy Service Report Card- <b>Nicola Pearce/Ceri Morris</b>
	Building Control Service Report Card- <b>Nicola Pearce/Paul Davis</b>
	Regeneration and Economic Development Service report Card- <b>Simon Brennan/Andrew Collins</b>
	European Funding Team Service Report Card- <b>Simon Brennan/ Lisa Willis</b>
	Prosperity for All Highlight Report (Regeneration and Employment) – <b>Simon Brennan</b>
	Quarterly Performance Monitoring (Q3)- <b>Cabinet</b>
	Quarterly Performance Monitoring Celtic Leisure (Q3)- <b>Cabinet</b>
	Pre-scrutiny of Cabinet Board Items

**\*\* TOWN CENTRE REGENERATION WILL BE INCLUDED AS A SPECIAL MEETING\*\***

**\*\*TOURISM WILL BE HELD AS A TASK AND FINISH INQUIRY\*\***



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## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### ECONOMIC AND COMMUNITY REGENERATION SCRUTINY COMMITTEE

20th January 2017

#### Report of the Head of Transformation Education, Leisure and Lifelong Learning

#### SECTION A – MATTER FOR MONITORING

WARD(S) AFFECTED: ALL

#### Princess Royal Theatre Report Card

#### Purpose of the Report

1. To present for Scrutiny the Report Card for The Princess Royal Theatre

#### Executive Summary

2. The Princess Royal Theatre Provides A quality affordable Theatre experiences for The People of Neath Port Talbot. The size of the venue has attracted high profile artists and TV personalities, as result the venue attracts visitors from outside the county boundaries which also brings revenue into the economy of the county borough. There are Three distinct Strands to its activity:-

Theatre Programme – Professional show commissioned by The Princess Royal Theatre.

Private Hire Events/Shows – The venue provides high class facilities which are available to community groups and local businesses and organisations alike to run amateur productions to conferencing and seminars.

Internal Hire – The venue plays host to a variety of internal functions, from Departmental meetings, seminars and Conferences.

The Report Card, set out in Appendix A, summarises the service priorities, key measures and key actions for The Princess Royal Theatre 2016-17.

## **Background**

3. Theatres and the Arts are a non-statutory service. For the Princess Royal Theatre 2015-16 was a challenging one, with staffing levels reducing as a result of the unscheduled loss of one member of staff, and two scheduled losses via ER/VR, leaving 3 full time staff and two part time box office staff.

Regardless of this all financial targets were hit including FFP savings and a very successful programme of events was delivered

## **Financial Impact**

4. The Report Card sets out the FFP savings achieved for 2015-16 and identifies the targets for 2016-17.

## **Equality Impact Assessment**

5. There are no equality impacts associated with this report.

## **Workforce Impacts**

6. There are no workforce impacts associated with this report.

## **Legal Impacts**

7. There are no legal impacts associated with this report.

## **Risk Management**

8. There are no risk management issues associated with this report.

## **Consultation**

9. There is no requirement under the Constitution for external consultation on this item.

## **Appendices**

10. Report Card

## **List of Background Papers**

11. None

## **Officer Contact**

12. Paul Walker,

Operations Coordinator

☎ 01639 861107

✉ [p.walker@npt.gov.uk](mailto:p.walker@npt.gov.uk)

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# **Service Report Card 2016-2017**

## **The Princess Royal Theatre**

### **Section 1: Brief description of the service**

**The Princess Royal Theatre Provides Quality affordable Theatre experiences for The People of Neath Port Talbot it also brings revenue into the county borough by attracting visitors from outside the county boundaries.**

**There are Three distinct Strands to its activity:-**

- 1. Theatre Programme – Professional show commissioned by The Princess Royal Theatre.**
- 2. Private Hire Events/Shows – The venue provides high class facilities which are available to community groups and local businesses and organisations alike to run amateur productions to conferencing and seminars.**
- 3. Internal Hire – The venue plays host to a variety of internal functions, from Departmental meetings, seminars and Conferences to “Chat with the Chief” sessions.**

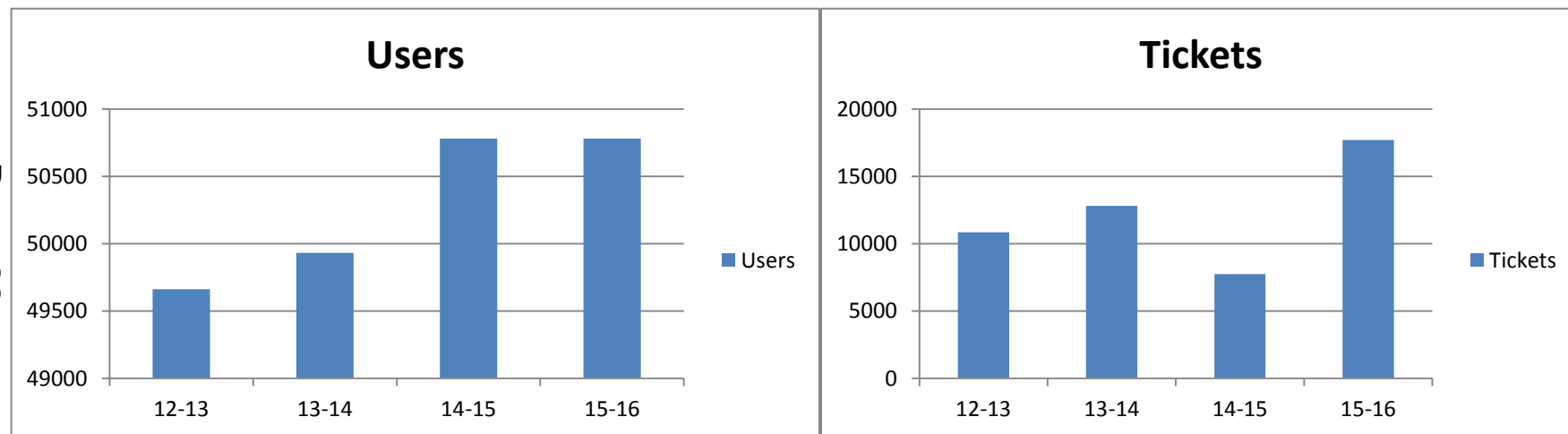
**All this is provided against a back drop of ever increasing budget pressures, and has continued to deliver an ever improving service in a more commercial cost effective way.**

**The Princess Royal Theatre is also a driver of Business in the town By encouraging greater numbers of people to attend the Venue and the town bringing with them the secondary spend income as a welcome boost to the local economy. The High profile programme is also a source of civic pride to residents of the town.**

**The Service is a non-statutory service and has 4.3 members of staff.**

## Section 2: Overall Summary of Performance for 2015-16 Financial Year

The year 2015-16 was a challenging one for the princess Royal Theatre with the unscheduled loss of one member of staff and two scheduled losses of two members of staff leaving 3 full time staff and two part time box office staff remaining. Regardless of this all financial targets were hit including FFP savings and a very successful programme of events was delivered.



Year	Users	Tickets
12-13	49661	10845
13-14	49932	12803
14-15	50781	7752
15-16	50781	17699
16-17	25708	12284

The performance appraisal scheme has been delivered to all contracted staff.  
We receive much positive feedback from our customers mostly by word of mouth during or after an event or show; we also receive feedback through Social Media.  
The sickness record for 2015/16 was 72 days lost of which 65 were from a single person who is no longer employed by the Authority.

**Section 3:  
Service Priorities 2016-17**

Priority	Actions to deliver priority	Officer Responsible	Timescale	What will be different? Measures and/or Outcomes
<p>1. To deliver approximately 25 – 30 shows per year in order to generate an income of £145'000 for our professional programme</p>	<p>To actively programme high earning shows such as headline Comedy &amp; Music</p>	<p>Operations Manager, Duty Officer, Marketing Assistant.</p>	<p>Ongoing</p>	<p>To promote the reputation of the Theatre. To monitor all performances through sales reports. Market research and customer feedback.</p>
<p>2. To achieve a target of £20'000 on Ticket Levy.</p>	<p>To promote High value shows to maximise 7.5% Ticket Levy.</p>	<p>Operations Manager, Duty Officer, Marketing Assistant, Box Office Personnel.</p>	<p>Ongoing</p>	<p>To Monitor ticket sales &amp; ticket levy.</p> <p>To promote high earning shows by social media and directing all customers to our website to purchase tickets.</p> <p>To help promote private higher events held at the theatre to maximise ticket levy income.</p>



<p>3.To generate an overall private hire income of £63'000 for all private hire bookings</p>	<p>Identify &amp; Research our target market. Focus our advertising campaigns. Both internal and external.</p>	<p>L Dennis J Betts</p>	<p>Ongoing</p>	<p>By communicating with customers through social media.</p> <p>By promoting internal hire on the intranet and displaying our online diary to make all internal departments aware of our availability.</p>
<p>4. To achieve an income of £62,000 for bar &amp; shop takings.</p>	<p>Monitor individual brands and focus on streamline our current stock.</p>	<p>L Dennis J Betts B Meskell</p>	<p>Ongoing</p>	<p>Maintaining high levels of customer service.</p> <p>Researching the market for the best deals on purchasing supplies.</p> <p>Reducing stock on hand</p>

## Section 4: Service Performance Quadrant 2016-17

**Priority 1.** Professional Programme, to date (31/01/16) we have taken £130'198 and are likely to take a further £12'000

**Priority 2.** Sales and Marketing, we have highlighted staffing issues and budget issues to senior management

**Priority 3.** Ticket Levy, we have sought permission to vary the ticket Levy and so far have taken £12'428 and are Likely to take a further £3000

**Priority 4.** Private Hire, we have so far taken £41'500 and are Likely to take a further £6'500

**Priority 5.** Bar and Shop, in order to increase concession sales we have ordered in auditorium vending carts, these will generate extra income over and above that which is currently being generated. We have currently (31/01/16)

taken £42'571 and are Likely to take a further £11'000

**Priority 6.** To Increase Marketing Activity for all Professional shows commissioned by the theatre. At present there are insufficient funds and insufficient staff to achieve this without further resourcing. Presently we rely heavily on the remaining fulltime theatre staff who are not marketing professionals and casual staff to promote our shows and events through social media.

We seek to employ a fully trained professional Marketing person to maximise our sales.

To combine resources with Pontardawe Arts Centre and The Gwyn Hall to jointly market our shows to reduce the costs and maintain our marketing reach.

\*Figures include Salaries

<b>Measure</b>	<b>2014-15 Actual (Full Year)</b>	<b>2015-16 Actual (Full Year)</b>	<b>Comparative Performance</b>	<b>2015-16 Qtr. 3 (cumulative)</b>	<b>2016-17 Qtr. 3 (cumulative)</b>
<b>Service Measure 1:</b> Increase income on all professional shows.  To deliver approximately 25 – 30 shows per year in order To generate an income of £145'000 for our professional programme	<b>£98'561</b>	<b>£153'356</b>	If available	<b>£115'017</b>	<b>£130'160</b>
	<b>31</b>	<b>29</b>		<b>27</b>	<b>15</b>
<b>Service Measure 2:</b> Increase marketing support  To Increase Marketing Activity for all Professional shows commissioned by the theatre.	<b>£55'664 *</b>	<b>£56'720 *</b>	If available	<b>£42'540</b>	<b>£14'627</b>
<b>Service measure 3:</b> Maintain Ticket Levy Income  To achieve a target of £20'000 on all events sold by the Theatre.	<b>Levy charge introduced April 2015</b>	<b>£20'342</b>	If available	<b>£15'256</b>	<b>£12'900</b>
<b>Corporate measure (CM01):</b>  <b>a)</b> Number of transactional services fully web enabled  <b>b)</b> Number of transactional services partially web enabled	<b>Theatre website</b>  <b>Online ticket sales</b>  <b>Nil</b>	<b>Theatre website</b>  <b>Online ticket sales</b>  <b>Nil</b>	If available	<b>Theatre website</b>  <b>Online ticket sales</b>  <b>Nil</b>	<b>Theatre website</b>  <b>Online ticket sales</b>  <b>Nil</b>

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## Section 5: Financial Quadrant 2016-17:

### **Hires**

Although there has been a significant reduction in the number of hirers wishing to hire the venue, we have managed to maintain income levels by careful application of a restructured set of fees and charges.

### **Bar**

An Integrated programming policy has seen bar Profit rise Significantly over the last five years.

### **Ticket Levy**

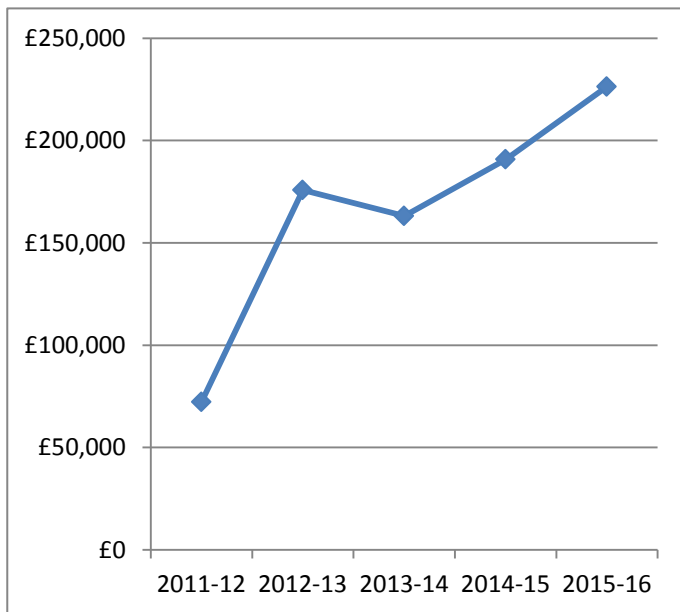
2015/16 saw the introduction of a ticket Levy without much opposition as this is standard practice in theatres across the country. This was set at 7.5% of ticket price including VAT giving us a net Yield of 6% increase in sales. If this were increased to 10% including VAT the Yield would go from 6% to 8% giving us an extra 2% increase in revenue. Based on the £25,000 taken in 2015/16 this would equate to extra revenue of £8000.00 over and above what we are currently making.

### **Note**

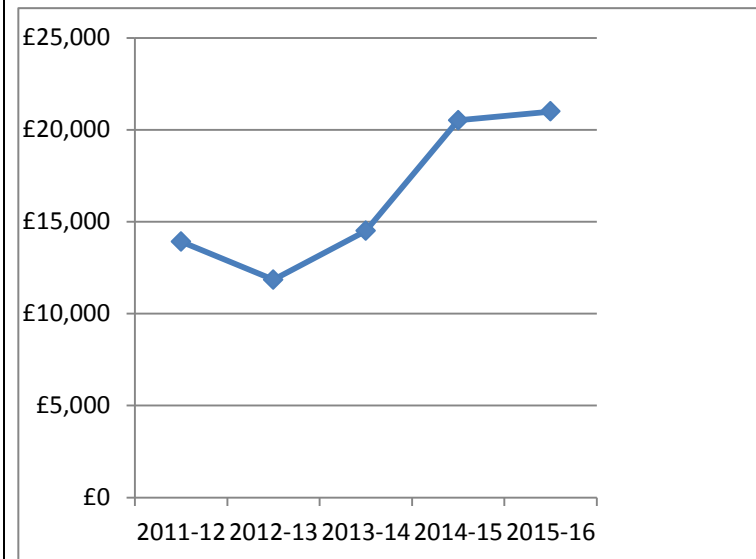
The current Team took over the running of the Princess Royal Theatre in 2010 and soon realised that, with austerity coming, they needed to reduce the subsidy of the venue by the Local Authority. To this end they engaged in a process of revamping the programme of events on offer by targeting high value and profitable acts. They correspondingly both increased income and decreased subsidy of the venue ahead of targets. The corresponding increase in bar profits reflects the fact that the venue is now busier than it has ever been.

However this year is projected to have an overspend, this is due to two factors: firstly, accounting errors failed to carry over significant income taken in advance from the previous financial year, and secondly an overambitious target was set on the budgets by the same accountant.

### Total Income



### Bar Profit



2011-12	£72,194	2011-12	<b>£13,916</b>
2012-13	£175,739	2012-13	<b>£11,842</b>
2013-14	£163,059	2013-14	<b>£14,503</b>
2014-15	£190,731	2014-15	<b>£20,516</b>
2015-16	£226,265	2015-16	<b>£20,994</b>

<b>Measure</b>	<b>2014-15 Actual (Full Year)</b>	<b>2015-16 Actual (Full Year)</b>	<b>2016-17 Qtr. 2 (projected to year end)</b>
<b>Corporate Measure (CM02):</b> % revenue expenditure within budget	11% over budget	0.5% under budget	22% overspent reported pressure
Revenue Budget £	£127'523	£83'657	£15'190

**Corporate Measure (CM03):**

Amount of FFP savings

£68'720

Amount of FFP savings at risk

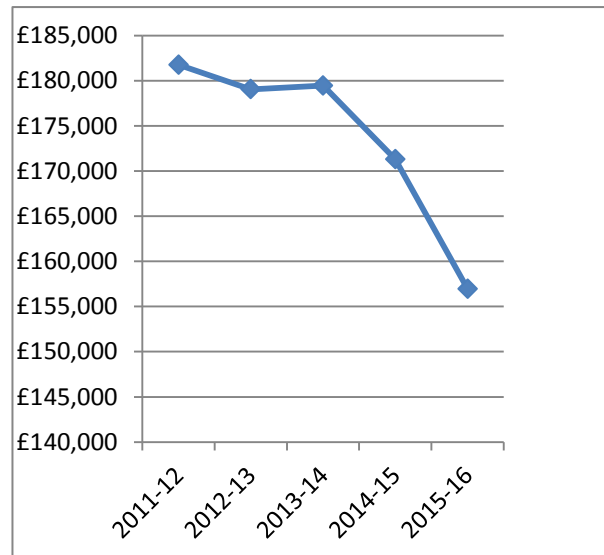
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## Section 6: Employee Quadrant 2016-17

### Staffing

The Last five years have seen significant changes to the staffing structure at The Princes Royal Theatre. Four Members of full time staff have left and not been replaced. Some of the work carried out by these staff is now done by casual staff, so the balance of fixed costs to variable costs has changed. These changes have gradually been incorporated into fees and charges for hirers, but cannot be conveniently absorbed for our own promoted shows, thus making it even harder to Promote Profitable shows. Fortunately the current team have managed to overcome these difficulties and still promote profitable headline shows which keep up the profile of the venue.



Total Staffing Spend

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	2015-16 QTR. 2 (cumulative)	2016-17 QTR. 2 (cumulative)
<b>Corporate Measure (CM04): Average FTE (Full time equivalent) working days lost due to sickness absence</b>				
The Princess Royal Theatre	5.6 days	13.2	1.6	3.5
Total Service FTE days lost in the period	35	70	9	17
ELLL Directorate	9.4 Days	9.0 Days	3.9 Days	3.8 Days
Council:	9.4 Days	9.7 Days	4.2 Days	4.6 Days
		2015-16 Actual (Full Year)	2015-16 QTR. 2 (cumulative)	2016-17 QTR. 2 (cumulative)
<b>Corporate Measure (CM11):</b> Staff engagement Measure				
<b>Corporate Measure (CM05):</b> % of staff who have received a performance appraisal during 2016-17 (Target 100%)  Number of staff who have received a performance appraisal during 2016-17		None	None	Scheduled for February 2017
<b>Corporate Measure (CM06):</b> Number of employees left due to unplanned departures		3	None	None

## Section 7: Customer Quadrant 2016-17

The Service is a public facing service we mainly receive positive feedback, compliments and comments from our customers.

Note<sup>1</sup>:- Verbal complaints about the website (now resolved) and the perception is that the adjacent car park is part of the theatre and customers regularly complain about access and capacity of the car park.

Note<sup>2</sup>:- No historical data

Note<sup>3</sup>:- It is intended to be part of the marketing function to engage in customer satisfaction measures, subject to funds and staff being made available.

