



## **GŴYS Y CYNGOR**

*At holl aelodau'r cyngor*

*Rydych dan wŷs trwy hyn i ddod i*

## **GYFARFOD Y CYNGOR**

*i'w gynnal am 2.00 pm*

*Dydd Mercher, 24 Ebrill 2019*

*yn*

**SIAMBR Y CYNGOR - CANOLFAN DDINESIG PORT TALBOT**

*Bydd Caplan y Maer yn dweud gweddi cyn i'r cyfarfod ddechrau.*

### **--- A G E N D A ---**

#### **RHAN A**

1. *Cyhoeddiadau'r Maer.*
2. *Datganiadau o fudd*
3. *Derbyn cofnodion cyfarfod blaenorol y cyngor a'u cadarnhau os ystyrir bod hyn yn addas: (Tudalennau 3 - 28)*

Y Flwyddyn Ddinesig 14 Chwefror, 27 Chwefror and 13 Mawrth  
2019

#### **RHAN B**

4. *Rhaglen Bargen Ddinesig Abertawe (Tudalennau 29 - 88)  
Amgaeir adroddiad gan y Prif Weithredwr.*

5. *Penodi Dirprwy Swyddog Canlyniadau Sy'n Sefyll (Tudalennau 89 - 90)  
Amgaeir adroddiad gan y Prif Weithredwr/Swyddog Canlyniadau.*
6. *Cynllun Corfforaethol 2019 i 2022 (Tudalennau 91 - 158)  
Amgaeir adroddiad gan y Prif Weithredwr Cynorthwyol a'r Prif Swyddog Digidol*

### **RHAN C**

7. *Derbyn y canlynol ac unrhyw gwestiynau a godir gan yr aelodau, neu unrhyw faterion sydd i'w codi gan Aelodau'r Cabinet:-*

Cofnod o benderfyniadau gweithredol y Cabinet a Byrddau'r Cabinet.

### **RHAN D**

8. *Derbyn unrhyw gwestiynau gan aelodau, gyda hysbysiad, dan Reol 9.2 Rheolau Gweithdrefnau'r cyngor.*
9. *Eitemau brys  
Unrhyw eitemau brys (boed yn gyhoeddus neu wedi'u heithrio) yn ôl disgrisiwn y Maer yn unol ag Adran 100B (4) (b) Deddf Llywodraeth Leol 1972.*

*Sh. P.*

**Prif Weithredwr**

**CANOLFAN DDINESIG,  
PORT TALBOT**

**Dydd Iau, 18 Ebrill 2019**

## COUNCIL

(Civic Centre, Port Talbot)

**Members Present:**

**14 February, 2019**

**The Mayor:** Councillor D.Keogh

**The Deputy Mayor:** Councillor S.Jones

**Councillors:** A.R.Aubrey, S.Bamsey, D.Cawsey, H.C.Clarke, C.Clement-Williams, S. ap Dafydd, N.J.E.Davies, O.S.Davies, C.Edwards, J.Evans, S.E.Freeguard, C.Galsworthy, W.F.Griffiths, J.Hale, S.Harris, M.Harvey, N.T.Hunt, S.K.Hunt, C.James, H.N.James, C.J.Jones, D.Jones, J.Jones, L.Jones, R.G.Jones, S.A.Knoyle, E.V.Latham, A.Llewelyn, A.McGrath, J.Miller, S.Miller, R.Mizen, J.D.Morgan, S.Paddison, S.M.Penry, D.M.Peters, R.Phillips, M.Protheroe, S.Pursey, P.A.Rees, S.H.Reynolds, P.D.Richards, A.J.Taylor, R.L.Taylor, A.L.Thomas, J.Warman, D.Whitelock, A.Wingrave, R.W.Wood and A.N.Woolcock

**Officers in Attendance:** S.Phillips, H.Jenkins, G.Nutt, A.Evans, A.Jarrett, K.Jones, H.Jones, C.Griffiths C.Furlow and A.Manchipp,

**Representatives of the Translation Service:** Present

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### 1. **MAYOR'S ANNOUNCEMENTS.**

It was with great sadness that the Mayor advised Council of the death of the father in law of Councillor Clement-Williams. As a mark of respect Members stood for a minute's silence.

## 2. DECLARATIONS OF INTEREST

The following Members made declaration of interest at the commencement of the meeting:-

Councillor H.C.Clarke	Re the report of the Director of Finance and Corporate Services on the Capital Programme as she is Chair of Governors of YGG Tyle'r Ynn and Vice Chair of Governors of Ystalyfera Bro Dur and confirmed her dispensation to both speak and vote thereon.
Councillor M.Harvey	Re the report of the Director of Finance and Corporate Services on the Capital Programme as he is Chair of Abbey Primary School and the report of the Corporate Directors' Group on the Revenue Budget as he is employed by the South Wales Police and the report refers to the Police and Crime Commissioner and CCTV.
Councillor H.N.James	Re the report of the Director of Finance and Corporate Services on the Capital Programme as he is Governor of Ysgol Gyfan Ystalyfera, Bro Hir and Carrig Hir and confirmed his dispensation to both speak and vote thereon.
Councillor L.Jones	Re the report of the Corporate Directors' Group on the Revenue Budget as her father works for the security firm which provides services.
Councillor M.Peters	Re the report on major investment initiatives as he is a Governor.

Councillor A.Llewelyn

Re the report of the Director of Finance and Corporate Services on the Capital Programme as he is a Governor at Ysgol Gynraeg Ystalyfera Bro-dur and confirmed his dispensation to both speak and vote thereon.

Councillor A.Thomas

Re the report of the Director of Finance and Corporate Services on the Capital Programme as it refer to investment in Rhos Primary school and he is a school Governor and confirmed his dispensation to both speak and vote thereon.

### 3. **CAPITAL PROGRAMME 2019/20 - 2021/22**

The report was introduced by the relevant Cabinet member wherein it was noted that the report had been commended to Council, by Cabinet, on 13 February 2019.

**RESOLVED:** That the Capital Programme for 2019/20 to 2021/22, as detailed in Appendix 1 to the circulated report, be approved and that the Programme be kept under review and updated over the coming year.

### 4. **REVENUE BUDGET 2019/20**

The report was introduced by the relevant Cabinet member and Council was pleased to note that the increase in Council Tax had been kept to a minimum at 4%. Members thanked officers for the work that had been undertaken in achieving the budget position. The shortfall in teachers' pensions was highlighted in particular the increase on employers' contributions to 23.6% which left the Council with a shortfall of £845k.

Members then raised the following:

- More money had been invested into the Environment Directorate to address problems being experienced in Wards such as fly tipping, etc

- Members noted that the Council had a commitment to education within schools which was evidenced by the 4.5% increase in the delegated budget.
- In relation to the impact of the public consultation on the final budget proposals, Members noted that changes had been made to the schools' music service, the welfare rights section and libraries. Welsh Government had been lobbied by both the Council and also Trade Unions which had resulted in a more favourable Revenue Support Grant settlement.
- It was noted that the Welsh Government had not amended the funding formula to take into account social deprivation which was a major indicator in Neath Port Talbot.
- Members were pleased that the increase in Council Tax had been kept to a minimum and was lower than most other authorities.
- Council noted that the pay grade of catering staff in schools was not yet resolved but nearing completion.
- Some Members expressed concern at the proposed 300% increase in charges for the pest control service ie. from £40 to £120 per call out and advised that alternative costed amendments had been put forward. In addition Members were concerned that companies such as Welsh Water and British Rail did not address the issue of rodent infestations on their land. In response it was noted that private companies charges were in excess of the Authority's proposed increases.
- Concern was again expressed at the lateness of the Specific Grant allocations, as this could impact on jobs within the Council.
- The current position in relation to the Cefn Coed Museum was discussed and concern was expressed in relation to the lack of clarity from Welsh Government.
- Members supported the additional money to the Environment Directorate particularly the setting up of a deep cleansing team.
- The increase in the number of consultation responses was welcomed and Members asked for officers to consider ways of improving consultation going forward.
- Some Members welcomed the use of reserves in achieving a balance budget.

The Leader of Council then summed up.

An amendment was then put to Council and there followed a request for a recorded vote, on the following amendment, which received the requisite support in accordance with the requirements of Section 14.5 of Part 4 of the Council's Constitution – Rules of Procedure.

'approve the budget/forward financial plan savings (outlined in Appendix 4) save for ENVT918 (pest Control) which shall see an increase to £60 only for 3 visits and therefore excluding £37,500 of savings with the funding for this being made available from General Reserves and a report being brought forward to Members to consider improved enforcement measures and work with external agencies.'

For the Amendment:

Councillors: S.Bamsey, C.Edwards, J.Evans, W.F.Griffiths, J.Hale, N.T.Hunt, A.Llewelyn, J.D.Morgan, D.M.Peters and R.Phillips.