Measure	2015-16 Actual (Full Year)	2015-16 Qtr. 2 (cumulative)	2016-17 Qtr. 2 (cumulative)
<b>Corporate Measure (CM07):</b> Total number of complaints			
Internal	0	0	0
External (from the public)	Note <sup>1</sup>	Note <sup>1</sup>	Note <sup>1</sup>
<b>Corporate Measure (CM08):</b> Total number of compliments			
Internal	Note <sup>2</sup>	Note <sup>2</sup>	Note <sup>2</sup>
External (members of the public)	Note <sup>2</sup>	Note <sup>2</sup>	Note <sup>2</sup>
<b>Corporate Measure (CM09):</b> customer satisfaction measure/s	Note <sup>3</sup>	Note <sup>3</sup>	

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## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### ECONOMIC AND COMMUNITY REGENERATION SCRUTINY COMMITTEE

20th January 2017

#### Report of the Head of Transformation Education, Leisure and Lifelong Learning

#### SECTION A – MATTER FOR MONITORING

WARD(S) AFFECTED: ALL

#### Margam Country Park Report Card

#### Purpose of the Report

1. To present for Scrutiny the Report Card for Margam Country Park Centre.

#### Executive Summary

2. Margam Country Park is a Grade 1 listed park of approximately 900 acres which includes several Scheduled Ancient Monuments as well as a number of Grade 1 and Grade 2 listed buildings and structures. It is a visitor attraction which provides a range of leisure opportunities for a large number of local people as well as tourists. The Country Park also works in partnership with the Field Studies Council at the Margam Discovery Centre in order to deliver environmental education to schools and colleges within Neath Port Talbot and further afield.

The Report Card, set out in Appendix A, summarises the service priorities, key measures and key actions for Margam Country Park

## **Background**

3. In recent years the park has attracted significant grant funding in order to restore some of our most important listed buildings and to restore the gardens. Funding was also obtained in order to develop a volunteering programme within the gardens and we now have a core team of enthusiastic volunteers who work alongside the gardening team. We have also had funding to construct a new mountain bike events course and to increase our capacity for events parking. We continue to seek out further grant opportunities.

Within the last two years the park management has also taken over responsibility for managing The Orangery as well as Charlotte's Pantry (which is the café in the visitor courtyard).

Following the restoration of Ivy Cottage, it has now been converted into a successful holiday cottage which has added a new income stream.

The park has also been successful in the last few years in attracting several high profile filming projects to the park which have proved financially beneficial. This is however income that cannot be guaranteed as it is obviously dependant on demand.

Margam was tasked with achieving additional income of £135,000 during 2016/7 as part of the FFP savings, this will not be achieved. Clarification on the budget position is shown as Point 6 in section 5 of the attached report card.

The service is non statutory and employs 18 full time staff, 7 part time staff, 4 seasonal staff and a number of casual staff as and when required for Orangery functions and other catering purposes.

## **Financial Impact**

4. The Report Card sets out the FFP savings achieved for 2015-16 and identifies the targets for 2016-17.

## **Equality Impact Assessment**

5. There are no equality impacts associated with this report.

### **Workforce Impacts**

6. There are no workforce impacts associated with this report.

### **Legal Impacts**

7. There are no legal impacts associated with this report.

### **Risk Management**

8. There are no risk management issues associated with this report.

### **Consultation**

9. There is no requirement under the Constitution for external consultation on this item.

### **Appendices**

10. Report Card

### **List of Background Papers**

11. None

### **Officer Contact**

12. Paul Walker,  
Operations Coordinator

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# Service Report Card 2016-2017

## Margam Country Park

### Section 1: Brief description of the service

Margam Country Park is a Grade 1 listed park of approximately 900 acres which includes several Scheduled Ancient Monuments as well as a number of Grade 1 and Grade 2 listed buildings and structures. It is a visitor attraction which provides a range of leisure opportunities for a large number of local people as well as tourists. We also work in partnership with the Field Studies Council at the Margam Discovery Centre in order to deliver environmental education to schools and colleges within Neath Port Talbot and further afield.

In recent years the park has attracted significant grant funding in order to restore some of our most important listed buildings and to restore the gardens. Funding was also obtained in order to develop a volunteering programme within the gardens and we now have a core team of enthusiastic volunteers who work alongside the gardening team. We have also had funding to construct a new mountain bike events course and to increase our capacity for events parking. We continue to seek out further grant opportunities.

Within the last two years the park management has also taken over responsibility for managing The Orangery as well as Charlotte's Pantry (which is the café in the visitor courtyard).

Following the restoration of Ivy Cottage, this has now been converted into a successful holiday cottage which has added a new income stream.

The park has also been successful in the last few years in attracting several high profile filming projects to the park which have proved financially beneficial. This is however income that cannot be guaranteed as it is obviously dependant on demand.

Margam was tasked with achieving additional income of £135,000 during 2016/7 as part of the FFP savings. The service is non statutory and employs 18 full time staff, 7 part time staff, 4 seasonal staff and a number of casual staff as and when required for Orangery functions and other catering purposes.

## Section 2: Overall Summary of Performance for 2015-16 Financial Year

Margam Country Park continued to be a popular destination and visitor numbers remained high.

Visitor Numbers	2013/14	220,963
	2014/15	179,036
	2015/16	229,098

It should be noted that Bank Holidays are important in generating footfall and therefore income from visitors. Weather also plays an important part. During 2015/16 the park benefitted from the fact that there were two Easters in the financial year. The park continued to deliver its school holiday activity programme ensuring that there are free/low cost family activities taking place every week day during school holidays. Visitor numbers and income were boosted by the Superheroes event which took place in May, however this event led to numerous complaints also

In 2015/16 Margam Park achieved the Green Flag Award for the third consecutive year and was again voted one of the UK's favourite parks in a public vote – The People's Choice Award.

Film income has suffered during 2015/16 due to the fact that there have been fewer large filming projects this year. As previously indicated, income from filming is not something we can directly control. Twyn yr Hydd remains empty, so consequently the park receives no rental income from this source and is having to fund the costs of maintaining this empty building. During 2015/16 it was decided to discontinue the loss making Margam Activities Centre but negotiations were entered into with a third party to continue providing the service in Margam. The volunteering programme in the gardens and it is estimated that the value of the hours contributed by volunteers is in excess of £25,000.

The holiday cottage has continued to perform well and the feedback from visitors is very good. The park took over the management of the cafeteria in September 2015 and have absorbed the management costs of this outlet as well as the Orangery which is increasingly busy as indicated below:

The Orangery team has been successful in generating new business. There is inevitably a long lead in time for wedding bookings but the marketing activity undertaken by the team is paying off and this is reflected by the numbers already in the diary for the next two financial years. The team has also been successful in increasing the number of corporate bookings and organised two Christmas events which sold out.

<b>Year</b>	<b>Total Functions</b>	<b>Weddings booked ( Included in Total function total)</b>
2014.15	76	30
2015.16	104	25
2016-17 (April 16 – January 17)		

**Section 3:  
Service Priorities 2016-17**

Priority	Actions to deliver priority	Officer Responsible	Timescale	What will be different? Measures and/or Outcomes
Develop income generating potential of The Orangery by increasing the number of functions.	Flexibility in meeting times for prospective wedding customers.  Introduce public wifi in order to attract a wider range of conference clients	DE  DE/MW	Implemented  Ongoing	Increased number of wedding bookings.  Increased income from new business generated
Identify new income generating opportunities & develop existing income streams	Staff & volunteer engagement event.  Work with Environment Directorate to develop opportunities within the Castle, Twyn yr Hydd & East Lodge	PW/MW  PW/MW	Held in December 2016 Ongoing	Generate new ideas for increasing income and reducing expenditure. Rental income generated
Improve marketing of the park and Orangery including maximising the opportunities provided by social media.	Creation of two new temporary posts, funded corporately	PW	Ongoing	Increased income
Development of 90 pitch caravan & camping site in partnership with The Camping and Caravan Club of Great Britain	Work with Environment Directorate to progress	MW	Ongoing	Additional rental income and increased secondary spend opportunities

## Section 4: Service Performance Quadrant 2016-17

**Note 1** With regard to CMO1 although the Park has a web site and extensively uses Social Media there are still opportunities for us to extend the number of online transactions. To this end, the Park is working with the D.E.L.L digital champions to review opportunities.

### **Priority 1. Develop income generating potential of the Orangery.**

Have put measures in place to ensure that prospective clients can visit the Orangery to discuss their requirements at times to suit them, i.e. after work and at weekends. IT services have been tasked with providing wifi for corporate customers.

### **Priority 2. Identify new income generating opportunities & develop existing**

Staff and volunteer engagement event programmed for December 2016  
Secondary catering outlet operated in the park trialled during summer 2016  
Orangery organised it's own Christmas party events

### **Priority 3. Improved marketing of the park and Orangery**

Positive discussions held with Finance regarding the funding of two temporary posts, in part to provide marketing support for the Orangery and the park.

### **Priority 4. Camping & Caravan site.**

Awaiting completion of outstanding drainage and infrastructure issues.

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	Comparative Performance	2015-16 Qtr. 2 (cumulative)	2016-17 Qtr.2 (cumulative)
<b>Service Measure 1:</b> Increasing number of Orangery bookings	76	104	N/A	64	67
<b>Service Measure 2:</b> Developing new and existing income streams	N/A	N/A	N/A	N/A	Engagement Event on the 5 <sup>th</sup> December
<b>Service measure 3: Improved marketing</b>	N/A	N/A	N/A	N/A	Awaiting decision on the two new temporary posts
<b>Service measure 4: Development of camping and caravan site</b>	N/A	N/A	N/A	N/A	Awaiting Drainage Works
<b>Corporate measure (CM01):</b> a) Number of transactional services fully web enabled  b) Number of transactional services partially web enabled	N/A	N/A	N/A	N/A	See Note 1 above

**Section 5:  
Financial Quadrant 2016-17:**

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	2016-17 (projected to year end)
<b>Corporate Measure (CM02):</b> % revenue expenditure within budget  Revenue Budget £	0.3% Overspend £1,500  £457,000	17% Overspend £53,000  £316,000	81% Overspend £180,000 Note 6.  £234,000
<b>Corporate Measure (CM03):</b> Amount of FFP savings at risk	0	0	£75,000

**Note 6.** The projected overspend has been reported corporately. This has arisen due to a mixture of an unachieved FFP target for income, and staffing overspends.

The unachieved income target totals £135k (£125k of which was the FFP saving). This is broken down between; £55k filming income; £50k special events income; £30k Twyn Yr Hydd lease. A large amount of income was generated in 15/16 and budgeted for in 16/17, but didn't happen. The fact that there were 5 bank holidays in 15/16 and only 3 in 16/17 would have contributed towards this, along with other anticipated developments not being carried out.



The other £45k comes from corrections of staffing budgets; and a small amount for match funding for HLF grant that wasn't expected.

However, there has been an increase in the numbers of repeat visitors during the year, which has led to an increase in car parking income compared to 2015/16.

Every effort is still being made to try and maximise income and reduce expenditure where possible during the last few months of the financial year, which will continue into financial year 2017/18.

## Section 6: Employee Quadrant 2016-17

**Note 1** Team meetings are regularly held and in December 2016 there was a staff and volunteer engagement morning event planned to discuss opportunities for decreasing costs and increasing income

**Note 2.** Park Management are working with the HR section to both monitor and reduce sickness levels. During 2015-16 and 2016/17 Qtr 2 the park had one long time sickness case as well as several stress related cases within one team. One employee has left his employment with NPT and the work related stress cases have been resolved.

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	2015-16 Qtr. 2 (cumulative)	2016-17 Qtr. 2 (cumulative)
<b>Corporate Measure (CM04):</b> Average FTE (full time equivalent) working days lost due to sickness absence				
Margam Park	11.3 days	12.8 days	6.4 days	7.8 days
Total Service FTE days lost in the period	344	379	169	195 Note 2
<b>ELLL Directorate</b>	9.4 days	9.0 days	3.9 days	3.8 days
<b>Council</b>	9.4 Days	9.7 Days	4.2 Days	4.6 Days
<b>Corporate Measure (CM11):</b> Staff engagement Measure	Monthly Team Meetings	Monthly Team Meetings	N/A	Staff and friends engagement day in December
<b>Corporate Measure (CM05):</b> % of staff who have received a performance appraisal during 2016-17 (Target 100%) Number of staff who have received a performance appraisal during 2016-17	100%	100%	n/a	Rolling out new Appraisal complete by March 17

**Corporate Measure (CM06):** Number of employees left due to unplanned departures

0

0

1

## Section 7: Customer

Note 3. As a service area which engages with large numbers of the public, we receive a large number of verbal compliments as well as a large number of positive comments on social media. We also receive many thank you cards/letters

Note 4. A number of visitor survey questionnaires were completed by our team of volunteers. Of those who answered the question "What is your overall impression of the park?" 100% said they were very satisfied.

Note 5. The unusual spike in complaints during 2015/16 was due to the Super Heroes event in May 2015.

Measure	2015-16 Actual (Full Year)	2015-16 Qtr. 2 (cumulative)	2016-17 Qtr. 2 (cumulative)
<b>Corporate Measure (CM07):</b> Total number of complaints Internal External (from the public)	542 * See Note 5	541	16
<b>Corporate Measure (CM08):</b> Total number of compliments Internal External (members of the public)	See Note 3	See Note 3	See Note 3
<b>Corporate Measure (CM09):</b> customer satisfaction measure/s	0	See Note 4	

## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### ECONOMIC AND COMMUNITY REGENERATION SCRUTINY COMMITTEE

20th June 2017

#### Report of the Head of Participation Education, Leisure and Lifelong Learning

#### SECTION A – MATTER FOR MONITORING

WARD(S) AFFECTED: ALL

#### Access Managed Services

#### Purpose of the Report

1. To present for Scrutiny the Report Card for Access Managed Services.

#### Executive Summary

2. Access Managed Services (AMS) is part of the Education, Leisure and Lifelong Learning Directorate, and provides a Catering, Cleaning, Training, and Transport & Premises Support Service, to over 61 Primary & Special Schools across the County Borough of Neath Port Talbot. AMS provides additional Catering & Cleaning advice and support to Comprehensive Schools within the County Borough area. AMS is responsible for the design of any new kitchens or refurbishments, working closely in conjunction with the authorities' architects.

AMS employs in excess of 600 staff across the service provision. The Report Card, set out in Appendix A, summarises the service priorities, key measures and key actions for Access Managed Services 2016-17.

## **Background**

The local authority has a statutory obligation to provide school meals, and transport to children that are eligible.

Access Managed Services utilises over 2,913 hours per week to serve 27,750 lunch-time meals per week, equating to 5,550 pupil meals per day in the Primary Schools and Special Schools Sector, and over 1,007 hours per week, in delivering 14,660 free breakfasts per week in Primary Schools, equating to 2,932 Breakfasts per day.

In partnership with the transport section within the Environment Directorate, Access Managed Services oversees the transportation of on average 7,600 mainstream pupils journeys per day, also on average the service carries out 180 assessments per academic year to ensure that pupils meet the relevant criteria to access home to school transport.

Access Managed Services is also responsible for the co-ordination in conjunction with the Environment Directorate of over 325 SEN & post 16 SEN specialised transport.

Access Managed Services is responsible for the cleaning at all Primary Schools and Ysgol Bae Baglan this equates to 2,400 cleaning hours per week.

## **Financial Impact**

3. The Report Card sets out the FFP savings achieved for 2015-16 and identifies the targets for 2016-17.

## **Equality Impact Assessment**

4. There are no equality impacts associated with this report.

## **Workforce Impacts**

5. There are no workforce impacts associated with this report.

## **Legal Impacts**

6. There are no legal impacts associated with this report.

## **Risk Management**

7. There are no risk management issues associated with this report.

## **Consultation**

8. There is no requirement under the Constitution for external consultation on this item.

## **Appendices**

9. Report Card

## **List of Background Papers**

10. None

## **Officer Contact**

11. Paul Walker,  
Operations Coordinator

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# Service Report Card 2016-2017

## Access Managed Services

### Section 1: Brief description of the service

Access Managed Services (AMS) is part of the Education, Leisure and Lifelong Learning Directorate, and provides a Catering, Cleaning, Training, and Transport & Premises Support Service, to over 61 Primary & Special Schools across the County Borough of Neath Port Talbot. AMS provides additional Catering & Cleaning advice and support to Comprehensive Schools within the County Borough area. AMS is responsible for the design of any new kitchens or refurbishments, working closely in conjunction with the authorities' architects.

AMS employs in excess of 600 staff across the service provision including Cooks, Breakfast Club Cooks, Kitchen Assistants, Cleaners, Mobile Cleaning Staff, and Kitchen Deep Cleaning Staff & Cleaning Equipment Repair & Replace Service.

AMS is an Approved City & Guilds Centre & also a Highfield Approved Training Centre and as such delivers accredited training to both Catering & Cleaning staff in order to ensure that the workforce is adequately trained. AMS provides a training service to school based staff, other directorates & external businesses.

The total number of staff within the Section is 629 posts with 176 FTE.

## Section 2: Overall Summary of Performance for 2015-16 Financial Year

### Overall the service achieved what it planned to complete which includes:

- The local authority has a statutory obligation to provide food & transport to children that are eligible. And that they learn in a clean school environment.
- Utilising over 2,913 hours per week to serve 25,850 lunch-time meals per week,  
  
The food safety rating issued (1-5) which must be displayed in a prominent position at each establishment.(59 Kitchens 5\* rating and 2 kitchens 4\* rating)
- Utilising over 1007 hours per week, in delivering 14,660 free breakfasts per week in Primary Schools, equating to 2932 Breakfasts per day.
- Providing approximately 5,368 free bottles of milk to nursery & key stage 1 pupils on a daily basis.
- Cleaning at all Primary Schools & Ysgol Bae Baglan is undertaken after school hours – approx 2,400 hours per week.
- Transportation of on average 7,600 mainstream journeys per day.
- Approximately 180 assessments per academic year to ensure that pupils meet the relevant criteria to access home to School transport.
- Co-ordination in conjunction with the Environment Directorate of over 325 SEN & post 16 SEN specialised transport.
- The revised budget for transport for home to school for 2015/16 is £5,569,000 and the post 16 transport budget is £244,000.
- We reduced our average FTE sickness days lost from 12.6 FTE days in 2014-15 to 10.1 FTE days in 2015-16

**Section 3:  
Service Priorities 2016-17**

Priority	Actions to deliver priority	Officer Responsible	Timescale	What will be different? Measures and/or Outcomes
1. To deliver the saving for the Cleaning Section as per the Council's Forward Financial Plan.	Continuously review the service, increase business opportunities e.g. Bae Baglan cleaning contract.	Shirley Freeguard	Financial Year.	FFP saving delivered.
2. To maximise attendance at work and minimise sickness absence.	Continuously monitoring sickness levels and working with HR via the Maximising Attendance at Work Policy	Shirley Freeguard Jayne Dennis	Continuous	Reduce Sickness days lost
3. To review the current transport policy	The current transport policy was introduced in 2014; it will be reviewed in the Autumn of 2016.	Chris Millis Paul Walker		Complete public consultation.
4. Home to school transport costs, rationalising via the re tendering exercise	The second tranche of contracts will be tendered.	Gillian John & Transport Officers in the Environment Directorate	February/ March 2017	Rationalised routes that will be beneficial to service users and more efficient.
5. Working towards delivering the Catering review changes to meet FFP savings in 2018-19		Jayne Dennis	2016 -2018	To meet the FFP saving for 2018 – 19 £100k

<p>6. To Meet the Outcome in Y Cynllun the Directorate Improvement Plan</p>	<p>96.55% of schools currently offer free breakfasts - Target 2017 – 98%.</p> <p>The average take up of Primary and Special school meals both paying and free per week is 25,850 meals. The take up both paying and free Primary and Special per Financial Year is 981,000 meals. The target is to maintain the percentage of the take up of meals.</p> <p>100% of Primary and Special Schools hold a current score of 4 and above on the Food Hygiene Rating. Target for 2016/17 is to maintain 100%</p>	<p>Jayne Dennis</p>	<p>2016-18</p>	<p>To meet the aspiration of The Education, Leisure and Lifelong Learning Directorate of being the best local authority in Wales in terms of pupil performance,</p>
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## Section 4: Service Performance Quadrant 2016-17

Priority 1: FFP savings of £76k is on target to be achieved during 2016-17.