Against the Amendment:

Councillors: A.R.Aubrey, D.Cawsey, H.C.Clarke, C.Clement-Williams, S.ap Dafydd, N.E.Davies, O.S.Davies, S.E.Freeguard, C.Galsworthy, S.Harris, M.Harvey, S.K.Hunt, C.James, H.N.James, C.J.Jones, D.Jones, J.Jones, L.C.Jones, R.G.Jones, S.A.Knoyle, E.V.Latham, A.McGrath, J.Miller, S.Miller, R.Mizen, S.Paddison, S.M.Penry, M.Protheroe, S.M.Pursey, P.A.Rees, S.H.Reynolds, P.D.Richards, A.J.Taylor, R.L.Taylor, A.L.Thomas, J.Warman, D.Whitelock, A.Wingrave, R.W.Wood and A.N.Woolcock.

Abstention:

Councillors: S.Jones and D.Keogh

As a result of the above the amendment fell and there followed a request for a recorded vote, on the substantive recommendation contained in the circulated report, which received the requisite support in accordance with the requirements of Section 14.5 of Part 4 of the Council's Constitution – Rules of Procedure.

For the Recommendation:

Councillors: A.R.Aubrey, S.Bamsey, D.Cawsey, C.Clement-Williams, S.ap Dafydd, N.E.Davies, O.S.Davies, C.Edwards, J.Evans, S.E Freeguard, C.Galsworthy, W.F.Griffiths, J.Hale, S.Harris, M.Harvey, N.T.Hunt, S.K.Hunt, C.James, H.N.James, C.J.Jones, D.Jones, J.Jones, L.C.Jones, R.G.Jones, S.A.Knoyle, E.V.Latham, A.Llewelyn, A.McGrath, J.Miller, S.Miller, R.Mizen, J.D.Morgan, S.Paddison, S.M.Penry, D.M.Peters, R.Phillips, M.Protheroe, S.M.Pursey, P.A.Rees, S.H.Reynolds, P.D.Richards, A.J.Taylor, R.L.Taylor, A.L.Thomas, J.Warman, D.Whitelock, A.Wingrave, R.W.Wood and A.N.Woolcock.

Abstention:

Councillors: H.C.Clarke, S.Jones and D.Keogh

**RESOLVED:** That having due regard of the Integrated Impact Assessment, as contained in Appendix 7 to the circulated report:

1. the following matters be delegated to the appropriate Corporate Director, following consultation with the Council Leader, relevant Cabinet Member and Chair of the relevant Overview and Scrutiny Committee:-

- Fees and charges applicable for the financial year 2019/20
- Fees and Charges which are applicable in any subsequent financial year and which, in the opinion of the relevant Corporate Director, need to be set in advance of the financial year for operational reasons;

2. the revised budget position and arrangements for 2018/19, be approved;

3. Having taken into account the Integrated Impact Assessment and Crime and Disorder impacts,



the Net Revenue Budget requirement of £288.168m for 2019/20, and the service plans for the delivery of the budgets, be approved together with the budget/forward financial plan savings, as contained in Appendix 4 to the circulated report;

4. that Corporate Directors be instructed to progress the savings and improvement programme for the Authority;
5. Fees and charges for non-executive functions be delegated to the appropriate Corporate Director following consultation with the Council Leader, Deputy Leader and Chair of the relevant Non Executive Committee
  - Fees and charges applicable in 2019/20,
  - Fees and charges applicable in any subsequent financial year and which, in the opinion of the Corporate Director, need to be set in advance of that financial year for operational reasons;
6. That the 2019/20 Council Tax Band D equivalent for Neath Port Talbot County Borough Council be £1,556.59.

5. **TREASURY MANAGEMENT STRATEGY 2019/20**

**RESOLVED:** That the following Strategies and Policies as set out in the circulated report, be adopted:

- Treasury Management Strategy
- Annual Investment Strategy
- Minimum Revenue Provision Policy
- Prudential Indicators
- Capital Strategy

6. **CAPITAL PROGRAMME MONITORING 2018/19**

**RESOLVED:** That the proposed 2018/19 budget totalling £44.821m, be approved and the position in relation to expenditure as at 31 December, 2018, be noted.

7. **REVENUE BUDGET MONITORING 2018/19**

**RESOLVED:** That the budget monitoring information, be noted; together with the additional grant received.

8. **TREASURY MANAGEMENT MONITORING 2018/19**

**RESOLVED:** That the report be noted.

9. **STATEMENT BY THE LEADER OF COUNCIL**

The Leader of Council made the following statements to Council.