Priority 2 : We continue to manage our sickness in line with the maximising attendance at work policy, however whilst our rates reduced last year, quarter 2 cumulative data this year shows an increase from an average of 3.8 FTE (last year) to 4.7 FTE days for the six month reporting period.

Priority 3: Public Consultation exercise due to end on Monday 16<sup>th</sup> January 2017.

Priority 4: It is proposed that close monitoring of the savings be carried out at the end of the tender, and again after the routes have been in place for the initial three months of each of the contracts. This will establish the true savings for the service after we take into account routes declined or handed back by tenderers for any reason.

Priority 5: The service is currently reviewing a rationale of hours required in each individual kitchen to ensure service improvement and value for money.

Priority 6. We are on target to meet the outcomes in Y Cynllun.

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	Comparative Performance	2015-16 Qtr. 2 (cumulative)	2016-17 Qtr. 2 (cumulative)
<b>Service Measure 1:</b> FFP Savings Cleaning Section (priority 1)	£0	£65,000		£32,500	£30,000
<b>Corporate measure (CM01):</b> a) Number of transactional services fully web enabled.  b) Number of transactional services partially web enabled	See Note 1 & See Note 2 below				

Note 1. All of the Primary & Special Schools operate an iPad based system for collection of breakfast & lunch data via the Citrus Till System. The system registers lunch money payments & identifies the numbers of free & paying school meals. It can also identify the levels of debt in each school.

Note 2. At present, as part of the authorities 'Digital by Choice' priority programme, meetings are being held with the view of introducing a 'cash-less' system, which means that parents can make payments for lunches on line.

**Section 5:  
Financial Quadrant 2016-17:**

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	2016-17 Qtr. 2 (projected to year end)
<b>Corporate Measure (CM02):</b> % revenue expenditure within budget  Revenue Budget (16/17 £7,704,039)  Reason for Variance	7% overspend  7,981,345  School Transport	1% underspend  7,933,795  School Transport	1% overspend  7,811,803  Catering Review
<b>Corporate Measure (CM03):</b> Amount of FFP savings at risk	None	None	None

**Section 6:  
Employee Quadrant 2016-17**

We continue to manage our sickness in line with the maximising attendance at work policy, however whilst our rates reduced last year, quarter 2 cumulative data this year shows an increase from an average of 3.8 FTE (last year) to 4.7 FTE days for the six month reporting period. The increase in the main is due to some employee who have had chronic long term illnesses and some being diagnosed with terminal illness.

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	2015-16 QTR. 2 (cumulative)	2016-17 QTR. 2 (cumulative)
<b>Corporate Measure (CM04): Average FTE (Full time equivalent) working days lost due to sickness absence</b>				
<b>Access Managed Services -</b> Average FTE working days lost per employee.	<b>12.6 days</b>	<b>10.1 days</b>	<b>3.8 days</b>	<b>4.7 days</b>
Total Service FTE days lost in the period	2753 days	1977 days	847 days	913 days
<b>Directorate: ELLL</b> Average FTE working days lost per employee	9.4 days	9.0 days	3.9 days	3.8 days
<b>Council:</b> Average FTE working days lost per employee	9.4 Days	9.7 Days	4.2 Days	4.6 Days



	2015-16 Actual (Full Year)	2015-16 Qtr. 2 (cumulative)	2016-17 Qtr. 2 (cumulative)
<b>Corporate Measure (CM11):</b> Staff engagement Measure		To be developed by Chief Executives Directorate	
<b>Corporate Measure (CM05):</b> % of staff who have received a performance appraisal during 2016-17 (Target 100%)  Number of staff who have received a performance appraisal during 2016-17			Please see note 3 below
<b>Corporate Measure (CM06):</b> Number of employees left due to unplanned departures	0	1	0

**Note 3** - Performance appraisals are an ongoing exercise for all Catering Staff. All Catering appraisal forms have been issued to AMIS Catering Staff & are to be completed by the end of March 2017. Following a new restructure within the cleaning section the new cleaning Co-ordinators will be rolling out the staff appraisals after completing training.

## Section 7: Customer

Measure	2015-16 Actual (Full Year)	2015-16 Qtr. 2 (cumulative)	2016-17 Qtr. 2 (cumulative)
<b>Corporate Measure (CM07):</b> Total number of complaints			
Internal	0	0	1
External (from the public)	0	0	0
<b>Corporate Measure (CM08):</b> Total number of compliments			
Internal	42	20	12
External (members of the public)	0	0	0
<b>Corporate Measure (CM09):</b> customer satisfaction measure/s	Not Measured	We will consider measuring customer satisfaction during 2017-18	

## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### Economic & Community Regeneration Scrutiny Committee

20<sup>th</sup> January 2017

### Report of the Head of Property & Regeneration

Simon Brennan

#### Matter for Monitoring

**Wards Affected:** All

#### Strategic Property & Valuation Report Card

#### Purpose of Report

1. To present for Scrutiny the Report Card for the Strategic Property & Valuation section.

#### Executive Summary

2. The Economic & Community Regeneration Cabinet Board on the 15<sup>th</sup> July 2016 approved the Divisional Business Plan for Property & Regeneration.
3. Each Business Unit within the division is required to complete a Report Card for each financial year, outlining the following:-
  - Performance against last year's Action Plan and Targets.
  - The challenges and opportunities faced in the short and medium term.
  - The actions and targets for the 12 months from April 2016 to March 2017.
4. The Report Card, set out in Appendix A, summarises the service priorities, key measures and key actions for the Strategic Property & Valuation section.

#### Consultation Outcome

5. Employees within the individual services and external customers, where relevant, have been consulted in the development of the Report Card.

## **Financial Impact**

6. The work of the Section is funded by a combination of existing revenue budgets and some external fee income.

## **Equality Impact Assessment**

7. Not applicable.

## **Workforce Impacts**

8. These are covered in the appended report card.

## **Legal Impacts**

9. Not applicable.

## **Risk Management**

10. A Risk Matrix for the Directorate has been prepared which incorporates the risk within this service area.

## **Recommendation**

11. This item is for monitoring purposes.

## **Reasons for Proposed Decision**

12. Not applicable.

## **Implementation of Decision**

13. Not applicable.

## **Sustainability Appraisal**

14. The activities of the Environment Directorate have an impact on all themes of the Corporate Performance Plan. Operational Business Plans contribute to service improvement by setting out service specific priorities for the next 12 months and how they will be met. Managers are required to consider Corporate policies such as equalities and health when determining how they meet their service priorities.

## **Appendices**

15. Appendix 1 – Strategic Property and Valuation Services Report Card.

## **List of Background Papers**

16. Property & Regeneration Operational Business Plan - Economic & Community Regeneration Cabinet Board - 15<sup>th</sup> July 2016

## **Officer Contact**

17. Mr David Phillips,  
Strategic Property & Valuation Manager,  
Tel. 01639 686980,  
Email: d.phillips@npt.gov.uk

# Service Report Card 2016-2017

## Strategic Property and Valuation Service (Quarter 3 Update)

### Section 1: Brief description of the service

The Strategic Property and Valuation service is made up of a number of property specialists whose areas of expertise include: Strategic Asset Management, Estate Management, Valuation, Energy Management, Property Compliance and Facilities Management (this includes cleaning of non-school buildings).

It is responsible for the following statutory services: property compliance, energy management, traveller sites and asset valuation. The section also supports the delivery of statutory services through its strategic property role.

The following provides an outline of the services that the Strategic Property and Valuation section delivers for the Council:

- To direct and lead the strategy, policy and management of the Council's land and property estate. This includes ensuring that operational properties are fit for purpose and that the Council's statutory obligations are met whilst also ensuring that any income generation (revenue and capital) from surplus and non-operational properties is maximised.
- To prepare annual reports, including asset valuations, capital and revenue estimates, property reviews and up-to-date statistical and comparable property records.
- To conduct complex property negotiations for the Council including acquisitions, disposals and compulsory purchase orders, together with any statutory valuations, including: asset, insurance and rating valuations.
- To continuously develop and implement the Corporate Asset Management Plan and Accommodation Strategy to ensure that the Council's property assets deliver an agreed standard of service.
- To work as part of multi-disciplinary project teams that encourages both internal and external partnership whilst also working to achieve the Council's corporate objectives. This includes providing support to regional projects, as the City Region.

- To work with key stakeholders to improve service delivery and promote innovative ways of ensuring that services are maintained. This includes, where appropriate, working with Public and Third Sector partners on the most efficient and effective use of assets.
- To identify opportunities to utilise the Council's property portfolio to help deliver major property regeneration.
- To manage the Council's non-operational property portfolio and provide accommodation and support to new start-up businesses whilst providing revenue streams for the Council.
- To produce, implement and supervise annual programmes of work as well as manage and liaise with internal/external contractors to implement those works.
- To ensure property compliance on a Corporate level by managing and overseeing the Council's Energy Management Policy, Asbestos Management Service and Legionella Record System.
- To be responsibility for corporate management and delivery of energy/carbon and water efficiency for the Authority's 260 sites. This includes implementation of energy and water management protocols and procedures to enhance and improve energy efficiency and performance throughout the portfolio.
- To maintain and manage the day to day operation of the Civic Centre offices, this includes providing a concierge service as well as on-site catering facilities. To provide a cleaning service for a range of non-school Council properties, including 14 public toilets.
- To run the Council's archive and confidential waste services.
- To provide space utilisation advice and audits on operational properties as well as providing technical advice to the Margam Crematorium committee.
- To manage and oversee the Council's Traveller sites and the Council's on-site Traveller Warden.
- To manage and update the Total Property Management System (TPMS), Graphical Information Service (GIS) and provide corporate land and building surveys.
- To manage and operate the historic Neath September Fair.

- To programme and implement Disability Access works at a corporate level.

The section has a full time equivalent staff of 55.13 staff, which includes 32.32 cleaning and coffee shop staff.



## Section 2: Overall Summary of Performance for 2015-16 Financial Year

The continued rationalisation of the Council's property portfolio has seen an unprecedented number of operational properties declared surplus to requirements. Despite this additional pressure, in 2015/16, the service area successfully disposed of a number freehold properties, surrendered leasehold interests on vacant properties, carried out a record number of community asset transfers and provided new accommodation for displaced staff.

For the 2015/16 financial year, the Council obtained £1,034,789 in capital receipts.

As part of the FFP, we acted on behalf of Streetcare Services and the Education Leisure and Lifelong Learning Directorate. We successfully agreed and co-ordinated the transfer of 22 sports grounds/pavilions and 4 community centres to community/third sector groups.

The service took on the management of the Baglan Bay Innovation Centre from Welsh Government and subsequently delivered additional revenue savings to support FFP

We have continued to deliver the Council's Accommodation Strategy. This resulted in over 100 staff vacating Llandarcy Institute, 11/12 Milland Road and Wellington Place and being relocated within the Council's operational buildings.

We have continued to negotiate and complete outstanding ratings appeals and have reached a total savings of £925,391 for the 2010-17 rating list period. The additional savings that the Council achieved for 2015/2016 was £164,711.

The service provides expert advice/consultancy on a number of property matters that effectively minimises the need for the Council to utilise third party consultants. For example, in 2015/16:

- We were the only Council in Wales to carry out an Affordable Housing Viability Study in-house. The findings were cross-examined by the planning inspector as part of the LDP examination, who accepted the study results.

- We completed a district heating feasibility study which evaluated the potential of district heating schemes within the Neath and Port Talbot areas.
- We provided specialist property support to the Strategic Schools Improvement Programme and helped ensure the completion of five Business Models Cases and the subsequent delivery of new school facilities.
- We supported the Transforming Adult Social Care programme, in particular, in regards to the construction of the new Older Persons Residential Care facility in Caewern, Neath at a total project cost of £5.5m.

The service budget for 2015/2016 was £2,259,201 and there was an underspend of £24,309 for the year.

Our 2015/2016 average full time equivalent sickness days lost figure of 6.7 days was below the Environment Directorate average of 10.2 days.

We did not have any recorded complaints or compliments during the year (the same as the previous year).

**Section 3:  
Service Priorities 2016-17**

Priority	Actions to deliver priority	Officer Responsible	Timescale	What will be different? Measures and/or Outcomes
1: Develop an Action Plan based on the findings of the District Heating Network feasibility report	Produce action plan	David Phillips	March 2017	An approved long term plan based on the findings of the feasibility report.
2: To undertake a review of the cleaning service provision within corporate buildings and its integration with facilities management.	Review cleaning and facilities management service	David Phillips	March 2017	The review is on-going and the aim is to report to Cabinet Board in March 2017.
3: To undertake a review of public toilets to assess their location across the County Borough and their proximity to other public buildings along with their frequency of use.	Assess usage and prepare report	David Phillips	July 2017	The review is on-going and the aim is to report to Cabinet Board in July 2017
4: To undertake an additional review of the coffee shops and ensure that they can provide a cost effective operational model.	<ul style="list-style-type: none"> <li>• Analyse spend profile</li> <li>• Assess current procurement</li> <li>• Review current operation</li> </ul>	David Phillips	March 2017	The review is on-going and the aim is to report to Cabinet Board in March 2017
5: To continue to progress the accommodation strategy and	<ul style="list-style-type: none"> <li>• Staff numbers audit</li> <li>• Review flexible</li> </ul>	David Phillips	On-going	The accommodation strategy continuously

ensure that we make the most economic use of these assets	<p>working</p> <ul style="list-style-type: none"> <li>Review portfolio</li> </ul>			monitors the Council's building stock and staffing levels to ensure that efficiencies are achieved and the most economic use of assets is being achieved.
6: A review of the security provision in civic buildings to assess its value and to look into alternative options that may be provided by modern technologies/physical barriers	Assess current need and integration with existing service	David Phillips	On-going	Port Talbot Civic has been fitted with an intruder alarm and a new door access system is planned.
7: To consider the possibility of a digital solution that minimises the two thousand requests a year from the archive service	Report assessing potential options	David Phillips	November 2016	A new system was made live in November 2016 and initial feedback is that it has improved efficiencies significantly.
8: To continue to support the Asset Management Plan and Forward Financial Plan and deliver, when appropriate, the transfer of assets to the community. To draft and adopt a Community Asset Transfer policy for the Council	Identify and deliver FFP Savings	David Phillips	On-going	Savings delivered.
9: To review and implement the Corporate Asset Management Plan	Develop new Corporate Asset Management Plan	David Phillips	March 2017	Being drafted and will be reported to Cabinet Board in March 2017

10: Business Rates - to continue to negotiations and complete rating appeals for the 2010-2017 list and consider the possibility for additional appeals based on the 2017 draft list.	Complete any outstanding appeals and consider the 2017 draft list and whether any savings can be achieved prior to the publication of the 2017 rating list.	David Phillips	On-going	It will reduce the Council's total NNDR liability and provide significant saving on the Councils property rates liability.
11: To settle all outstanding PDR compensation claims	Settle claims or refer to tribunal	David Phillips	On-going	The Council has built PDR phase 2. A number of claims for compensation have been settled, this has reduced the number of outstanding claims.
12: To generate a total capital receipt of £3m over the next 3 year period	Market and dispose of surplus land/buildings	David Phillips	March 2019	Capital receipts generated and expected to achieve £3m target over three years despite a challenging property market.
13: To continue Compulsory Purchase negotiation work and acquire land and rights for major highway capital schemes. This includes PDR2, Coed Darcy Southern Access Road and Ffordd Amazon Stage 2.	To continue and conclude on-going negotiations	David Phillips	On-going	The Council has completed these schemes and negotiations are on-going to settle all outstanding claims for compensation.
14: To develop in-house upgrades to the property management database and develop new and existing modules to ensure that they comply with our Statutory record	The current in-house database to be re-written by I.T.	David Phillips	On-Going	Will improve the recording and analysing data held within property management database and assist the Council with compliance of its Statutory

obligations.				obligations.
15: To review the 5 year rolling programme of asset valuations with the director of finance and carry out a statutory revaluation of assets in the revised programme for the financial year 16/17	Rolling program of asset revaluations to be undertaken	David Phillips	On-going	An agreed list of assets to be re-valued in the 2016/17 financial year to comply with the Council's statutory obligations.
16: To dispose or lease any surplus assets that arise out of the FFP. This includes retaining surplus operational assets that are economically advantageous to bring within the Council's commercial estate. To maximise revenue streams to support corporate objectives.	Market and dispose/lease of surplus land/buildings	David Phillips	On-going	The Council has achieved additional revenues from leasehold agreements on surplus properties.
17: To ensure statutory compliance under Display Energy Certificates (DECs) legislation for the Council's operational building portfolio	Provision of DECs for qualifying buildings within the operational building portfolio	David Phillips	Annually	Statutory compliance and the identification of poor energy performance
18: To develop and deliver the energy 'Invest to Save' programme for the Authority's operational buildings.	Produce pilot programme for the Civic Accommodation portfolio	David Phillips	On-going	The formulation and delivery of energy improvement projects with improved energy performance and reduced costs
19: Smart low carbon	To complete phase	David Phillips	Phase 1	To increase the awareness

demonstration projects study	<p>one of the smart low carbon demonstration projects study funded by Welsh Government.</p> <p>Secured funding from Welsh Government to undertake Phase2</p>		<p>Sept 2016</p> <p>Phase 2 Dec 2017</p>	of energy / carbon smart technology and investigate how the Authority can move towards a low carbon smart region.
20: To create a schools energy management programme commencing with a pilot cluster group.	To formulate draft programme targeting 5-10% of schools and implement within 2017/18	David Phillips	March 2017	Reduced energy consumption and costs within the schools building portfolio
21: To facilitate the renewal of the automatic meter reading contract.	One year extension on the previous 5 year contract with British Gas	David Phillips	April 2016	<p>Continuation of the provision of electronic data from the Authority's main electricity and gas supplies</p> <p>Accurate monitoring of core operational buildings</p>
22. To provide building condition information annually to the WG Data Unit.	Supply / collate annual building condition grades, backlog maintenance costs, maintenance expenditure, office running costs and other relevant building information.	David Phillips	On-going	Benchmarking against previous years submissions and other Welsh Local Authorities.

23. Comply with Equality Act 2010 and remove physical barriers for disabled people.	Improvements to council buildings and surrounding locale to remove physical barriers that may hinder disabled users.	David Phillips	On-going	Enhance the physical environment to ensure inclusivity and equality for all users.
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**Section 4:  
Service Performance Quadrant 2016-17**

**Priority 1: Develop an Action Plan based on the findings of the District Heating Network feasibility report**

Formulating a next step action plan by liaising with Local Partnerships and the Government's Heat Network Delivery Unit to establish an effective and deliverable business model.

**Priority 2: To undertake a review of the cleaning service provision within corporate buildings and its integration with facilities management.**

Significant work has been undertaken to fully appreciate the existing service and what potential efficiencies may be deliverable. Final review to be reported in March 2017.

**Priority 3: To undertake a review of public toilets to assess their location across the borough and their proximity to other public buildings along with their frequency of use.**

Significant work has been undertaken to fully appreciate the existing service and what potential efficiencies may be deliverable. Final review to be reported in July 2017.

**Priority 4: To undertake an additional review of the coffee shops and ensure that they can provide a cost effective operational model.**

Significant work has been undertaken to fully appreciate the existing service and what potential efficiencies may be deliverable. Final review to be reported in March 2017.

**Priority 5: To continue to progress the accommodation strategy and ensure that we make the most economic use of these assets.**

The asset stock is constantly under review to ensure that it meets individual Directorates requirements and provides

efficiencies.

**Priority 6: A review of the security provision in civic buildings to assess its value and to look into alternative options that may be provided by modern technologies/physical barriers.**

A new intruder alarm has been fitted in Port Talbot Civic and a new door access system is planned.

**Priority 7: To consider the possibility of a digital solution that minimises the two thousand requests a year from the archive service**

An in-house IT developed solution went live in November. To date, the system is functioning well and efficiencies have been achieved.

**Priority 8: To continue to support the Asset Management Plan and Forward Financial Plan and deliver, when appropriate, the transfer of assets to the community. To draft and adopt a Community Asset Transfer policy for the Council.**

We have continued to deliver savings as part of the FFP and have successfully transferred a number of assets to the community. A formal CAT Policy has not been developed but will be completed in 2017/18.

**Priority 9: To review and implement the Corporate Asset Management Plan**

The review is being carried out and will be reported to Cabinet Board in March 2017

**Priority 10: Business Rates - to continue to negotiations and complete rating appeals for the 2010-2017 list and consider the possibility for additional appeals based on the 2017 draft list.**

We continue to complete outstanding ratings appeals and the total savings for the 2010-17 rating list period are expected to be at least £1,091,470. This additional savings that the Council is predicted to achieve for 2016/2017 is £166,079. Potentially, there are still outstanding savings of £1,044,070 that could be achieved over the period of the 2010-2017 rating list.

We are currently assessing the 2017 draft list and whether there is any scope for savings before the list is published

in April 2017.

**Priority 11: To settle all outstanding PDR compensation claims**

There have been 5 outstanding claims settled and or legally completed to date. It is anticipated that the majority of the outstanding claims will be settled during the next financial year.

**Priority 12: To generate a total capital receipt of £3m over the next 3 year period**

For the 2016/2017 financial year, the Council is on target to achieve over £1m in capital receipts and has in place a further £2m of agreed sales that are likely to complete in the next two financial years. The Council is on target to achieve capital receipts of £3m over the 3 year period.

**Priority 13: To continue Compulsory Purchase negotiation work and acquire land and rights for major highway capital schemes that includes PDR2, Coed Darcy Southern Access Road and Ffordd Amazon Stage 2.**

The Council has completed these schemes and negotiations are on-going to settle all outstanding claims for compensation. It is anticipated that the majority of the claims will be settled in the next financial year.

**Priority 14: To develop in-house upgrades to the property management database and develop new and existing modules to ensure that they comply with our Statutory record obligations.**

Discussions are on-going with IT on how to improve and upgrade to the property management database and it is anticipated that progress on this will be made in the next financial year.

**Priority 15: To review the 5 year rolling programme of asset valuations with the director of finance and carry out a statutory revaluation of assets in the revised programme for the financial year 16/17**

Completed the revaluation of all school assets and we are on target to complete the remainder of the agreed list of assets by the end of 2016/17.

**Priority 16: To dispose or lease any surplus assets that arise out of the FFP. This includes retaining surplus operational assets that are economically advantageous to bring within the Council's commercial**

**estate. To maximise revenue streams to support corporate objectives.**

The Council has achieved additional revenues for 2016/17 from leasehold agreement on surplus properties that have arisen out of the FFP. For example, the Council successfully leased the former Afan Forest Visitors Centre building to a third party operator. This has helped secure the long-term future of the site as a whole and also provided the Council with an additional revenue stream.

**Priority 17: To ensure statutory compliance under display energy certificates (DECs) legislation for the Authority's operational building portfolio.**

Display energy certificates (DECs) have been provided for all qualifying sites within the Authority's operational building portfolio for 2016. Additional work and costs will be incurred for 2017 due to the 7 year renewal of the required DEC advisory reports.

**Priority 18: To develop and deliver the energy "Invest to Save" programme for the Authority's operational buildings.**

The Energy Section are currently formulating a co-ordinated 'invest to save' programme across operational sites within the Civic Accommodation portfolio, the intention will be to roll this programme across the Authority's whole portfolio.

**Priority 19: To increase the awareness of energy / carbon smart technology and investigate how the Authority can move towards a low carbon smart region.**

Completed phase one of the smart low carbon demonstration projects in 2016. Phase 2 will commence in the 2017/18.

**Priority 20: To create a schools energy management programme commencing with a pilot cluster group.**

To formulate a draft programme targeting 5-10% of schools and implement energy improvement plans within 2017/18

**Priority 21: To facilitate the renewal of the automatic meter reading contract.**

Completed a one year extension on the previous 5 year contract with British Gas in 2016. There will be a renewal of the contract in 2016/17.

**Priority 22. To provide building condition information annually to the WG Data Unit.**

Collated information which has been provided to WG Data Unit.

**Priority 23. Comply with Equality Act 2010 and remove physical barriers for disabled people.**

As part of the on-going program to ensure inclusivity and equality for all users with the Council, 6 DDA schemes have been completed in 2016/17.

Measure	2014-15 Actual (Full Year)	2014-15 Actual (Full Year)	Comparative Performance	2015-16 Qtr. 2 (cumulative)	2016-17 Qtr. 2 (cumulative)
<b>Corporate measure (CM01):</b>					
a) Number of transactional services fully web enabled	0	0	If available	0	0
b) Number of transactional services partially web enabled	0	0		0	0

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Nb. Due to the work that is done by the service, we do not have any fully web enabled or partially web enabled services. However, we have do have number of web pages that provide comprehensive information to the public regarding the services we provide, including information on properties for sale/lease, industrial start-up

units and Neath Market. All web pages provide the public with the means to contact the relevant officer and where possible also includes application forms. Moreover, the service has third party web pages with Rightmove and Estates Gazette.

**Section 5:  
Financial Quadrant 2016-17:**

**Summary of financial performance**

As at the end of the Quarter 3, the service is operating within budget with no anticipated overspend.

Budget Savings Strategies – The FFP savings identified in the Business Plan are on target to be achieved.

<b>Measure</b>	<b>2014-15 Actual (Full Year)</b>	<b>2015-16 Actual (Full Year)</b>	<b>2016-17 Qtr.3 (projected to year end)</b>
<b>Corporate Measure (CM02):</b> % revenue expenditure within budget	1.54% - £39,925 overspend	1.08% - £24,309 underspend	0% - estimating nil variance
Revenue Budget £	£2,585,435	£2,259,201	£2,570,705
<b>Corporate Measure (CM03):</b>	£	£	£
Amount of FFP savings	£578,000	£300,000	£38,000
Amount of FFP savings at risk	£0	£0	£0

## Section 6: Employee Quadrant 2016-17

### Summary of employee performance.

The table below shows that up to the second quarter of 2016-17, sickness levels were 4.7 days per employee. This is an increase on the same period from 2015-16, when sickness levels were 3.3 days per employee. Despite this increase, the level of sickness absence is still below the average for the Directorate and is at a similar level to the Authority as a whole. In addition, all staff have been informed of the sickness management procedures and the service is continually monitoring sickness absence and is working with Human Resources to improve its sickness record for 2017/18.

There have not been any reportable accidents or injuries to staff and the service continues to have a robust approach to H&S management.

Up to the third quarter of 2016-17, there have been 4 unplanned employee departures, as compared to the third quarter of 2015-16 where there were 7 employee departures. For the whole of 2015-16, there were 10 unplanned employee departures. The majority of the departures were part-time cleaning staff.

In 2015-16, two Estates Officers resigned from the Council and another Estates Officer took maternity leave. In addition, a Property Compliance Officer took maternity leave in 2016-17. To minimise the disruption to the section, the service has employed two people on temporary contracts and has seconded another officer from Social Services.

It is expected that no staff will have retired on the ER/VR scheme during 2016-17.

Staff development reviews are scheduled to take place over the next few months and staff satisfaction surveys will be undertaken as part of these reviews.

NB Sickness data for Qtr 3 is not available at the time of reporting.

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	2015-16 QTR. 2 (cumulative)	2016-17 QTR. 2 (cumulative)
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<b>Corporate Measure (CM04): Average FTE (Full time equivalent) working days lost due to sickness absence</b>				
<b>Strategic Property and Valuation Management Service – Average FTE working days lost per employee</b>	<b>5.3 days</b>	<b>6.7 days</b>	<b>3.3 days</b>	<b>4.7 days</b>
<b>Total Service FTE days lost in the period</b>	502.2 days	513.2 days	265.3 days	329.8 days
<b>Directorate: Environment</b>	<b>9.8 days</b>	<b>10.2 days</b>	<b>4.7 days</b>	<b>5.0 days</b>
<b>Council:</b>	<b>9.4 days</b>	<b>9.7 days</b>	<b>4.2 days</b>	<b>4.6 days</b>
		<b>2015-16 Actual (Full Year)</b>	<b>2015-16 QTR. 3 (cumulative)</b>	<b>2016-17 QTR. 3 (cumulative)</b>
<b>Corporate Measure (CM11): Staff engagement Measure</b>		N/A	N/A	Under development for 2017-18
<b>Corporate Measure (CM05): % of staff who have received a performance appraisal during 2016-17 (Target 100%)</b>  Number of staff who have received a performance appraisal during 2016-17		0%	0%	Appraisals are scheduled to be carried out in 2016-17 QTR. 4
<b>Corporate Measure (CM06): Number of employees left due to unplanned departures</b>		10 (Permanent)	7 (Permanent)	4 (Permanent)

<b>Measure</b>				<b>2015-16 Actual (Full Year)</b>	<b>2015-16 Qtr. 3 (cumulative)</b>	<b>2016-17 Qtr. 3 (cumulative)</b>
<b>Corporate Measure (CM07):</b> Total number of complaints						
Internal				0	0	0
External (from the public)				0	0	0
<b>Corporate Measure (CM08):</b> Total number of compliments						
Internal				0	0	0
External (members of the public)				0	0	0
<b>Corporate Measure (CM09):</b> customer satisfaction measure/s				None	Client satisfactions surveys will be undertaken during the next few months. See note below.	

Note:

External customer satisfaction is not formally measured due to the wide ranging nature of the work that is undertaken. However, Strategic Property and Valuation Service will undertake client satisfaction surveys with other departments and key stakeholders over the next few months.

## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Economic and Community Regeneration Cabinet Board  
20<sup>th</sup> January 2017

### Report of the Head of Planning and Public Protection Nicola Pearce

#### **Matter for Monitoring**

**Wards Affected:** All

#### **Development Management (Planning) – Report Card**

#### **Purpose of Report**

1. To present for Scrutiny the Report Card for the Development Management (Planning) Service.

#### **Executive Summary**

2. In accordance with the approved Divisional Business Plan for Planning and Public Protection each Business Unit within the division is required to complete a Service Report Card for each financial year.
3. This interim report updates Members on the progress made over the current financial year and in particular outlines:
  - The ongoing performance against last year's Action Plan and Targets;
  - The ongoing challenges and opportunities faced in the short and medium term; and
  - The progress being made in respect of the actions and targets for the 6 months from 1<sup>st</sup> April 2016 to 30<sup>th</sup> September 2016.
4. The Report Card, set out in Appendix A, summarises the service priorities, key measures and key actions for the Development Management (Planning) Service.

### **Consultation Outcome**

6. Employees within the individual services and external customers where relevant have been consulted in the development of the Report Card.

### **Financial Impact**

7. The work delivered is fully covered by a combination of existing revenue budgets and grant income.

### **Equality Impact Assessment**

8. Not applicable.

### **Workforce Impacts**

9. These are covered in the appended report card.

### **Legal Impacts**

10. Not applicable.

### **Risk Management**

11. A Risk Matrix for the Directorate has been prepared which incorporates the significant risks within this service area.

### **Recommendation**

12. This item is for monitoring purposes.

### **Reasons for Proposed Decision**

13. Not applicable.

### **Implementation of Decision**

14. Not applicable.

### **Sustainability Appraisal**

15. The activities of the Environment Directorate have an impact on all themes of the Corporate Performance Plan. Operational Business

Plans contribute to service improvement by setting out service specific priorities for the next 12 months and how they will be met. Managers are required to consider corporate policies such as equalities and health when determining how they meet their service priorities.

## **Appendices**

16. Appendix 1 Development Management (Planning) Report Card.

## **List of Background Papers**

16. Business Plan for the Planning and Public Protection Section covering the period 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2017.

## **Officer Contact**

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## Service Report Card 2016-2017

### Development Management Service

(1<sup>st</sup> April 2016 – 30<sup>th</sup> September 2016)

#### Section 1: Brief description of the service

The overarching **vision** of the Development Management service is to be pro-active and to front load the service thus enabling everyone to work together to achieve a shared purpose of promoting and creating sustainable development to achieve the corporate priority of securing prosperity for all.

The Development Management team has the following four key functions: -

- Determination of Planning Applications in accordance with national and local Regulations and indicators, and provision of a high quality, customer-focussed pre-application advice service as part of an emphasis on 'Delivering Quality Development Quickly'.
- Provision of a robust Enforcement Service which seeks to ensure, where development is undertaken without planning permission, that appropriate action is taken to remedy such breaches of planning control where it is expedient to do so in the public interest
- Planning Appeals – Defending the Council's planning and enforcement decisions.
- Minerals and Waste – Approving, monitoring and enforcing the significant number of active minerals and waste sites within the County Borough, with support from Carmarthenshire Council through a Service Level Agreement.

## Section 2: Overall Summary of Performance for 2015-16 Financial Year

**The Development Management** section has continued to deliver a high quality customer focussed service during the last year, and continues to successfully contribute towards the delivery of major regeneration projects throughout the County Borough including the Swansea University second campus, the Port Talbot Vibrant and Viable Places (VVP) programme, and the Bae Baglan 'super school'.

The Development Management team, however, continues to operate in a challenging environment following the loss of experienced staff, alongside which the team has been faced with an increasingly heavy and complex range of applications, including the ongoing programme of work related to the Swansea Tidal Lagoon Nationally-Significant Infrastructure (NSIP) applications, wind farm and other renewable energy schemes, and contentious applications and appeals. The team has also been operating during a period of unprecedented legislative change following the Planning (Wales) Act 2015, with a raft of new secondary legislation and procedures introduced, including :- Developments of National Significance (DNS); a new Statutory requirement for provision of Pre-Application advice; Introduction of 'Invalidity Notices', 'Living' Decision Notices, and the requirement for mandatory Pre-Application Consultation on major developments; and new enforcement powers. These have presented significant challenges for the team, including the need for amended procedures and working practices.

Despite these challenging times, the team continue to deliver high quality development, with continuing emphasis on 'adding value' to developments in the wider public interest. Efforts are continuing to ensure that Officers and applicants 'front-load' negotiations as part of our continuing commitment to 'Delivering Quality Development Quickly'. While the team is generally working well, and relationships with key stakeholders remain very good, these changes and work pressures have had an inevitable knock-on impact on performance in the first two quarters of 2016-17 (detailed below).

During 2015/16 the team has sought to deliver on its key targets, with key successes (and concerns) including:-

- Almost 80% of all planning applications were determined within the required timescales (c.f 77% across Wales), including 96% of householder applications (see figure 1 below)

- Of the 25 ‘major’ planning applications determined in 2015-16, only 28% were determined within the statutory timescale. Each application (including those subject to an EIA) took, on average, 369 days (53 weeks) to determine which, as figure 2 below shows, was the second longest average time taken of all Welsh LPAs. As a consequence of this, additional resources are to be directed, including a proposed restructure, to ensure there is capacity to deliver upon service demands. Performance on minor, householder and ‘other’ applications, however, was above the Wales average.

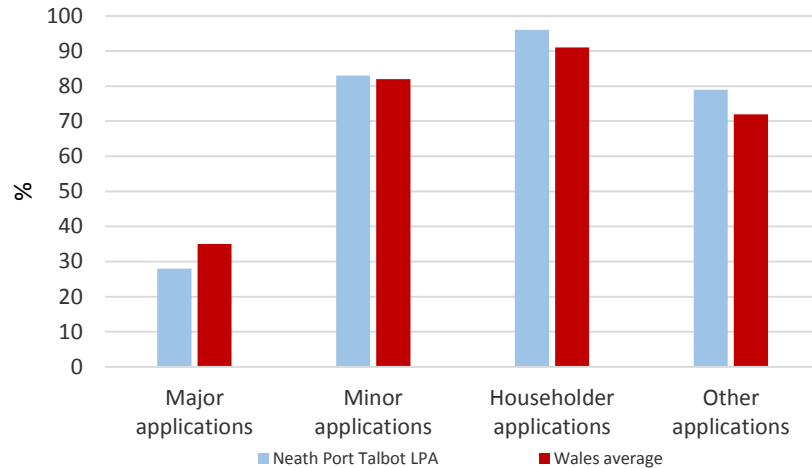


Figure 1: Percentage of planning applications determined within the required timescales, by type, 2015-16

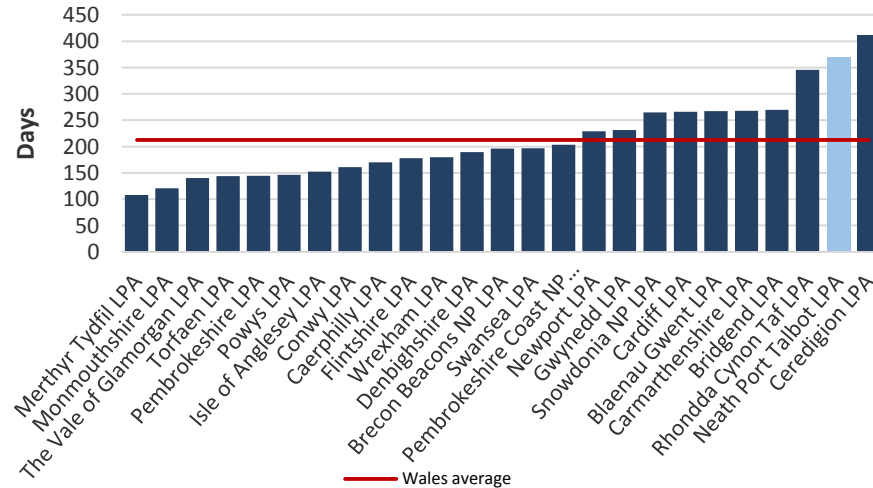


Figure 2: Average time (days) taken to determine a major application, 2015-16

- A new pre-application protocol was introduced to reflect recent national legislative changes, and continues to be largely well-received, enabling the team to continue to provide a high quality service which is effective in reducing delays for developers later in the process, while generating much needed income.
- Planning Performance Agreements (PPAs) have been negotiated for Nationally Significant Infrastructure Projects (NSIPs) and other major development in NPT, providing opportunities to maximise income while delivering on pre-agreed development timescales targets.
- Planning agents’ workshops resumed after a suspension for approximately 18 months, and have proved particularly useful to ensure that agents working within the County Borough are aware of all the changes in legislation and as such satisfy our expectations in terms of the quality and validity of new submissions.



- In Planning Enforcement, the team investigated 98% of enforcement complaints within the 84 day target (c.f. 79% across Wales), with 91% of cases 'resolved' within 180 days from the start of the case (taking, on average, 60 days), which was the second highest percentage in Wales (see figure 3)
- Following the merger of Environmental Health/ Trading Standards and Planning, joint working has been introduced in respect of enforcement powers, which once fully operational should reduce duplication, increase capacity and improve performance further.
- Training for all elected Members has been increased in relation to Planning matters, with bespoke mandatory targeted training for those Members who sit on the Planning Committee. Such training has and will continue to improve the quality of decision making and is especially important given the significant legislative changes which have been introduced in a very short period of time.

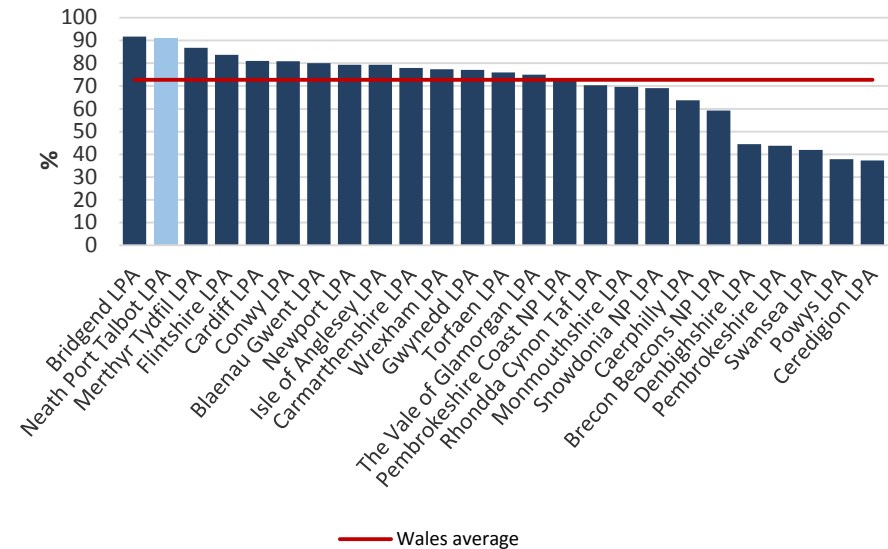


Figure 3: Percentage of enforcement cases resolved in 180 days, 2015-16

The planning permission for mineral development at East Pit is currently being implemented which is resulting in the progressive restoration of the site, ahead of previously-anticipated timescales. The Margam Mine application also progressed to a Members resolution to grant an amended restoration scheme (albeit the required s106 agreement is yet to be signed). Officers continue to be actively involved in both sites.