**New Parkway Station at Felindre**

‘ What South West Wales needs is sustained medium to long term investment in its rail and transport infrastructure, not a single new station which would produce only marginal benefits on the basis of the information available to us.

Welsh Government Ministers have previously joined us in making clear that they would not support a proposal which potentially takes

Neath and other stations off the main line to a significant extent. It is also difficult to see what the Felindre proposal adds in terms of promoting footfall in our town and city centres or on cutting east bound journey times by car and rail given the relatively recent investment at the widely used Port Talbot Parkway station.

Councillor Jones added that time and resources might be better spent concentrating on a new regional transport project working with the Welsh Government and local authorities.'

### Nuclear Waste

'I shall be brief. There have been a number of articles in the media this last week concerning public meetings to be organised, apparently, by an agency of the Nuclear Decommissioning Authority to consult on the possibility of sites being identified for the disposal of nuclear waste.

I want to make it absolutely crystal clear that Neath Port Talbot Council will not be engaging in this process at any level.

The Welsh Government has made it clear that they would only support such a proposal if the community concerned was willing. Well, ours is not – and that is the end of the matter.

Moreover, in the unlikely event that a credible proposal emerged in any adjacent area, we would very strongly oppose that also.'

## **CHAIRPERSON**

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## COUNCIL

(Civic Centre, Port Talbot)

**Members Present:**

**27 February, 2019**

**The Mayor:** Councillor D.Keogh

**The Deputy Mayor:** Councillor S.Jones

**Councillors:** A.R.Aubrey, S.Bamsey, H.C.Clarke, C.Clement-Williams, M.Crowley, S.apDafydd, A.P.H.Davies, N.J.E.Davies, O.S.Davies, J.Evans, S.E.Freeguard, C.Galsworthy, W.F.Griffiths, S.Harris, N.T.Hunt, S.K.Hunt, C.James, H.N.James, C.J.Jones, D.Jones, E.V.Latham, A.Llewelyn, A.R.Lockyer, A.McGrath, J.Miller, S.Miller, R.Mizen, J.D.Morgan, S.Paddison, S.M.Penry, D.M.Peters, L.M.Purcell, S.Purseley, P.A.Rees, S.Renkes, S.H.Reynolds, A.J.Richards, P.D.Richards, A.J.Taylor, R.L.Taylor, A.L.Thomas, J.Warman, D.Whitelock, R.W.Wood, and A.N.Woolcock

**Officers in Attendance:** S.Phillips, H.Jenkins, A.Evans, G.Nutt, A.Jarrett, K.Jones, S.Rees, C.Griffiths and T.Davies

**Representative of the Translation Service:** Present

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### 1. **DECLARATIONS OF INTEREST**

The Chief Executive explained that the Corporate Directors and Heads of Service present at the meeting today, had personal and financial declarations of interest in relation to Minute No. 6, Report of the Head of Human Resources – Pay Policy Statement 2019/20, and would all leave the meeting for this item. The Chief Executive added that the Head of Human Resources (with his consent) would remain to answer any questions from Members that might arise concerning the report.

The following Members made declarations of interest at the commencement of the meeting in relation to Minute No. 6, Report of the Head of Human Resources – Pay Policy Statement 2019/20:-

Councillor C.Clement Williams	As she has a family member who is an employee of the Local Authority.
Councillor C.M.Crowley	As he has a family member working for the Council.
Councillor S.Freeguard	As her sister in law is employed in the Education Cleaning Service.
Councillor C.Galsworthy	As her sister in law works in education.
Councillor S.K.Hunt	As his daughter works as a teaching assistant at Castell Nedd Primary School.
Councillor S.Jones	As he has relatives who work for the Local Authority.
Councillor A.Llewelyn	As he has a relative employed as a teacher.
Councillor A.Lockyer	As his son is employed in a local comprehensive school.
Councillor J.Miller	As he has a relative working within the Local Authority.
Councillor S.Miller	As she has a relative working within the Local Authority.
Councillor R.Mizen	As his spouse works as a kitchen assistant in a school within the Local Authority.
Councillor S.Pursey	As he has a relative working for the Local Authority.

Councillor P.A.Rees	As he has a relative working in a school within the Local Authority.
Councillor A.J.Taylor	As he has a relative working in a school within the Local Authority.
Councillor R.Taylor	As she has a relative working in a school within the Local Authority.
Councillor A.N.Woolcock	As he has a relative who is employed as a Development and Training Manager.