- The Service Level Agreement relating to the provision of a minerals service to the authority by Carmarthenshire council was extended to cover enforcement of minerals and waste in addition to scheduled visits, the latter of which has resulted in an increase in income to the Council.
- Two major windfarm Public Inquiries at Hirfynydd and Mynydd Brombil were determined following considerable officer and consultant input. Whilst the former was successfully defended with the Council securing a partial award of costs against the developer, the latter was allowed. A PPA was secured to fund the work associated with assessment of conditions
- As a result of lower than hoped fee income, and higher than average Inquiry costs, the service came in 11% over budget.
- At 7.1 days sickness levels within DM were below the Directorate and Council average

**Section 3:  
Service Priorities 2016-17**

Priority	Actions to deliver priority	Officer Responsible	Timescale	What will be different? Measures and/or Outcomes
<p>PM18 – A comprehensive Enforcement Policy and procedure will be prepared and implemented in relation to complaints about untidy land and buildings in addition to dangerous structures.</p>	<p>A triage system will be prepared and will be implemented by the Building Control section which will deal with all complaints within this subject area.</p>	<p>Paul Davis Steve Ball Mark Thomas</p>	<p>December 2016</p>	<p>One system will be delivered by the service which will utilise all legislative powers available. This will result in a reduction in the number of officers visiting the same site and the complaint being pushed from one service to another. Complaints will therefore be dealt with more efficiently and at less cost to the Council. The existence of a new successful procedure will be the appropriate measure.</p>
<p>PM19 – Officer time will be refocused to deliver the schemes forming part of the Vibrant and Viable Places (VVP) Project.</p>	<p>The constraints which could prevent schemes from coming forward will be identified at the earliest possible stage and partners will be engaged to identify viable and deliverable solutions to ensure that the schemes are approved having regard to all material planning considerations.</p>	<p>Steve Ball</p>	<p>Ongoing</p>	<p>Individual schemes forming part of the VVP project will have been granted planning permission. This will be measured on the speed and quality of the decision associated with these projects.</p>

Priority	Actions to deliver priority	Officer Responsible	Timescale	What will be different? Measures and/or Outcomes
<p>PM20 – A new Planning Obligations Supplementary Planning Guidance (SPG) will be prepared in addition to a S106 database.</p>	<p>The newly appointed S106 officer will, having regard to the LDP evidence base, contribute towards the SPG which will clearly identify the expectations of the Council with regard to Planning gain. The new S106 database will enable thorough monitoring of requirements sought and work secured/payments received.</p>	<p>Steve Ball</p>	<p>March 2017</p>	<p>Developers will be able to identify the costs associated with bringing developments forward from the start thus allowing them to establish risk levels. The Council will in turn be able to maximise the amount of infrastructure delivered by the private sector and monitor its delivery going forward. This should in turn reduce the costs to the council. The existence of a new SPG and database will be the appropriate measure.</p>
<p>PM21 – Unblock the bottlenecks in the Development Management Service and ensure that Senior Officers are involved in providing advice to officers at the earliest possible stage.</p>	<p>Re-assess the workflow /procedures associated with the Development Management system to reflect the extensive legislative changes which have emerged since July 2015 when the Planning (Wales) Act 2015 received Royal Assent.</p>	<p>Steve Ball</p>	<p>December 2016</p>	<p>The end to end time associated with the determination of planning applications will decrease. Late changes in the approach to the determination of applications especially those associated with major applications will be reduced or ideally removed. This will be reflected in the performance data which should improve going forward which will be the appropriate measure.</p>

Priority	Actions to deliver priority	Officer Responsible	Timescale	What will be different? Measures and/or Outcomes
PM22 – Continuation of Members training, building upon what has recently been rolled out.	A timetable of training will be drawn up to ensure that Members have regular training in subject areas that are necessary to enable them to undertake their planning responsibilities whether it is as a member of the Planning Committee or otherwise.	Steve Ball	Ongoing	Members will be better informed about legislative change and individual topic areas which are important to the decision making process. This will improve Members understanding of the planning system which is complex and constantly changing and will also improve the quality of decision making. This will be measured via a programme of training.
Page 100 PM23 – the Delegated arrangements and public Speaking protocol will be amended	The amendments will reflect recent changes to legislation in terms of delegated arrangements, while the public speaking protocol will incorporate the concerns/constructive criticism received from elected Members and members of the public in relation to the procedure since it was introduced in November 2014.	Steve Ball	September 2016	Accountability and the transparency of the Development Management service will improve. Less complaints will be received in relation to the decision making process. This will be measured by the introduction of successful new arrangements and an appropriate protocol.

Priority	Actions to deliver priority	Officer Responsible	Timescale	What will be different? Measures and/or Outcomes
PM24 – The programme of works associated with East Pit is maintained	Officers will continue to work closely with the operator of the site and other regulators to ensure that the extraction activities and the restoration scheme remain on target in terms of delivery without impacting upon the surrounding environment and communities over and above that projected at the planning application stage.	Nicola Pearce	Ongoing	<p>Restoration bond payments are received on time having regard to the list of tasks within the associated s106 agreement.</p> <p>The appropriate measure will be that extraction activities and progressive restoration are undertaken in accordance with the approved plans and delivery programme.</p>
<p>Page 10</p> <p>PM25 – Planning permission for an alternative restoration scheme at the former Margam Open Cast Coal site is approved and work commences in accordance with the approved plans and conditions</p>	Planning permission is granted subject to an acceptable legal agreement. The Council commissions the Coal Authority to supervise restoration going forward and work commences to secure completion of the restoration before June 2017	Steve Ball	Ongoing	The site is restored having regard to the identified priorities which are to make the site safe and secure. This will utilise the bond money held within the escrow account and the work will be monitored and evaluated by representatives of the Coal Authority who will ensure that value for money is also achieved. The appropriate measure is that the planning permission is granted and work commences in accordance with the agreed programme.

## Section 4: Service Performance Quadrant 2016-17

The performance of the Development Management service is assessed Nationally through the Welsh Government Development Management Quarterly Surveys and locally through local key performance indicators (KPIs). The former allow the service to be monitored against all other Welsh Local Planning Authorities on a quarterly basis (not cumulative), while the latter allow the manner by which the service is delivered locally to be assessed against the overall aim of 'Delivering Quality Development Quickly'.

With effect from April 2014 National indicators were replaced by the 'Planning benchmarking dataset', which has been developed in collaboration with the Local Government Data Unit and the Planning Officers' Society Wales (POSW) and includes (amongst other planning data requirements) key data sets which will allow direct comparison between Welsh Local Planning Authorities. These are now incorporated into the Annual Planning Performance Report (APPR) which all LPAs are required to send to Welsh Government each Autumn.

The section's performance against the local and national indicators for April – September (half year) are shown below: -

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	Comparative Performance <sup>1</sup>	2015-16 Qtr. 2 (cumulative)	2016-17 Qtr. 2 (cumulative)
<b>PLA/M001</b> (Local) Average time taken from receipt of application to validation of application - days	30.6 days	31.5 days	↑	30.4 days	<b>15.8 days</b>  (6432 total days – 408 determined applications)

<sup>1</sup> Comparative Performance 2015-16 against other Welsh LPAs (Annual Planning Performance Reports) for SID unavailable at time of writing, Comparison provided is therefore against previous year's (half year) performance

<b>PLA/M002</b> (Local) Average time taken from receipt of application to date decision is issued - days	82.7 days	96.1 days	↑	101.3 days	<b>85.5 days</b> (34893 total days – 408 determined applications)
<b>PLA/004d</b> (SID) The percentage of all other planning applications determined during the year within 8 weeks.	79%	70.3%	↑	81.1%	<b>74.8%</b> (107 of 143 applications)
<b>PLA/M004</b> (Local) The percentage of major planning applications determined during the year within 8 weeks.	30.4%	16%	↓	20%	<b>14.3%</b> (1 of 8 applications)
<b>PLA/004c</b> (SID) The percentage of householder planning applications determined during the year within 8 weeks.	87.4%	95.1%	↓	95.21%	<b>94.2%</b> (145 of 154 applications)
<b>PLA/004b</b> (SID) The percentage of minor planning applications determined during the year within 8 weeks.	63.5%	66.1%	↓	63.3%	<b>57.7%</b> (60 of 104 applications)
<b>PLA/002</b> (SID) The percentage of applications for development determined during the year that were approved.	96.4%	96.3%	↑	96.57%	<b>96.6%</b> (394 of 408 applications)

The above performance shows that the second quarter has seen a significant improvement in the average time taken to validate applications (PLA/M001) in addition to the time taken to determine applications from receipt to determination (PLA/M002). This is as a consequence of the introduction of “invalidity notices” in March 2016 and associated new internal processes. While there remains an increasing focus on “front-loading” discussions on applications and determination of applications swiftly wherever possible, planning performance overall has however fallen compared to the same quarter in 2015/16. A further review of processes having regard to the new legislative changes will therefore be undertaken to improve efficiencies, reduce bureaucracy and therefore reduce delays. It is also clear that cuts in other services which support the planning process both internally and externally e.g. highways, drainage, NRW etc have had an impact upon performance. Further discussions will take place with these services to ensure that we maximise efficiencies where possible. This should in turn improve our overall performance going forward having regard to the 8 week statutory deadlines.

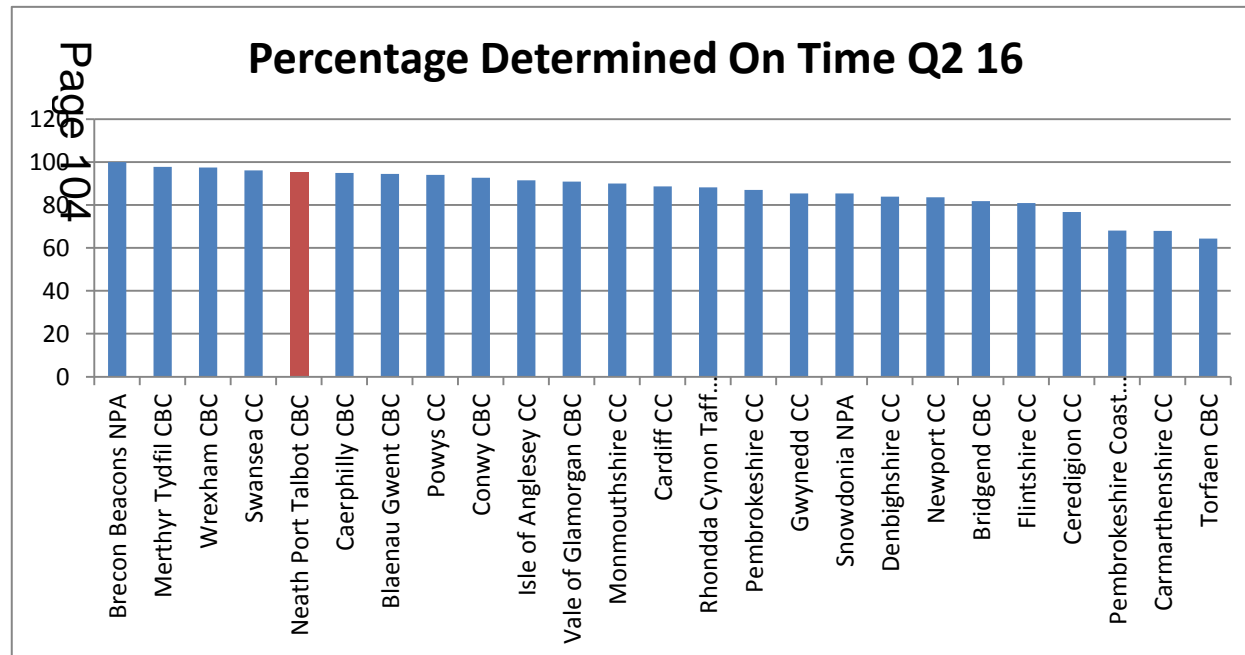


Figure 4: : Percentage of planning applications determined ‘on time’  
(July – September 2016)

Notwithstanding the above, and the identified need for improvement, it is worth noting that the Q2 development management Quarterly Survey indicates that NPT is currently the 5<sup>th</sup> best performing Authority in relation to the determination of applications ‘on time’ (in accordance with statutory deadlines or a timescale agreed by an applicant) with 95% determined ‘on time’.



**The progress in respect of Service Priorities for 2016-17 are reviewed below: -**

<b>Service Priority</b> (see section 3)	<b>Current Status</b>
<p><b>PM18</b> – A comprehensive Enforcement Policy and procedure will be prepared and implemented in relation to complaints about untidy land and buildings in addition to dangerous structures.</p>	<p>Work continues on the development of the ‘Planning &amp; Public Protection’ joint enforcement procedure in respect of untidy land and buildings in addition to dangerous structures. The ‘triage’ system is currently working well, and will soon be developed as part of the ‘digital by choice’ agenda, which seeks to introduce online (and mobile) reporting mechanisms for the public, and procedures to direct complaints to the most appropriate service to facilitate joint and speedy response.</p>
<p><b>PM19</b> – Officer time will be refocused to deliver the schemes forming part of the Vibrant and Viable Places (VVP) Project.</p>	<p>Significant Officer time and effort continues in respect of the VVP programme, with notable recent success being the approval of the Aberafan House residential redevelopment, which was determined swiftly and in accordance with an agreed programme with the developers. Elsewhere, the flooding issues surrounding Port Talbot at a strategic level have regrettably influenced the ability for the Planning department to determine other significant schemes although Officers have proactively negotiated with Natural Resources Wales to facilitate exchange of information between all sides with a view to moving to positive determinations as soon as issues are satisfactorily resolved.</p>
<p><b>PM20</b> – A new Planning Obligations Supplementary Planning Guidance (SPG) will be prepared in addition to a S106 database.</p>	<p>The new Planning Obligations SPG has recently been approved for development Management purposes. Work will now focus on ensuring the s106 database is fit for purpose.</p>
<p><b>PM21</b> – Unblock the bottlenecks in the Development Management Service and ensure that Senior Officers are</p>	<p>Efforts continue on a regular basis to ensure that Officers have access to senior advice wherever necessary to ensure</p>

<p>involved in providing advice to officers at the earliest possible stage.</p>	<p>consistent detailed advice can be given to developers at the earliest opportunity to inform their applications, and progress to speedy decisions.</p> <p>Having regard to recent performance and pressures, along with the raft of new legislation referred to earlier, a review is also underway to identify any required changes to procedures to ensure that applications are determined expeditiously.</p>
<p><b>PM22</b> – Continuation of Members training, building upon what has recently been rolled out.</p>	<p>A report is soon to be prepared for Members of the Planning Committee addressing proposed training, and seeking a discussion on areas where Members would like further training sessions.</p>
<p><b>PM23</b> – the Delegated arrangements and public Speaking protocol will be amended</p>	<p>Significant work has been undertaken in respect of the Delegated arrangements, Member site visits, and the public Speaking protocol, with a report to be presented to Council in January 2016 (following a Members’ seminar in December 2016)</p>
<p><b>PM24</b> – The programme of works associated with East Pit is maintained</p>	<p>The Minerals Enforcement Officer continues to proactively monitor and work with the developer to ensure that the approved programme of works at East Pit is maintained, with significant progress being made at the site towards progressive restoration.</p>
<p><b>PM25</b> – Planning permission for an alternative restoration scheme at the former Margam Open Cast Coal site is approved and work commences in accordance with the approved plans and conditions</p>	<p>Although a resolution to grant planning permission has now been made, the required section 106 legal agreement is yet to be signed by all parties, and so the permission cannot be issued. Extensive discussions continue with the developer and the Council’s planning and legal teams, with a view to progressing matters at the site in the wider public interest.</p>

**Section 5:  
Financial Quadrant 2016-17:**

Summary of financial performance. The income received for the Development Management service is almost entirely dependent on the level of planning application fees and, therefore, is reliant on external economic factors. Within this context, while tight controls have been placed on expenditure as far as is possible, the service has been operating within considerable budget pressures in recent years due to low income levels compared with 'the good times'. Significant efforts have, however, been put into diversifying income streams through use of Planning Performance Agreements (PPAs) and charging for pre-application advice. Recent discussions at Chief Officer and Member level have recently identified the pressures referred to above, and the need to invest in the delivery of a robust and resilient planning service, which it is hoped will establish more realistic income targets as well as driving forward improvements in service delivery.

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	2016-17 Qtr. 2 (projected to year end)
<b>Corporate Measure (CM02):</b> % revenue expenditure within Budget Revenue Budget £	unavailable xx% over/underspend  £	11% overspend £265,582	0% over/underspend £217,165
<b>Corporate Measure (CM03):</b> Amount of FFP savings at risk	0%	0%	£0

**Section 6:  
Employee Quadrant 2016-17**

Our cumulative sickness figure for the 2<sup>nd</sup> quarter identifies an average sickness of 4.5 days. This is nominally lower than the Council's average of 4.6 days and below the Environment Directorate figure of 5 days. During the 6 month period from 1<sup>st</sup> April 2016 to 30 September 2016, two members of staff had long-term absences which contributed to the high number of service days lost. One has now returned to work and general sickness levels are reducing, although one part-time member of the team remains on long-term sickness for the foreseeable future.

It is understood that a scheme to measure staff engagement is being piloted elsewhere within the Council and will be rolled out in due course. Currently there is no data to record.

There have been no unplanned departures during the period. Employee performance appraisals have commenced but are yet to be completed, delays in rolling out the appraisals having been experienced following a new system being introduced at the beginning of the 2<sup>nd</sup> quarter. The target of 100% by April 2017 will remain the objective.

Measure	2015-16 Actual (Full Year)	2015-16 Qtr. 2 (cumulative)	2016-17 Qtr. 2 (cumulative)
<b>Corporate Measure (CM04): Average FTE (full time equivalent) working days lost due to sickness absence</b>			
<b>Service:</b> Development Management	7.1 days	4.4 days	4.5 days
<b>Total Service FTE days lost in the period</b>	133	82	84
<b>Directorate:</b> Environment	10.2 days	4.7 days	5 days
<b>Council:</b>	9.7 days	4.2 days	4.6 days

	2015-16 Actual (Full Year)	2015-16 Qtr. 2 (cumulative)	2016-17 Qtr. 2 (cumulative)
<b>Corporate Measure (CM11):</b> Staff engagement Measure	New	New	-
<b>Corporate Measure (CM05):</b> % of staff who have received a performance appraisal during 2016-17 (Target 100%) Number of staff who have received a performance appraisal during 2016-17	100%	100%	tbc
<b>Corporate Measure (CM06):</b> Number of employees left due to unplanned departures	New	New	0

## Section 7: Customer Quadrant 2016-17

Within the DM team, while the conduct of officers has often been complemented, historically the service has never sought these in writing or formally recorded such compliments (hence the previous zero figures for compliments). Going forward it is intended that there will be greater emphasis on recording such compliments as a measure of customer satisfaction.

As a 'front facing' and very 'public' service, it is not unusual to receive complaints in respect of planning matters. It is nevertheless considered that the nature and level of complaints received is relatively limited, albeit efforts will continue to limit the opportunity for complaints to be made against service delivery.

Page 10	Measure	2015-16 Actual (Full Year)	2015-16 Qtr. 2 (cumulative)	2016-17 Qtr. 2 (cumulative)
	<b>Corporate Measure (CM07):</b> Total number of complaints			
	Internal	0	0	0
	External (from the public)	16	7	6
	<b>Corporate Measure (CM08):</b> Total number of compliments			
	Internal	0	0	0
	External (members of the public)	0	0	2
	<b>Corporate Measure (CM09):</b> customer satisfaction measure/s	50%		

## **NEATH PORT TALBOT COUNTY BOROUGH COUNCIL**

### **Economic and Community Regeneration Scrutiny Committee**

20 January 2017

### **Report of the Chair of Economic and Community Regeneration Scrutiny Committee**

#### **Matter for Decision**

#### **Wards Affected:**

All Wards

### **Review of the Tourism Support in Neath Port Talbot**

#### **Purpose of the Report**

1. To provide the Economic and Community Regeneration Scrutiny Committee and Cabinet Board with the findings following a review of Tourism Support in Neath Port Talbot.

#### **Executive Summary**

2. The report highlights the findings of the review carried out by a small group of Members of the Economic and Community Regeneration Scrutiny Committee on Tourism Support in Neath Port Talbot.
3. The report includes evidence from an online survey along with information received from key stakeholders at meetings of the inquiry group.

## **Background**

4. Members of the Economic and Regeneration Scrutiny Committee have long held the view that Tourism is an extremely important sector for the County Borough and attracts over 1m visitors per annum and contributes significant amounts of money to the local economy.
5. The Scrutiny Committee regularly receives update reports on the Tourism sector from the Economic Development department of the Council.
6. Update reports took on greater importance following the decision taken June 2015 to agree the Destination Management Plan which was completed by the European and External Funding team after the Tourism team was disbanded as part of the Council's Forward Financial Plan.
7. The Committee resolved in 2015 to undertake a review of Tourism support to identify whether there had been any adverse effects on the level and type of support that was provided.

## **Equality Impact Assessment**

8. There are no impacts associated with this report however, if the recommendations are agreed and taken forward then subsequent reports will require an Equality Impact Screening to be undertaken in the first instance before deciding whether a full Equality Impact Assessment is required.

## **Workforce Impacts**

9. There are no direct workforce impacts associated with this report however, if the recommendations are agreed and taken forward there potentially could be workforce impacts.



## **Legal Impacts**

10. There are no legal impacts associated with this report however, the Council has a duty to develop and implement a Destination Management Plan.

## **Risk Management**

11. There are no direct risk management impacts associated with the report however, there may be a risk to the attractiveness to County as a tourism destination if support decreases any further.

## **Consultation**

12. There is no requirement under the Constitution for external consultation on this item.

## **Recommendations**

13. That in the first instance the Scrutiny Committee agrees with the recommendations below and they are submitted to Cabinet Board for formal approval:
  - a. A dedicated resource is identified to drive forward tourism support;
  - b. The Destination Management Plan is considered by the Economic and Community Regeneration Scrutiny Committee on a regular basis to ensure the actions are implemented;
  - c. An all Member seminar is organised to highlight the findings of the review that demonstrates how important the tourism sector is in the County Borough;
  - d. A letter is written and sent to St Modwens to establish what they understand their responsibilities are in relation to Neath Canal and stress the importance of the maintenance that is required.

### **Reasons for Proposed Decision**

14. To ensure that Neath Port Talbot continues to be an attractive destination for tourists and tourism is supported efficiently and effectively within the County Borough.

### **Implementation of Decision**

15. The decisions are proposed for implementation after the three day call in period.

### **Appendices**

16. Appendix One - Tourism Questionnaire Results
17. Appendix Two - Neath Port Talbot Investment 2011-2016
18. Appendix Three - Tourism Investment Secured 2002 - 2013
19. Appendix Four - Welsh Local Authority Responses

### **List of Background Papers**

20. [Destination Management Plan 2015-2020](#)

### **Officer Contact**

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# REVIEW OF TOURISM SUPPORT IN NEATH PORT TALBOT



**JANUARY 2017**

**Neath Port Talbot County Borough Council**

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## CHAIR'S FOREWORD

The County of Neath Port Talbot is uniquely placed as a visitor destination. A wealth of natural resources and attractions provide something for everybody, from young families to the more adventurous activity-tourists. Its location makes it easily accessible for visitors from across the UK as well as from overseas and well-placed as a base from which to explore other parts of south and mid Wales.

The Scrutiny Committee recognises the importance of the contribution that the visitor economy makes to the development and sustainability of the local economy. The Committee has regularly monitored activities in the tourism sector, and in 2016, decided that it was timely to review the impact of the Council's decision to disband the tourism team.

This report represents the work of the Task and Finish group undertaken over a period of several months, and considered a wide range of views and opinions from numerous individuals, organisations and stakeholders, who either made their representations in person, or provided their submissions in writing.

I would like to take the opportunity to thank those who gave their time and effort to provide their evidence to the review, which assisted the Group Members in understanding their experiences and expertise. I would also like to thank my Scrutiny colleagues who have shown a real commitment in addressing the objectives set out at the start of the review.

I hope our conclusions will play an important role in shaping how tourism in Neath Port Talbot is supported in the future, so that we can continue to develop and build on the facilities and attractions the County has to offer, and promote it as an attractive destination to an ever wider audience of visitors.

Councillor A Llewelyn  
Chair

## **Background and Context**

The tourism sector is an extremely important part of the economy for Neath Port Talbot and in 2015 it contributed £110m to the local economy, attracted 1,530,000 visitors and supported 1,583 jobs in the local area.

The Council like all Councils across Wales faces significant budget pressures due to reducing budget settlements from the Welsh Government, and the decision to disband the tourism team came as part of the Forward Financial Plan for 2013/2014.

The Economic and Community Regeneration Scrutiny Committee has responsibility for tourism and regularly receives reports from the Economic Development department in relation to the sector. The Committee also receives regular reports in relation to Margam Country Park that is often referred to as the jewel in the crown for tourism in the County Borough. However, the Committee has long held the opinion that Margam Park is one of many other areas within the County Borough that attract tourists. Some examples are Afan Forest Park, Aberavon Seafront and Waterfall Country in the Vale of Neath. The Committee was keen to understand what has been the impact of the loss of the tourism team.

The Committee were aware that the County is often referred to as an industrial County given the location of TATA Steel and with the recent news of the threat to the steel works they were keen to

understand how tourism contributes to the County. In addition, they recognised the need to diversify the employment profile of the Borough, and reduce the local economy's reliance on the Steel industry, by promoting growing sectors such as Tourism.

At its meeting in March 2015 the Committee resolved to undertake an in-depth review of the tourism support provided by the Council during the 2016/2017 Civic Year.

At a meeting held in June 2015 the Committee considered a Cabinet Board report that endorsed the Neath Port Talbot Destination Management Plan, which was a 'shared statement of intent to manage a destination over a stated period of time' – taking into account the needs of visitors, local businesses, residents and the environment.

It was noted that a Visit Wales approved Destination Management Plan is also an essential criteria when applying for funding such as Coastal Communities Fund, Visit Wales funding (including European Structural Funds ERDF), Regional Tourism Engagement Fund (RTEF) and Rural Development Plan (RDP). It should be noted that all local authorities are required to develop and publish a DMP.

The former tourism team had previously been responsible for developing Neath Port Talbot's Destination Management Plan; however it was not completed before the team was disbanded. The European and External Funding team therefore completed the Destination Management Plan, consulting with stakeholders and

ensuring that it was aligned to the Visit Wales' Partnership for Growth strategy. It was approved by Visit Wales and signed off by Council in June 2015.

In April 2016, responsibility for the delivery of the Destination Management Plan passed to the Regeneration & Economic Development Team who had demonstrated a successful track record in sourcing external funding and helping to develop the tourism economy, through their work on Aberavon Seafront in particular.

## **APPROACH**

At the initial meeting the scope of the review was discussed and agreed. The elected members who volunteered to sit on the review were

- Cllr. A Llewelyn (Chair)
- Cllr. A Taylor
- Cllr. S Paddison
- Cllr. A Jenkins
- Cllr. C Morgans

The review was completed over 5 meetings and considered a wide range of information from a number of sources including a specific online survey and key information from key stakeholders who were invited to meetings.

The survey considered a number of key questions and was circulated to a number of key external stakeholders. A total of 34



responses were received and a summary of the responses can be found at Appendix One.

The remaining information considered at meetings of the review group was gathered from the following stakeholders:

### **Internal Stakeholders**

Mr Andrew Collins (NPTCBC Officer)  
Mrs Karleigh Davies (NPTCBC Officer)  
Miss Sarah Fowler (NPTCBC Officer)  
Mrs Julie Davies (NPTCBC Officer)

### **External Stakeholders**

Mr G Evans (Visit Wales – Welsh Government)  
Mr P Abraham (Visit Wales – Welsh Government)  
Mr A Shufflebotham (Neath Inspired)  
Mr R Bowen (Swansea Valley Holiday Cottages)  
Mr M Lyddon (Neath and Tennant Canal Trust)  
Mrs C Lewis (Tourism Swansea Bay Trade Association)

A number of other stakeholders were invited but were unable to attend a meeting they were given the option to provide a written submission but this was not forthcoming.

## **KEY EVIDENCE**

To ensure consistency across the review all stakeholders were asked similar questions to ensure that the evidence was balanced

and to allow the group to make tangible recommendations if possible.

It was clear that the disbanding of the tourism team had had a significant negative effect on the sector. Particularly, the level of funding that could be sourced to assist tourism destinations to attract visitors. This was the same for tourism attractions owned by the Council. It was agreed that officer support was available to provide limited assistance, but this was of a general nature and not to the level of knowledge previously provided or needed.

### **External Stakeholders**

Visit Wales were quite clear that there had been a certain level of disappointment when they heard the decision of Neath Port Talbot CBC to disband the tourism team and whilst they are there to support Councils they will concentrate on those where there is a dedicated resource to take forward initiatives particularly as Visit Wales are providing the funding to support these projects. Consequently, Councils need to demonstrate a clear commitment to support the development of tourism before Visit Wales consider providing funding.

In addition, Visit Wales stressed the importance of delivering on the Destination Management Plan as this was a key requirement of attracting visitors to a particular area. Members of the review were provided with information in relation to the funding that had been secured, prior to the Tourism team being disbanded. The funding can be found at Appendix Two.

The review was informed that whilst there were specific attractions that were a magnet for tourists there were other types of tourist that could be attracted to the area. One example was provided by the Neath Inspired representative who stated that within the County Borough there was a distinct lack of what are termed Coach Tourists where they visit the area on a day trip and spend money in shops in the town. This was the case particularly in Neath because there was no specified parking for coach operators.

Members heard from a private business owner whose family had diversified from farming in 1996 to offer self-catering accommodation and the business has steadily grown over the years and they are planning two more cottages in the near future. Members were advised that the business had attracted visitors from all over the world including Australia and New Zealand. Members were advised that the tourism team had been essential in establishing the business as they had helped them complete applications for funding and assisted in marketing the business.

The representative from Neath Canal Trust was quite clear that the removal of the tourism team had had a detrimental effect on the Neath Canal that is a privately owned canal but has a right of navigation.

Members heard that the canal was now in a state of disrepair in some areas including the two lock gates that had originally been refurbished to assist navigation. The lack of maintenance was also affecting the pleasure cruises that were operated during the summer months and recently the boat had been damaged.

Members had asked whose responsibility it was to undertake the maintenance of the canal and it was stated that it was the Neath Canal Navigation Ltd that had been established by St Modwens as part of the deal for the land at Llandarcy however, it was apparent that they no longer had funding to continue with the maintenance. It was suggested that this was dereliction of their responsibilities and it was felt that a recommendation should be made in relation to St Modwens and future maintenance.

Tourism Swansea Bay provided information on how they assist tourism in both Swansea and Neath Port Talbot. It was noted that the organisation was now 10 years old and supports and represents businesses of tourism, leisure and hospitality within the area.

They have provided specific training for businesses including customer service and have collaborated with the City and County of Swansea and Neath Port Talbot County Borough Councils as part of the development of their Destination Management Plans.

Tourism Swansea Bay suggested that since the tourism team had disappeared the visitor numbers to key sites such as Aberdulais Falls had plateaued and potentially if the team was still in place the numbers could well have increased.

It was generally agreed that Neath Port Talbot was an ideal location to visit other areas due to its central location. It is ideal for visiting the Gower, Brecon Beacons, Carmarthenshire and even

Cardiff given the rail links. In addition it was accepted that Neath Port Talbot is also a destination in its own right and something should be done to reinvigorate the drive to attract tourists.

### **Survey Feedback**

There was a wide range for responses via the online survey ranging from businesses to elected politicians. The initial feedback from the survey was that there was a feeling that tourism had been neglected since the removal of the tourism team. The main issue was that there was a lack of marketing and promotion of the County Borough as a tourist destination.

Respondents also stated that there are untapped areas within the County Borough that could be marketed such as Historical visits and the need to highlight this to the public that the County Borough was not just an industrial area but a heritage site also. The greatest thing on offer was the access that the County Borough allows which can see the public base themselves within the County Borough and visit other parts of South and Mid Wales.

It was noted that there was perceived to be a lack of joined up thinking between different organisations and if this was improved then possibly tourism support would improve. It was also suggested that there was a lack of tourist facilities near specific sites such as Neath Abbey.

It was generally suggested again that the public perception of the County Borough is that it is an industrial county and an aim going

forward must be to overcome this notion and highlight the wide and varying attractions that are within the County Borough.

All respondents recognised the economic benefits of tourism to Neath Port Talbot and whilst the current level is good there is an opportunity to potentially increase job opportunities if tourism is developed further. This not only allows those in employment to spend in the local economy but the increased number of visitors will also spend.

It was apparent that when asked what the respondents were doing to increase visitor numbers they were not solely reliant on the Council or other external assistance but they do their own bit as well. However, it was agreed that with specific targeted tourism support visitor numbers could be increased further. It was also suggested that it was not a business' responsibility to attract visitors to the County Borough but it is their responsibility to keep them in the area.

It was suggested that the County Borough was generally accessible but there could be issues with public transport links to access some areas of the County Borough.

### **Local Authority Research**

As part of the review Members asked for contact to be made with other Councils in Wales to identify the level of support they provide for tourism. There was a wide range of different delivery options across the 10 Councils that responded.

A full list of responses are included at Appendix Four but all those who responded, did have some sort of dedicated support for tourism.

## **Funding**

The review considered the funding that had been secured over a number of years to support tourism in the County Borough and advertise the County Borough as a visitor destination.

Visit Wales provided the review with a list of the levels of funding that had been provided to Neath Port Talbot from 2011 to present day under the different funding streams. The findings highlighted a significant disparity between the amount of tourism funding secured for the benefit of Neath Port Talbot since the tourism team was disbanded, and the much larger amount of funding secured within other areas of South West Wales during the same period (2014-2016).

A breakdown of the regional funding secured is included at Appendix Three.

<b>Fund</b>	<b>Amount</b>
Tourism Investment Support Scheme	£105,000 (£60,000 of this figure was secured by the previous tourism team in 2011, the remainder was secured by

	individual businesses)
Regional Tourism Engagement Fund (only available between 2014-2017)	£15k specifically for NPT via Tourism Swansea Bay for trade engagement and business mapping. There were some funding made indirectly available in relation to regional collaborations.
Tourism Product Innovation fund available since 2015	£25k for Burn Series, Neath Golf club also received £5k.
ERDF	Of a total of £16.5m for tourism specific projects NPT directly benefited from £2.33m of funding. (all of this funding was secured by the previous tourism team)
Coastal Communities Fund	Out of a total of £2,433,086 of funding NPT directly benefited from £486,725.

The information contained at appendix three of this report highlights the tourism investment secured between 2002 and 2013 and includes external funds secured and Members noted that this funding had been secured whilst the Council had a dedicated tourist resource.



## CONCLUSIONS

Following the consideration of all the evidence presented to them the group was able to make some conclusions that in turn have informed the recommendations.

The tourism sector impacts on a number of improvement objectives contained within the Council's Corporate Improvement Plan for 2016-2019. In the main it addresses the objective Prosperity for All which aims to support and invest in our infrastructure and communities to promote economic growth, regeneration and sustainability, maximise job opportunities and improve access to employment particularly within our valley communities.

Importantly, tourism also embraces many of the cross cutting measures within the Council's Single Integrated Plan including the Anti-Poverty and Health and Wellbeing agenda.

Tourism is one of the Welsh Governments (WG) key priorities because the sector plays a key role in creating a national identity for Wales in the UK and internationally as a place to visit, invest in and as a place to do business. It is essential therefore, that the Council works in partnership with WG as we are an important partner in attracting investment to provide the right infrastructure and amenities to promote the sector.

The decision to disband the Tourism Team was based upon a perception that alternative structures were in place to service the

needs of the tourism industry. However, the evidence collected through this review clearly shows that the proposed alternative structures were not able to provide support in the way that it had been envisaged.

As a result of this;

- There has been a significant reduction in the level of funding secured to deliver tourism development within Neath Port Talbot
- We have fallen significantly behind our neighbouring Local Authorities in delivering, and gaining exposure in, destination marketing campaigns; as a result we are now almost 'hidden from view' for potential visitors.
- We are not maximising the potential number of visitors that we could attract to the area, or the money that they would spend in our local economy
- There is reduced revenue for existing businesses, who have the capacity to cater for much larger number of visitors
- There is a lack of incentive for strategic investment and new business start-ups within the tourism sector in Neath Port Talbot
- We are not maximising the potential of the tourism industry to diversify the local economy and create employment.

In addition, there is now a requirement for the Authority to deliver a Destination Management Plan (DMP) for Neath Port Talbot which brings together all stakeholders working within the tourism sector in Neath Port Talbot to steer tourism priorities. Visit Wales has

made it clear in the evidence that they have submitted to this review that they will not support tourism projects in a Local Authority where there is not an effective DMP in place and there is a clear commitment to deliver on its priorities.

Whilst the Neath Port Talbot DMP has been overseen within the Economic Development Team (EDT) since April 2016, there are fundamentally no resources available to deliver and develop the actions within the plan.

The EDT has managed to secure funding via the Rural Development Plan (RDP) to employ a Business Development Officer for the tourism sector, in recognition that there was a gap in the support available to the tourism industry. However, since securing the funding it has become evident that the funding cannot be used to deliver the activities required to fully support and promote the sector as had originally been intended.

In the longer term, external funding, such as RDP, is not sustainable in securing the future growth of the tourism sector due to the short term nature of the funding. A long term, dedicated resource would ensure that we maximise the potential of the tourism sector in diversifying the economy of Neath Port Talbot.

## **RECOMMENDATIONS**

***Recommendation One – A dedicated resource is identified to drive forward tourism support***

Reasons: the evidence presented to the review was quite clear that the County was lacking support for tourism and this was having a negative knock on effect in securing much needed funding.

It was agreed that the tourism sector requires specialist support and it is suggested that two posts would be required along with a budget to deliver tourism growth. One post would need to be responsible for destination marketing which would promote and raise awareness of the area to potential visitors (i.e. website upkeep, social media, publications etc.). The second post would be responsible for the development of the destination which would involve delivering strategic tourism projects, tourism product development, attracting funding and managing our Destination Management structure. These activities will be vital as the County aims to diversify from its perceived industrial nature to a potential premier tourist destination.

Both roles would sit within the Regeneration and Economic Development department within the Environment Directorate.

***Recommendation Two – The Destination Management Plan is considered by the Economic and Community Regeneration Scrutiny Committee on a regular basis to ensure the actions are implemented.***

Reasons: We need to ensure that there is sufficient progress in the implementation of the DMP in order to secure the same levels of investment as our neighbouring Local Authorities. Given the evidence received during this review, on the importance of the sector to our economy, it is now even more important that the action plan is monitored regularly. In line with this, Recommendation one (a dedicated resource) would ensure that the DMP is fully implemented and reported.

***Recommendation Three – An All Member Seminar is organised to highlight the findings of the review that demonstrates how important the tourism sector is to the County Borough.***

Reasons: the initial thoughts on the review of tourism was that it would be a specific item on a formal scrutiny agenda however, during the scoping it became apparent that a wider review would

be required and due to the amount and level of evidence that was considered it was agreed that this information needs to be shared with all Members.

***Recommendation Four – A letter is written and sent to St Modwens to establish what they understand their responsibilities are in relation to Neath Canal and stress the importance of the maintenance that is required.***

Reasons: it was clear from the submission from a representative of Neath Canal Navigation Ltd that there is a clear lack of maintenance of the canal and this is jeopardising the future attraction of this site.