2. **ELECTION OF THE MAYOR FOR THE CIVIC YEAR 2019/20**

**RESOLVED:** that Councillor S.Jones be appointed Mayor Elect for the Civic Year 2019/20.

3. **APPOINTMENT OF THE DEPUTY MAYOR FOR THE CIVIC YEAR 2019/20**

**RESOLVED:** that Councillor J.Warman be appointed Deputy Mayor Elect for the Civic Year 2019/20.

4. **MINUTES OF THE PREVIOUS MEETING OF COUNCIL**

**RESOLVED:** that the Minutes of the meeting of Council held on 30 January, 2019, be confirmed as an accurate record.

5. **COUNCIL TAX 2019/20**

The Cabinet Member for Finance, gave an overview of the circulated report, and emphasised the requirement to confirm that all of the expenses incurred by the Local Authority applied across the whole of the County Borough.

Members discussed the percentage increase of the Council Tax for 2019/20, and noted that this was much lower than the increases across other Welsh Local Authorities. Areas of deprivation were discussed, and the need for greater investment in all areas. Members felt there was a need to lobby Welsh Government and the UK Government for a better Local Government settlement as well as a fairer distribution formula on behalf of local communities.

- RESOLVED:**
- a. That any expenses incurred by Neath Port Talbot County Borough Council in performing in part of its area, a function performed by a Community Council, elsewhere in its area, be treated as the Authority's general expenses;
  - b. That the levy of the Swansea Bay Port Health Authority be treated as a general expense;
  - c. That the following amounts be calculated in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:

	Amount
Aggregate of the items estimated under Section 32(2) – expenditure	£435,496,716
Aggregate of the items estimated under section 32(3) – income	£145,284,018
Amount calculated in accordance with section 32(4) – budget requirement	£290,212,698
Aggregate payable in respect of redistributed NNDR and RSG, reduced in accordance with Section 33(3B) of the Act	£214,465,669
Basic amount of Council Tax in accordance with Section 33(1) of the Act	£1,599.77
Aggregate of all special items referred to in section 34(1) of the Act.	£2,044,376
Basic Amount of Council Tax for dwellings in those parts of its area to which no special item relates, in accordance with Section 34(2) of the Act	£1,556.59



Basic amounts of Council tax for dwellings in those parts of its area to which special items bands relates, calculated in accordance with section 34(3) of the Act	As per Appendix 1
Amounts to be taken into account in respect of categories of dwellings listed in different valuation, calculated in accordance with Section 36(1) of the Act	As per Appendix 2

- d. That the Police and Crime Commissioner for South Wales has stated the following amounts in a precept issued to the Council, in accordance with Section 40 of the Act

Band A	£171.68
Band B	£200.29
Band C	£228.91
Band D	£257.52
Band E	£314.75
Band F	£371.98
Band G	£429.20
Band H	£515.04
Band I	£600.88

The total precept payable is £12,193,325.

- e. That having calculated the aggregate in each case above, the Council, in accordance with Section 30(2) of the Act hereby sets the amounts shown in Appendix 3 as the Council Tax for 2019/20 for each of the categories of dwelling shown.