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**Tourism Questionnaire**

**The Economic and Community Regeneration Scrutiny Committee are undertaking an inquiry into Tourism and appreciate your views.**

**Please complete the below questionnaire and feel free to attach any further information to your response.**

**The Committee may wish to contact you for further information based on the responses you have provided; if you are happy to be contacted please can you provide your information and tick the box below.**

Name:

Date:

Organisation:

I am happy for the Committee to contact me if they have any further queries (please tick)

Contact email:

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Contact Telephone Number:

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### **What is your opinion of Tourism in Neath Port Talbot?**

The majority of the respondents stated that Tourism within Neath Port Talbot is very poor and has been neglected, especially since the Tourism Team has been disbanded. Some of the respondents stated that there is not enough in the area for tourists; one respondent specified that there could be more facilities available further West. A few of the respondents said that Tourism within Neath Port Talbot does not exist and that it has poor family friendly facilities; it was also mentioned that there have not been enough innovations or developments and that some areas are not well looked after and have caused visitors to lose interest in them.

A lot of the respondents recognise the potential for Tourism in Neath Port Talbot and stated that there are plenty of opportunities available; however, the potential is not being realised to its fullest and most of the opportunities are overlooked. Some of the positive comments from respondents included that Neath Port Talbot has lovely scenery, it is in a superb position and the leaflets on particular places of interests are good. One of the respondents stated that private enterprise is beginning to attract visitors to the area; for example, facilities for cyclists in the Afan Valley. The majority of the respondents stated that Neath Port Talbot needs good marketing and promotion of the facilities that it has to offer; at the moment Neath Port Talbot is poorly advertised. One of the respondents, who does not live in the Borough, stated that they do not hear or see much about the area.

Some of the suggestions included new signposting and directions, supporting events run by local groups and/or individuals and volunteer groups from local communities could help maintain areas.

It was also mentioned that Neath Port Talbot needs support, co-ordination, resources and funding; as it was said that the area is not resourced sufficiently to develop Tourism, it is under represented and critically underfunded. One respondent stated that the name Port Talbot is synonymous with industry and pollution.



### **What does Neath Port Talbot have to 'offer' in terms of tourism?**

The majority of respondents listed a number of attractions and facilities that think Neath Port Talbot has to offer. A lot of respondents mentioned the Country Parks, such as Margam and Gnoll; another popular response was the beaches, in particular Aberavon Seafront. One respondent said that many of the attractions are natural and free. Some activities mentioned included golfing, leisure facilities, field sports, fishing, horse riding, and 'world class' mountain biking facilities; in regards to the mountain biking, one of the respondents commented that Neath Port Talbot has one of the best mountain biking areas in the UK. Many respondents also mentioned Afan Forest Park, the Steelworks, the mountains, the many cycle paths, the canal network and the lakes and waterfalls. It was also stated that there are different options in regards to restaurants and accommodation; one respondent said that cafes could be improved and open for longer.

A few of the respondents mentioned that Neath Port Talbot has a lot to offer with regards to history and that historically, Neath Port Talbot is a very important area. An example given was the Castles. One respondent said that Neath Port Talbot has a vast history and it is not drawn upon; it was stated that the County needs to exploit its creative heritage. One respondent mentioned that Neath Port Talbot has 'outstanding' industrial heritage sites.

Many respondents also commented on the attractive countryside, attractive towns and beautiful scenery. It was mentioned that Neath Port Talbot has good access to places such as the Gower and Brecon Beacons.

There were also some respondents that stated that Neath Port Talbot does not have a lot to offer regarding tourism and one respondent didn't know what the County has to offer.

One of the respondents suggested more could be made of walking in the forestry and over the commons. Another suggested that the focus should be on what is available, prioritising nature and adventure Tourism. Another suggestion included more infrastructure to support the outdoor leisure industry.

Overall, the respondents gave a variety of different activities and facilities that Neath Port Talbot has to offer in terms of Tourism; with one respondent stating that there is something to interest any visitors, young to old. Another respondent stated that there are a diverse range of activities and places of interest to visit. It was stated that Neath Port Talbot has enormous potential and plenty of scope to offer more.

### **What is it lacking?**

The main points, that respondents said Neath Port Talbot is lacking include, co-ordination, promotion, funding and a lack of vision. It was also stated that there is no central point to discover Neath Port Talbot for those visiting the area. A few respondents also said that Neath Port Talbot is lacking support from organisations such as Visit Wales and the Council. Other points included a lack of information, a lack of destination marketing and not enough encouragement for catering establishments. One of the respondents stated that Neath Port Talbot has no National or International footprint.

One respondent stated that Neath Port Talbot isn't lacking anything other than organisations that will allow it to reach its full potential. Strategic thinking and on the ground thinking was also mentioned, as well as having a meaningful joined up approach. It was also mentioned that every decision made takes too long; urgency is needed, for example signage and car park resurfacing have become low priority.

The suggestions included more development of the beach front, more progress made on the Plaza plans, a nicer shopping area, more quality gastro pubs, better transport links, a camp site, more local and organic Fairtrade goods and a water sports centre. One respondent said that a lot more enthusiasm is needed from the Local Authority and that there are aspects of Neath Port Talbot that are neglected. Another suggestion included facilities in the right areas, for example, tourist friendly facilities near Neath Abbey; also, there is a need for museums and art galleries. It was also stated that an information centre where tourist can find out what is on in the area would be useful.

### **What is the perception of Neath Port Talbot by a visitor?**

With regards to the perception of a visitor, a few respondents stated that the visitors themselves would have to be asked. However, one respondent did mention that when previous surveys have been carried out, a lot of the responses were positive.

Some respondents stated that a lot of the visitors perceptions are that there is not much around and is a place in which tourists pass through to get to or from other areas; Neath Port Talbot does not give visitors that are passing, much of an interest in the area. There were a lot of comments made that Neath Port Talbot is more of an industrial site and that the Steelworks is what brings the visitors. One respondent suggested that Neath Port Talbot need to clean up the community so that people are not afraid to visit; on similar lines, another respondent stated that visitors are probably disappointed with run down areas, such as the town centres.

On the other hand, a lot of respondents believe that visitors have a positive perception of Neath Port Talbot and that when visitors have stayed; the area has surpassed their expectations. One respondent stated that visitors are usually overwhelmed by the natural beauty of the area. Another respondent said that visitors are surprised at the diversity of the area.

### **What are the economic benefits of Tourism to Neath Port Talbot and how can these be improved?**

A lot of the respondents stated that there are massive economic benefits of Tourism to Neath Port Talbot. One of the respondents said that Neath Port Talbot is 'The' cost effective gateway to the West of Wales, Mid Wales and even Cardiff. Respondents stated that more job opportunities will arise if Tourism is further developed. Another respondent commented that there needs to be a network of business and authority departments working together in order to attract visitors and then keep them within the area to benefit from the spending.

Some of the ideas on how they can be improved included planning, advertising, investment, supply chain opportunities and a central hub to help co-ordinate. It was also mentioned that there should be money spent in local businesses; to follow with this, another respondent stated that the economic benefits can be improved by visitors spending in local shops, pubs and restaurants. One respondent said that the tourists bring a lot of money into the town; another respondent stated that if the town has more to offer such as jobs and businesses, then the local economy would grow.

Overall, the majority of respondents commented on the benefits of improving Tourism in Neath Port Talbot include more people spending money, higher employment and a much more sustainable sector.

### **What are you doing to increase visitor numbers?**

Some of the respondents have a business background, and some of them do not; so the actions they are taking in regards to increasing visitor numbers vary.

One of the respondents stated that they put on shows most Friday and Saturday nights and provide free entertainment on a weekend. Some respondents mentioned that they are improving on what they have, for example one organisation is converting disused barns into quality self-catering cottages. Another respondent stated that they have attended a number of travel tradeshow, promoting the destination. By looking at the responses to the survey, it seems as though organisations are trying to do their bit to help increase visitor numbers.

A lot of the respondents mentioned that undertaking sales and marketing and promotion helps them to increase visitor numbers. Investment in facilities was another point that one of the respondents made. Social media was also mentioned; using sites such as Twitter and a business's own website to advertise and promote.

One respondent stated that it is not their responsibility to increase visitor numbers, but their responsibility is to keep them in Neath Port Talbot. Some of the respondents that have not got businesses said that they promote Neath Port Talbot to friends and family from different places. One respondent stated that they volunteer at a number of places in order to improve the cleanliness and aesthetic appearance of Neath Port Talbot.

**Is Neath Port Talbot 'accessible' as a place to visit?**

The majority of the respondents said that Neath Port Talbot is an accessible place to visit; a few mentioning that the transport links are good. However, a few said that it is not accessible. Other respondents stated that it could be made more accessible; for example better sign-posting. It was also mentioned that not all areas are accessible, for example Afan Valley; and the area is not that accessible for those using public transport.

### **How do you work with partners/local providers?**

Those that responded to the question gave their personal experience of working with partners and local providers. For example, Blancos Hotel stated that they liaise with other hotels in the area. A few respondents said that they work with Tourism Swansea Bay and some respondents said that they work with Natural Resources Wales.

One respondent said that it is difficult to work with partners/local providers as there is no local co-ordination or agreed strategy. Another respondent mentioned the disbanded tourism team; due to the loss of the tourism team, they are having difficulty finding some sort of forum where business owners can work together to promote the area and their businesses.

**What are you doing on a national and international basis to attract visitors?**

Some respondents said that they are not doing anything on a national and/or international basis to attract visitors. A lot of the respondents said that they are using social media and the internet in order to do this; a few mentioned that they use Trip Advisor. One respondent said that they attend trade shows to do this also. Visit Wales was mentioned in the responses; one respondent mentioned that it is the job of Visit Wales to do this, whereas another respondent said that they work with Visit Wales to attract visitors nationally and internationally.



### **What are the challenges for the future?**

Respondents listed what they thought the challenges for the future were. Some examples included prospect of steel works closing, co-ordination and development, finance, dealing with Brexit, to keep the present high standards up whilst expanding businesses and promoting the preservation and regeneration of the canal network. Some of the other challenges mentioned were maintaining economic growth and attracting more visitors and attracting the younger generation.

It was also mentioned that the area has become stagnant and that it will be a challenge to give Neath Port Talbot a Tourism identity. One respondent also mentioned that it will be difficult to try and keep up with a modernised ever-changing world. The maintenance was also mentioned by a few respondents; one of them said that some of the current tourist attractions will disappear to lack of maintenance.

**Have you made use of the Council's services such as Business Advice?**

The majority of respondents said that they have not made the use of the services. However, there were quite a few respondents that said that they had. The disbanded tourism team was also mentioned; a few respondents said they worked closely with the team.

**Do you have links with regional or national tourism bodies? Please state which ones.**

The majority of respondents said that they do not have links with regional or national Tourism Bodies. A lot of the respondents that said that they have links and mentioned Tourism Swansea Bay and Visit Wales; these two organisations were the most popular responses.

Trade associations, Trip Advisor, the Camping and Caravanning Club and National Trust were among some of the other bodies mentioned.

**What do you think the following bodies can do to further support tourism in our area?**

a) Regional tourism organisations/Visit Wales.

Some of the responses stated that they could source real grant funding and investment, help promote and advertise, create structure and focus and be more proactive. One respondent also mentioned that these organisations should improve their information on Neath Port Talbot, regarding what it offers for tourists.

b) Chambers of trade.

Some of the responses stated that they could become a co-ordinating body of local businesses, assist in funding support for the structure, promote attractions and events and pass on information to businesses across the Borough. However, some of the respondents stated that there is nothing that Chambers of Trade can do; with one respondent saying that they have found them very limited for their particular needs.

c) Neath Port Talbot CBC.

Some of the responses stated that they could produce and promote a Tourism Strategy, take Tourism seriously, identify business needs and opportunities, create a long term action plan, reinstate the Tourism department, improvement on website and secure and protect funding.

**Do you have any other comments on Tourism in Neath Port Talbot in general?**

Some of the comments that respondents made included the following:

'Save it or lose it'

'I believe that our economy needs a dedicated Tourism team'

'Great destination, now is the time to promote it'

'Marketing the whole of the County is a necessity'

'Needs someone with dynamism to get it off the ground'

'We have a lot to offer but we need people with vision to pull it all together'

'We have the points of interest and all it needs is to be shown to the world, before it gets forgotten'

'We should look at tourist passports that encourage people to visit a number of places across the County'

'It's generally under-valued'

'Appreciate the importance of Tourism and invest in potential'

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## South West Wales Investment (NPT Focussed) 2011-to date

The below figures outline Welsh Government investment in Tourism in the period 2011 to date and have been produced for viewing as part of the Tourism Task and Finish Inquiry Group being undertaken by the Economic and Community Regeneration Scrutiny Committee of Neath Port Talbot Council.

### Tourism Investment Support Scheme offers, NPT 2011-16

Tourism Investment Support Scheme (TISS) is a grant for new and existing Welsh tourism businesses looking to upgrade the quality of facilities and increase capacity where there is a gap in the market. The below table shows the number of grants and value offered to businesses in Neath Port Talbot for the aforementioned period.

Name	Town	Authority	Grant Offered
Farm Accommodation Ltd, Cwmafan	Port Talbot	NPT	25,000
Waterfall Country Gateway (NPTCC)	Neath	NPT	60,000
Cartref Holiday - River View, Tonna	Neath	NPT	20,000
Total			<b>£105,000</b>

In comparison the following amounts have been offered in neighbouring authorities over the same period

Swansea	£845,444
Carmarthenshire	£1,644,735
Pembrokeshire	£3,147,962

### Regional Tourism Engagement Fund (RTEF) for South West Wales 2014-17

The purpose of the RTEF fund is to work with partners at the destination level to deliver the 10% growth target set out in the Partnership for Growth strategy. Funds in South West Wales were allocated as follows;

#### RTEF 2014/15

Carmarthenshire	£20,320
Swansea Bay	£33,500
Pembrokeshire	£24,995.50
Neath Port Talbot	£0

<b>Total</b>	<b>£78,815.50</b>
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#### **RTEF 2015/16**

Carmarthenshire	£60,000
Pembrokeshire	£65,000
Swansea	£55,000 (£15k specifically to NPT via Tourism Swansea Bay for trade engagement and business mapping)
Regional Attendance at Outdoor Show	£25,000 (some NPT benefit via promotion of products)
<b>Total</b>	<b>£205,000</b>

#### **RTEF 2016/17**

Carmarthenshire	£35,000
Pembrokeshire	£40,000
Regional	£80,000 (some NPT benefit working regionally)
<b>Total</b>	<b>£155,000</b>

#### **Tourism Product Innovation Fund 2015-present**

The purpose of the TPIF fund is to work with tourism sector partners across Wales to deliver the 10% growth target set out in the tourism strategy. The fund aims to encourage closer joint working between tourism consortia, partnerships and trade groups and to develop and improve the product offer to visitors which will benefit the tourism sector, local communities and critically, help to grow the tourism economy in a sustainable way.

#### **2015/16**

Milford Haven Port Authority (Pembrokeshire)	£8,000
Burn Series (Neath Port Talbot)	£25,000
Pembrokeshire Coastal Forum (Pembrokeshire)	£21,850
TYF Group ( Pembrokeshire)	£30,000
<b>Total</b>	<b>£84,850</b>

#### **2016/17**



<b>Carmarthenshire Tourism Association (Carmarthenshire)</b>	<b>£20,000</b>
<b>Neath Golf Club (South Wales – including NPT)</b>	<b>£5,000</b>
<b>Wildlife Trust of South West Wales (South Wales – Bridgend, Pembrokeshire and Ceredigion).</b>	<b>£30,000</b>
<b>Total</b>	<b>£55,000</b>

#### **P4G Partnership for Growth**

The Partnership for Growth fund promoted joint working and collaborative projects to help grow the Wales' tourism economy in a sustainable way.

#### **Projects 2014-2015**

Gower Beaches (Management Plan)	Swansea	£10,000
PCNPA (Sustainable Events Charter)	Pembrokeshire	£15,000
National Trust (Coasteering Concordat)	Pembrokeshire	£4,635

#### **Projects 2015-2016**

PCNPA (Dark Skies)	Pan-Wales but primarily Pembrokeshire, Brecon Beacons and Snowdonia)	£40,000
Wildlife Trust of South West Wales	Pembrokeshire, Bridgend, Ceredigion)	£15,000

Visit Wales led on two strategic European projects totalling over £35 million since 2010 developing 7 iconic Centres of Excellence in Wales as well as coastal improvements along our beaches. This project came to an end in 2015. Total funding £35.5 (£16.5 total ERDF), there are no projects for the period 2014-20.

<p><b>Coastal Tourism Centres of Excellence -</b> There are 3 Coastal Centres of Excellence; Aberdaron, Swansea Bay and Pembrokeshire. As part of the Coastal Tourism project there is also the Green Sea Programme.</p>	<p>£17.2m (8.3 ERDF)</p>
<p><b>Sustainable Tourism Centres of Excellence</b> There are 4 Sustainable Centres of Excellence in Wales for the South Wales Cycling - Cognation, One Historic Garden, North Wales Cycling and the Eryri Centre of Excellence – One Big Adventure.</p>	<p>£18.3m (8.2 ERDF)</p>
<p><b>Coastal Tourism Centres of Excellence – South West Wales, The Green Sea Programme – South West Wales SUSTAINABLE TOURISM - South West Wales</b></p> <p><b>South West Wales Coastal Projects:</b></p> <p><b><i>Swansea Bay Water sports Centre of Excellence</i></b></p> <p>Sites include: ‘360 Beach and Watersports’ brand for the new St Helen’s Watersports Centre, the Olga Boat, Knab Rock Watersports Centre and Porthcawl Harbour, Rest Bay improvements, Bridgend. (5 sites).</p> <p><b><i>Pembrokeshire Coastal Centre of Excellence</i></b></p> <p>Pembrokeshire Coastal Tourism includes town enhancements in Tudor Square, developments at Milford Haven Dock Lock; Porthgain and Solva Car Parks and Coppett Hall. Additional funding has been secured for Saundersfoot harbour Phase 1. (5 sites).</p> <p><b>The Green Sea Programme South</b></p> <p>The Green Sea Programme includes improvements to facilities, access, signage, interpretation and sustainable management at 14 specific beaches.</p> <p><b>South West Wales Sustainable Projects</b></p> <p><b><i>South Wales Cycling Centre of Excellence – Cognation</i></b></p> <p>Led by Neath Port Talbot current sites include Afan Forest, Neath Port Talbot Cwmcarn and Caerphilly. At Gethin Woods, Merthyr Tydfil new</p>	<p>Total project costs £35.5m (£16.5m ERDF)</p> <p>£4.2m total cost (£2.1m ERDF)</p> <p>£4m total cost (£1.9m ERDF)</p> <p>£1.8m total cost (£800k ERDF)</p> <p>£4.3m total cost (£2m ERDF)</p>

<p>mountain biking trails and visitor centre are being created. (3 sites).</p> <p><b>One Historic Garden</b></p> <p>One Historic Garden will form a ‘trail’ of existing and improved garden attractions in South West Wales including Aberglasney House and Gardens, Carmarthenshire; Bryngarw Country Park, Bridgend; Colby Woodland Gardens and Scolton Manor, Pembrokeshire; Cwmdonkin Park and Penllergare Valley Woods, Swansea and Margam Country Park, Neath Port Talbot (7 sites).</p>	<p>£4.3m total cost (£2m ERDF) with £330,000 specifically in NPT at Margam Park</p>
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**Of a total of £16.5m of ERDF funding awarded for Tourism specific projects NPT directly benefited from £2.33m of funding**

#### Coastal Communities Fund

The Coastal Communities Fund (CCF) is funded by the government from income from the Crown Estate’s marine assets. Funding is available in England, Wales, Scotland and Northern Ireland. The Fund is managed by the regeneration team in partnership with the Big Lottery Fund’s ‘BIG Fund’.

Through the coastal tourism forum tourism officials have been able to influence the CCF agenda to ensure the tourism sector is a key benefactor.

Out of a total of £2,433,086 of CCF monies distributed in the region Neath Port Talbot has directly benefited from £486,725.

Adventure Golf Course at Aberavon Sea Front

New Sandfield’s and Aberavon and Afan Community Regeneration

Surf More South Wales – Aberavon Sea Front.

#### Grading

The following properties are graded in the NPT area.