Basic Amount of Council Tax (Band D) – Community Council

Appendix 1

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Community Council Precept	Town or Community Council	Community Council Precept	Council Tax Base (band D)	Community Council Tax	NPTCBC Council Tax	Total
2018/19		2019/20		2019/20	2019/20	2019/20
£35,535.00	Blaengwrach	£36,530.00	360.90	<b>£101.22</b>	£1,556.59	<b>£1,657.81</b>
£220,143.00	Blaenhonddan	£220,143.00	4,568.74	<b>£48.18</b>	£1,556.59	<b>£1,604.77</b>
£147,800.00	Briton Ferry	£147,800.00	1,832.46	<b>£80.66</b>	£1,556.59	<b>£1,637.25</b>
£91,000.00	Cilybebyll	£99,000.00	1,886.25	<b>£52.49</b>	£1,556.59	<b>£1,609.08</b>
£20,600.46	Clyne and Melincourt	£21,321.00	253.98	<b>£83.95</b>	£1,556.59	<b>£1,640.54</b>
£372,202.00	Coedffranc	£379,681.00	3,568.17	<b>£106.41</b>	£1,556.59	<b>£1,663.00</b>
£45,835.00	Crynant	£48,126.00	677.29	<b>£71.06</b>	£1,556.59	<b>£1,627.65</b>
£34,000.00	Cwmllynfell	£39,000.00	377.09	<b>£103.42</b>	£1,556.59	<b>£1,660.01</b>
£46,584.00	Dyffryn Clydach	£48,913.00	1,089.34	<b>£44.90</b>	£1,556.59	<b>£1,601.49</b>
£144,748.07	Glynneath	£148,223.29	1,365.22	<b>£108.57</b>	£1,556.59	<b>£1,665.16</b>
£81,155.00	Gwauncaegurwen	£83,590.00	1,315.93	<b>£63.52</b>	£1,556.59	<b>£1,620.11</b>
£330,000.00	Neath	£330,000.00	6,416.95	<b>£51.43</b>	£1,556.59	<b>£1,608.02</b>
£22,083.00	Onllwyn	£22,746.00	371.38	<b>£61.25</b>	£1,556.59	<b>£1,617.84</b>
£38,416.00	Pelenna	£38,765.00	392.96	<b>£98.65</b>	£1,556.59	<b>£1,655.24</b>
£176,000.00	Pontardawe	£183,000.00	2,460.77	<b>£74.37</b>	£1,556.59	<b>£1,630.96</b>
£50,375.00	Resolven	£52,138.00	721.37	<b>£72.28</b>	£1,556.59	<b>£1,628.87</b>
£47,450.00	Seven Sisters	£48,650.00	619.25	<b>£78.56</b>	£1,556.59	<b>£1,635.15</b>
£29,000.00	Tonna	£29,000.00	890.32	<b>£32.57</b>	£1,556.59	<b>£1,589.16</b>
£63,750.00	Ystalyfera	£67,750.00	1,570.89	<b>£43.13</b>	£1,556.59	<b>£1,599.72</b>
<b>£1,996,676.53</b>	<b>Total</b>	<b>£2,044,376.29</b>	<b>30,739.26</b>			

**Basic amount of Council Tax - NPT plus Community Council 2019/20**  
**Appendix 2**

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Community	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Band I
BLAENGWRACH	£1,105.21	£1,289.41	£1,473.61	£1,657.81	£2,026.21	£2,394.62	£2,763.02	£3,315.62	£3,868.22
BLAENHONDDAN	£1,069.85	£1,248.15	£1,426.47	£1,604.77	£1,961.39	£2,318.00	£2,674.62	£3,209.54	£3,744.46
BRITON FERRY	£1,091.50	£1,273.42	£1,455.34	£1,637.25	£2,001.08	£2,364.92	£2,728.75	£3,274.50	£3,820.25
CILYBEBYLL	£1,072.72	£1,251.51	£1,430.30	£1,609.08	£1,966.65	£2,324.23	£2,681.80	£3,218.16	£3,754.52
CLYNE AND MELINCOURT	£1,093.70	£1,275.97	£1,458.26	£1,640.54	£2,005.11	£2,369.67	£2,734.24	£3,281.08	£3,827.92
COEDFFRANC	£1,108.67	£1,293.44	£1,478.23	£1,663.00	£2,032.56	£2,402.11	£2,771.67	£3,326.00	£3,880.33
CRYNANT	£1,085.10	£1,265.95	£1,446.80	£1,627.65	£1,989.35	£2,351.05	£2,712.75	£3,255.30	£3,797.85
CWMLLYNFELL	£1,106.68	£1,291.12	£1,475.57	£1,660.01	£2,028.90	£2,397.79	£2,766.69	£3,320.02	£3,873.35
DYFFRYN CLYDACH	£1,067.66	£1,245.60	£1,423.55	£1,601.49	£1,957.38	£2,313.27	£2,669.15	£3,202.98	£3,736.81
GLYNNEATH	£1,110.11	£1,295.12	£1,480.15	£1,665.16	£2,035.20	£2,405.23	£2,775.27	£3,330.32	£3,885.37
GWAUN CAE GURWEN	£1,080.08	£1,260.08	£1,440.10	£1,620.11	£1,980.14	£2,340.16	£2,700.19	£3,240.22	£3,780.25
NEATH	£1,072.02	£1,250.68	£1,429.36	£1,608.02	£1,965.36	£2,322.70	£2,680.04	£3,216.04	£3,752.04
ONLLWYN	£1,078.56	£1,258.32	£1,438.08	£1,617.84	£1,977.36	£2,336.88	£2,696.40	£3,235.68	£3,774.96
PELENNA	£1,103.50	£1,287.41	£1,471.33	£1,655.24	£2,023.07	£2,390.90	£2,758.74	£3,310.48	£3,862.22
PONTARDAWE	£1,087.31	£1,268.52	£1,449.75	£1,630.96	£1,993.40	£2,355.83	£2,718.27	£3,261.92	£3,805.57
RESOLVEN	£1,085.92	£1,266.90	£1,447.89	£1,628.87	£1,990.84	£2,352.81	£2,714.79	£3,257.74	£3,800.69
SEVEN SISTERS	£1,090.10	£1,271.78	£1,453.47	£1,635.15	£1,998.52	£2,361.89	£2,725.25	£3,270.30	£3,815.35
TONNA	£1,059.44	£1,236.01	£1,412.59	£1,589.16	£1,942.31	£2,295.46	£2,648.60	£3,178.32	£3,708.04
YSTALYFERA	£1,066.48	£1,244.23	£1,421.98	£1,599.72	£1,955.21	£2,310.71	£2,666.20	£3,199.44	£3,732.68
ALL OTHER	£1,037.73	£1,210.68	£1,383.64	£1,556.59	£1,902.50	£2,248.41	£2,594.32	£3,113.18	£3,632.04

**Basic amount of Council Tax - NPT plus Community Council plus Police 2019/20**

**Appendix 3**

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Community	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Band I
BLAENGWRACH	£1,276.89	£1,489.70	£1,702.52	£1,915.33	£2,340.96	£2,766.60	£3,192.22	£3,830.66	£4,469.10
BLAENHONDDAN	£1,241.53	£1,448.44	£1,655.38	£1,862.29	£2,276.14	£2,689.98	£3,103.82	£3,724.58	£4,345.34
BRITON FERRY	£1,263.18	£1,473.71	£1,684.25	£1,894.77	£2,315.83	£2,736.90	£3,157.95	£3,789.54	£4,421.13
CILYBEBYLL	£1,244.40	£1,451.80	£1,659.21	£1,866.60	£2,281.40	£2,696.21	£3,111.00	£3,733.20	£4,355.40
CLYNE AND MELINCOURT	£1,265.38	£1,476.26	£1,687.17	£1,898.06	£2,319.86	£2,741.65	£3,163.44	£3,796.12	£4,428.80
COEDFFRANC	£1,280.35	£1,493.73	£1,707.14	£1,920.52	£2,347.31	£2,774.09	£3,200.87	£3,841.04	£4,481.21
CRYNANT	£1,256.78	£1,466.24	£1,675.71	£1,885.17	£2,304.10	£2,723.03	£3,141.95	£3,770.34	£4,398.73
CWMLLYNFELL	£1,278.36	£1,491.41	£1,704.48	£1,917.53	£2,343.65	£2,769.77	£3,195.89	£3,835.06	£4,474.23
DYFFRYN CLYDACH	£1,239.34	£1,445.89	£1,652.46	£1,859.01	£2,272.13	£2,685.25	£3,098.35	£3,718.02	£4,337.69
GLYNNEATH	£1,281.79	£1,495.41	£1,709.06	£1,922.68	£2,349.95	£2,777.21	£3,204.47	£3,845.36	£4,486.25
GWAUN CAE GURWEN	£1,251.76	£1,460.37	£1,669.01	£1,877.63	£2,294.89	£2,712.14	£3,129.39	£3,755.26	£4,381.13
NEATH	£1,243.70	£1,450.97	£1,658.27	£1,865.54	£2,280.11	£2,694.68	£3,109.24	£3,731.08	£4,352.92
ONLLWYN	£1,250.24	£1,458.61	£1,666.99	£1,875.36	£2,292.11	£2,708.86	£3,125.60	£3,750.72	£4,375.84
PELENNA	£1,275.18	£1,487.70	£1,700.24	£1,912.76	£2,337.82	£2,762.88	£3,187.94	£3,825.52	£4,463.10
PONTARDAWE	£1,258.99	£1,468.81	£1,678.66	£1,888.48	£2,308.15	£2,727.81	£3,147.47	£3,776.96	£4,406.45
RESOLVEN	£1,257.60	£1,467.19	£1,676.80	£1,886.39	£2,305.59	£2,724.79	£3,143.99	£3,772.78	£4,401.57
SEVEN SISTERS	£1,261.78	£1,472.07	£1,682.38	£1,892.67	£2,313.27	£2,733.87	£3,154.45	£3,785.34	£4,416.23
TONNA	£1,231.12	£1,436.30	£1,641.50	£1,846.68	£2,257.06	£2,667.44	£3,077.80	£3,693.36	£4,308.92
YSTALYFERA	£1,238.16	£1,444.52	£1,650.89	£1,857.24	£2,269.96	£2,682.69	£3,095.40	£3,714.48	£4,333.56
All OTHER	£1,209.41	£1,410.97	£1,612.55	£1,814.11	£2,217.25	£2,620.39	£3,023.52	£3,628.22	£4,232.92