<u>Establishment</u>	<u>Town</u>	<u>Star</u>	<u>Designator</u>	<u>Cyclists &amp; Walkers</u>
Best Western Aberavon Beach Hotel	Port Talbot	3 Star	Hotel	Cyclists & Walkers
Castle Hotel	Neath	3 Star	Hotel	Cyclists & Walkers
Premier Inn Port Talbot	Port Talbot	Visit Wales	Budget Hotel	
Mountain View B & B	Port Talbot	3 Star	B&B	Cyclists & Walkers
The Barn B & B	Margam	4 Star	B&B	Cyclists & Walkers
Bryn Teg House	Port Talbot	3 Star	B&B	Cyclists & Walkers
Tyn Y Coed	Margam	4 Star	B&B	Cyclists & Walkers
Caer Arba	Neath	4 Star	Self-Catering	Cyclists & Walkers
Barns 1, 2 And 3, Llwyn Llanc Uchaf Farm	Neath	5 Star	Self Catering	Cyclists & Walkers
Meadow View, 18 Glan Gwrelych	Neath	4 Star	Self-Catering	Cyclists & Walkers
Windways	Port Talbot	3 Star	Self-Catering	Cyclists & Walkers
Whites Level House	Port Talbot	3 Star	Self-Catering	Cyclists & Walkers
3 Blaenant Street	Port Talbot	3 Star	Self Catering	Cyclists & Walkers
Depot Rd	Cwmavon	4 Star	Self-Catering	Cyclists & Walkers
The Nook & The Peak - Afan Valley View	Port Talbot	4 Star	Self-Catering	Cyclists & Walkers
Yr Hen Stabl & Drws Nesaf, Abergwrelych House	Glynneath	3 & 4 Star	Self-Catering	Cyclists & Walkers
Cwmbach Lodges	Neath	4 Star	Self-Catering	Cyclists & Walkers
The Glyncorwg Ponds	Port Talbot	3 Star	Touring & Camping Park	
Rose Cottage	Port Talbot	4 Star	Bunkhouse	
FSC Margam Discovery Centre	Port Talbot	5 Star	Group Accommodation	Cyclists & Walkers
Depot Rd	Cwmavon	5 Star	Group Accommodation	Cyclists & Walkers
River View	Neath	4 Star	Group Accommodation	Cyclists & Walkers
Fedwen Fawr, Tyle'r Fedwen Farm	Port Talbot	Approved	Alternative Accommodation	

## Research

In terms of priority sector for the period 2006 to 2015, the number of business units in the tourism sector has increased by **5%** from 420 to 440. Employment has increased by **72%** . from 2,500 in 2006 to 4,300.

LA	Tourism Sector, 2015		Proportion in Tourism, 2015		Growth 2006 to 2015	
	Local Units	Employment	Local Units	Employment	Local Units	Employment
Isle of Anglesey	385	4100	13%	17%	22%	95%
Gwynedd	895	9600	14%	16%	7%	37%
Conwy	715	6800	14%	16%	4%	31%
Denbighshire	445	2900	11%	7%	-2%	-12%
Flintshire	485	4800	9%	8%	-3%	33%
Wrexham	415	4400	9%	6%	0%	91%
Powys	795	7100	8%	12%	-4%	42%
Ceredigion	450	5200	10%	14%	-3%	73%
Pembrokeshire	875	7300	14%	14%	4%	49%
Carmarthenshire	715	6600	8%	9%	-3%	29%
Swansea	895	10900	12%	9%	-4%	22%
<b>Neath Port Talbot</b>	<b>440</b>	<b>4300</b>	<b>13%</b>	<b>9%</b>	<b>5%</b>	<b>72%</b>
Bridgend	455	6100	11%	10%	-9%	17%
The Vale of Glamorgan	510	4500	11%	11%	19%	7%
Rhondda Cynon Taf	690	6100	12%	8%	-1%	45%
Merthyr Tydfil	200	1800	13%	7%	14%	100%
Caerphilly	470	4500	11%	8%	6%	7%
Blaenau Gwent	220	1600	15%	8%	10%	45%
Torfaen	240	3100	10%	8%	-2%	35%
Monmouthshire	440	4700	9%	11%	2%	18%
Newport	485	5300	11%	7%	5%	43%
Cardiff	1,455	20800	11%	10%	13%	30%
<b>Wales</b>	<b>12,670</b>	<b>132400</b>	<b>11%</b>	<b>10%</b>	<b>3%</b>	<b>34%</b>

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## NPTCBC Tourism Investment Secured 2002 - 2013

### Summary of Tourism Projects Delivered (includes external funds secured)

Total Investment Secured **9,979,060**  
 Total Grants Secured **8,524,929**  
 % grants against total investment **85%**

Project Timescales	Project Title	Project Description	Grants secured	Total Investment	Funding Sources	Tourism Team Involvement
2012-2013	Margam Park App	Creation of a smartphone App to provide an audio/visual tour of Margam Country Park on iOS and Android operating systems	16,266	30,690	ERDF Visit Wales Digital Tourism Framework, NPTCBC and Match funding in kind	The Tourism Team led on this project, securing the funding and delivering the project in partnership with Margam Country Park
2012-2013	Neath Port Talbot Brown Signage Project	Additional Brown Signage for waterfalls and canal in the Vale of Neath, Sarn Helen Café and Glantawe Riverside Park	41,767	50,120	ERDF Valleys Regional Park, NPTCBC, Arena Pontardawe and DOVE.	The Tourism Team secured the funding for this scheme and project managed the scheme in partnership with Rhondda Cynnon Taf Council
2012-2013	Walks For All	Project to deliver 12 accessible walks throughout Neath Port Talbot	3,000	4,014	Health Challenge Wales, NPTCBC	The Tourism Team applied for the funding and have delivered the project.
2011-2013	Cognition Mtb Trails South Wales (South Wales wide Project)	Project to deliver capital investment in mountain biking product development across South Wales.	4,055,000	4,350,000	ERDF Visit Wales Centres of Excellence, WG Strategic Regeneration Areas, Private sector and other Local Authorities, NPTCBC	The Tourism Team led on co-ordinating and submitting the application for the project. The Cognition team were appointed to deliver the project.
2011-2012	Aberdulais Falls Your Heritage	Improvements to interpretation at the attraction with consolidation works to the scheduled ancient monuments and a new river wall.	161,404	202,260	ERDF Valleys Regional Park, Western Valleys SRA, Volunteer Time in Kind, National Trust, NPTCBC.	The Tourism Team led on the application for this project and co-ordinated funders to establish a funding package. The tourism team were the lead body for the funding and project managed the scheme in addition to collating the financial claim.
2011-2012	Gnoll Country Park Access Project	Accessible paths and beamer tramper (mobility) vehicles at Gnoll Estate.	135,000	150,000	ERDF Valleys Regional Park, Western Valleys SRA, NPTCBC.	The Tourism Team led on the application for this project and worked with Gnoll Country Park to deliver the scheme.
2011	Waterfall Country Phase 1	Enhancement of entrance to Waterfall Country in Pontneddfechan and refurbishment of public toilets.	60,000	155,000	WG Visit Wales Tourism Investment Support Scheme, NPTCBC	The Tourism Team applied for and secured the funding and worked with NPTCBC Regeneration team to deliver the scheme.
2011	Outdoor Gym, Glyncorrwg	Installation of new outdoor gym consisting of 8 Pieces of equipment	6,368	12868	Health Challenge Wales, NPTCBC	The Tourism Team applied for the funding and worked with Glyncorrwg Ponds to deliver the project.
2010-2011	Afan Forest Park Visitor Centre Feasibility Study	Detailed feasibility study for the reestablishment of Afan Forest Park Visitor Centre	20,000	25,000	Western Valleys SRA, NPTCBC	The tourism team led on the application and coordination of the feasibility study which went forward to form the basis for the funding application for the Cognition Mtb Trails South Wales project.

2010-2011	Afan Forest Park Artworks Project	Six artworks consisting of stone monoliths containing inscribed aluminum arrows directing visitors to the villages on the cycle path in the Afan Valley. One artwork located in each ward of the Afan Valley.	38,931	45,215	ERDF Valleys Regional Park, Western Valleys SRA, NPTCBC.	The Tourism Team led on the application for this project and worked with Groundwork Bridgend Neath Port Talbot to deliver the scheme.
2011	Ynysbwllog Aqueduct and Cyd Terrace Canal Improvements	Landscaping works at Neath canal access points.	204,245	231,419	ERDF Valleys Regional Park, Western Valleys SRA, NPTCBC.	The Tourism Team co-ordinated the funding package for the scheme.
2009-2011	RDP Tourism Co-ordinator Project	Major project to establish a development structure to replicate development of Afan Forest Park. Capital and revenue investment took place to encourage tourism development in the Neath, Dulais, Swansea and Amman Valleys.	194,056	242,570	WG Rural Development Plan Funding, NPTCBC.	The Tourism Team led on the funding application for this project and successfully delivered the project. The success of this project led to the existing stakeholder structure throughout Neath Port Talbot.
2009 - 2012	RDP Accommodation Providers Grant Scheme	Grants for new and existing accommodation facilities	108,963	136,203	RDP WAG, NPTCBC, Private sector funds	The Tourism Team led on the funding application and assisted all new and existing businesses in NPT.
2009 - 2012	Gronfa Wledig Heritage Grant Scheme	Grant scheme accessible to voluntary sector organisations to deliver rural heritage related projects.	239,586	299,482	RDP WAG, NPTCBC and Private sector funds.	The Tourism Team assisted the funding application for this project and assisted all community projects.
2010	Welsh Waterways Festival	3 day national event held in May 2011 on Neath Canal	21,414	49,335	ERDF Valleys Regional Park, Western Valleys SRA, NPTCBC.	The Tourism Team led on the application for this project and worked with Neath Canal Navigation and the Friends of Neath and Tennant Canal Group to deliver the event. The Tourism Team led on the promotion of the event.
2010	Amman Valley Trotting Club Competitor Entrance	Stone wall entrance feature at competitor entrance	14,576	14,576	ERDF Valleys Regional Park, Western Valleys SRA, Amman Valley Trotting Club.	The Tourism Team co-ordinated the funding package for the scheme.
2005 - 2010	Npower	Sponsorship of Afan Forest Park Trails secured for 5 years.	33,000	33,000	Npower	The Tourism Team and FCW were instrumental in securing these funds.
2005	Sculpture	Miners Sculpture at Afan Forest Park Visitor Centre	2,500	2,500	FCW	FCW led on this project with assistance from the Tourism Team.
2005	Amphitheatre	Open Air Amphitheatre & developments of footpaths in Afan Forest Park	150,000	150,000	Objective 1 WAG & FCW	The Tourism Team and FCW secured funding and lead on this project.
2004	Coed Morgannwg Way	Seating in Afan Forest Park (part of Sense of Place)	26,585	226,585	Communities First	FCW led on this project with assistance from the Tourism Team.
2003 - 2004	Gateways Phase 2	New Entrances into the Forest Park	112,000	112,000	Objective 1 WAG & FCW	FCW lead on this project with assistance from the Tourism Team.
2003 - 2004	Japanese Twinning	Improvements to Kanji Garden	5,770	5,770	FCW, NPTCBC & Welsh Development Agency (now Welsh Government).	FCW led on this project with assistance from the Tourism Team.
2003 - 2006	Upper Afan Community Cohesion Strategy	Projects includes improvements to Cycle tracks and Villages, new changing facilities in Cymmer.	1,719,866	1,719,866	WA Local Regeneration Fund, Communities First, Big Lottery, Cydcoed.	The Tourism Team assisted with this project.



2004	Glyncorrwg Ponds	Improvements around Fishery	12,500	12,500	WTB	The Afan Forest Park Project Coordinator (part of NPTCBC Tourism Team) lead on this project and secured funding.
2003	Pond Improvement	Pond improvement at Afan Forest Park	7,000	9,000	NPTCBC, Adfwyio, FCW	Tourism Team secured funding for this project and led on delivery.
2002 - 2003	Resurfacing of Cycletracks	Resurfacing of cycle tracks in Afan Forest Park	24,000	24,000	Communities First	The Tourism Team assisted with this project.
2003	Gateways One	Improvements to Rhyslyn Car Park & Gyflychi entrance in Afan Forest Park (part of Sense of Place)	15,283	15,283	WAG, Objective 1	Tourism Team assisted with this project. FCW lead on this project.
2002 - 2006	Accommodation Developments	New and existing accommodation development, for example: development of Bryn Bettws Log Cabins, Skyline Cycles etc	168,260	650,120	WTB, Adfwyio, Cydcoed, FCW, NPTCBC & Private Investment	The Tourism Team were instrumental in helping secure funds and assisted with grant applications.
2002 - 2003	Marketing & Interpretation Strategy	Strategy's for Afan Forest Park	13,795	16,775	WTB, NPTCBC, FCW	The Tourism Team secured funding and led on this project.
2002 - 2004	Visitor Surveys	Visitor Surveys for Afan Forest Park	12,224	16,460	WTB, FCW, SWWTP, WDA & NPTCBC	The Tourism Team secured funding and led on this project.
2002 - 2003	Tourism Signs	Signs for Afan Forest Park and Port Talbot and NPT	3,570	15,948	WTB & NPTCBC	The Tourism Team led on this project and secured funds.
2002 to 2005	New Trail Development in Afan Forest Park	Part of Afan Forest Park TGA Project	365,000	415,000	WTB, NPTCBC and Cydcoed	The Tourism Team played an instrumental part in this project by coordinating and leading on the project. FCW, WTB were also key partners.
2002 to 2004	New Mountain Bike Centre at Glyncorrwg Ponds	Part of Afan Forest Park TGA Project	458,000	458,000	Wales Tourist Board (now called Visit Wales) and Cydcoed	Tourism Team played an instrumental part in this project by coordinating and leading on the project. FCW, WTB and Glyncorrwg Ponds Committee were also key partners.
2001 to 2002	Securing of the TGA (Tourism Growth Area) status for Afan Forest Park and Project Coordinator	Employment of a Project Coordinator for 3 years	75,000	97,500	FCW, NPTCBC & Welsh Development Agency (now Welsh Government).	In partnership with FCW, NPTCBC Tourism Team & SWWTP secured the TGA status for Afan Forest Park and funding for a Project Coordinator.
			<b>8,524,929</b>	<b>9,979,060</b>		

<b>Key</b>	
<b>WTB</b>	Wales Tourist Board (now Visit Wales)
<b>FCW</b>	Forestry Commission Wales (now NRW)
<b>LRF WA</b>	Local Regeneration Fund, Welsh Development Agency (now Welsh Government)
<b>WDA</b>	Welsh Development Agency
<b>SWWTP</b>	South West Wales Tourism Partners
<b>NPTCBC</b>	Neath Port Talbot CBC
<b>WAG</b>	Welsh Assembly Government
<b>RDP WAG</b>	Rural Development Project Welsh Assembly Government
<b>ERDF</b>	Economic Regeneration Development Fund
<b>SRA</b>	Strategic Regeneration Area

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## Welsh Local Authorities – Tourism Responses

### **Blaenau Gwent**

Alyson Tippings is the dedicated Tourism Resource. This year Alyson had £9.5k and has had to source external funding for any other activity. Sometimes Alyson gets support from the central budget for specific projects. Alyson recently went to Scrutiny with the new Destination Management Plan, which outlines the plans for the next few years. In addition, Blaenau Gwent is members of The Valley consumer and Southern Wales Travel Trade consortia.

### **Caerphilly**

Caerphilly have a Destination & Events section which has a central staff team of 4.5 FTE organising town centre based Events (17 per year) and responsible for destination marketing. The central team also offers support to a number of visitor attractions operated within the department:

- Caerphilly Visitor Centre
- Cwmcarn Forest Drive Visitor Centre
- Llancaiach Fawr Manor
- The Winding House Museum
- Blackwood Miners Institute

The net costs of running the central team is circa £395,000 and the net cost of operating the venues is circa £1.2m.

### **Carmarthenshire**

Carmarthenshire has worked with NPTCBC for many years and indeed are partnership with us again this financial year on the SW Wales Year of Legend tourism promotion. Tourism is very much seen as a group effort in Sir Gar with development, funding and marketing being delivered through Economic Development and Marketing & Media. The Authority talk and work together on the various projects ensuring they bring their area of own expertise to the discussions in the knowledge that others from other sections will do the same.

Growing the Tourism sector is a major component of their Executive Board's Economic Transformational Strategy and they are currently working on substantial projects in Pendine, Carmarthen Town, Llanelli Coast, the Tywi Valey and Cross Hands as well as leading on marketing projects for the Gov through its Regional Engagement Funds and a project through the Ireland Wales Cooperation scheme

## **Ceredigion**

Ceredigion County Council has a dedicated Tourism Service (a team of three) which has responsibility for tourism marketing and the management of the public's use of the county's beaches i.e. beach safety, coastal awards, information, and beach cleaning.

Ceredigion Tourism Service's controllable budget is £420,000. One third of the budget is allocated to beach management. The remainder covers the operation of four TICs (3 all year TICs and 1 seasonal) and all other tourism marketing activity.

## **Flintshire**

Within Flintshire County Council, Tourism is part of the Business Development service.

One full time 'Business Development Officer' has sole remit for tourism and this post reports directly to a Business Development Manager. A Business Development Co-ordinator supports the Business Development team.

The key programme of work is to deliver, with partners, actions identified in our Destination Management and Marketing plan 2016-2020. This plan is aligned to support the Visit Wales Tourism Strategy: Partnership for Growth. They undertake positive partnership working with partners such as trade associations, ambassadors, town & community.

Whereby Destination Management is delivered on a local authority level, they work collaboratively with Denbighshire and Wrexham Council's in regards to Destination Marketing as North East Wales.

Tourism currently has a core budget in the region of £60,000. They endeavour to access external funds whenever feasible to assist delivery

of actions from the Destination Management Plan e.g. Regional Tourism Engagement Fund, Rural Development Plan for Wales.

## **Gwynedd**

The Authority does have a central support structure for tourism. They currently employ six members of staff. Two further staff are project based and funded through grant aid.

They are in the middle of rolling a programme of cuts just under £300,000.00 and have recently closed all of their Tourist Information Centres. In the future their information provision will be available online.

Some of the activities undertaken currently are:-

- Destination Management
- Tourism Marketing & Development. (Please refer to <http://www.visitsnowdonia.info> for further background
- Events Development & Support
- Industry support and research
- Strategic links with Visit Wales

## **Isle of Anglesey**

Michael Thomas, the Senior Development Officer Tourism & Marketing, stated that they have been asked this question a number of times within North Wales recently, and struggled to get a comprehensive answer as it's hard to compare like for like; different Authorities manage tourism differently and have different assets/models (marketing, development attractions toilets etc.). To have a comprehensive answer, they believe that this should be raised with the Regional Engagement Officers in Welsh Government with specific parameters, to answer the query. Michael believes that we're all, as local Authorities, in the same boat so to speak, and need an answer on the level of Wales as a whole. Michael also stated that perhaps this is something that could be raised with Welsh Government.

## **Pembrokeshire**

Pembrokeshire currently have a team of three; a Tourism Marketing and Development Manager, a Marketing Officer and a Tourism Assistant.

Alan Turner, the Tourism Marketing and Development Manager, stated that may change in the near future as they have been looking at alternative delivery models for some time.

There are currently two options being considered, one is an independent organisation that will be given some initial funding but will need to become self-sufficient within about 5 years. The other is a non-charitable subsidiary of a charitable trust that is being considered to run our Leisure and Cultural Services operations.

They do have a marketing budget at the moment, but Alan stated that it isn't likely to remain at its current level in the future.

### **Rhondda Cynon Taf**

Rhondda Cynon Taf has a Tourism Officer, who undertakes a variety of roles including representing the authority at DMG and DIG meetings, as well as partnership working and trade engagement.

They have a small budget of £16,000 to support partnership working and are able to utilise the Corporate Marketing budget.

They have been given approval to appoint a Tourism Assistant who will start in the New Year.

### **Newport**

Lynne Richards, the Tourism Officer, stated that the subject of tourism is of course complex and that it is more visitor economy support and Destination Management.

The Tourism department has two members of staff and a leverage budget of around £50,000 per annum, but the function is also to attract grant – so activities and projects have a higher value depending on that year's round. This does not count running attractions and front line staff, events, Economic Development activities and other services which contribute towards tourism.