## 6. PAY POLICY STATEMENT 2019/20

At this point in the meeting the Chief Executive, Corporate Directors and Heads of Service reconfirmed their declarations and left the meeting and took no part in the discussion thereon.

The Cabinet Member for Corporate Services and Equality, gave an introduction to the circulated report, including an overview of changes since the last Pay Policy Statement in 2018/19; The Localism Act and the gap between the lowest and highest paid employees.

Council noted that research was being undertaken shortly by Officers of the Council in partnership with Chwarae Teg, in relation to the gender pay within the Local Authority.

**RESOLVED:** that the Pay Policy Statement for 2019/20, as contained at Appendix 1 to the circulated report, be approved for publication on the Council's website.

The Chief Executive, Corporate Directors and Heads of Service re-joined the meeting.

## 7. WALES AUDIT OFFICE REVIEW OF SCRUTINY ARRANGEMENTS

The Council's Champion for Scrutiny arrangements gave an introduction to the circulated report, describing how much scrutiny had matured since December 2017 and January 2018, when the Wales Audit Office had conducted a review of the Council's scrutiny arrangements.

Members felt it was important to include Town/Community Councils in the scrutiny process as much as possible, as well as members of the public. Discussion also took place around holding meetings within the local community, where relevant and practical.

**RESOLVED:** that the Council's response to the proposals for improvement, as contained in Appendix 1 to the Wales Audit Office report 'Overview and Scrutiny – Fit for the Future? – Neath Port Talbot County Borough Council', be approved.

8. **CHANGES TO THE AUTHORITY'S OUTSIDE BODY REPRESENTATION**

**RESOLVED:** that Councillor Sonia Reynolds be replaced on the Welsh Books Council by Councillor Steffan ap Dafydd.

**CHAIRPERSON**

## COUNCIL

(Civic Centre, Port Talbot)

**Members Present:**

**13 March 2019**

**The Mayor:** Councillor D.Keogh

**The Deputy Mayor:** Councillor S.Jones

**Councillors:** A.R.Aubrey, D.Cawsey, H.C.Clarke, C.Clement-Williams, S. ap Dafydd, O.S.Davies, C.Edwards, S.E.Freeguard, C.Galsworthy, W.F.Griffiths, J.Hale, S.Harris, M.Harvey, N.T.Hunt, S.K.Hunt, H.N.James, C.J.Jones, D.Jones, J.Jones, L.Jones, R.G.Jones, S.A.Knoyle, E.V.Latham, A.Llewelyn, A.R.Lockyer, A.McGrath, J.Miller, S.Miller, R.Mizen, J.D.Morgan, D.M.Peters, M.Protheroe, L.M.Purcell, S.Pursey, S.Rahaman, P.A.Rees, A.J.Richards, P.D.Richards, A.J.Taylor, R.L.Taylor, A.L.Thomas, J.Warman, D.Whitelock, R.W.Wood and A.N.Woolcock

**Officers in Attendance:** S.Phillips, A.Evans, H.Jenkins, G.Nutt, K.Jones, A.Thomas, M.Shaw, C.Furlow, N.Headon and J.Woodman-Ralph

**Representatives of the Translation Service:** Present

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### 1. **MAYOR'S ANNOUNCEMENTS.**

It was with great sadness that the Mayor announced the death of Cllr.D.W.Davies, Cabinet Member for Community Safety and Public Protection.

The Leader of Council, Leaders of the opposition and various other Members paid tribute to Cllr.D.W.Davies. As a mark of respect Members stood for a minutes silence.

2. **PRESENTATION FROM CHIEF SUPERINTENDENT MARTIN JONES AND CHIEF SUPERINTENDENT JOANNA MAAL ON LOCAL POLICING ISSUES**

Members received a presentation from Chief Superintendent Martin Jones on the Local Policing Plan.

At the start of the presentation Chief Superintendent Martin Jones paid tribute to Cllr.D.W.Davies and dedicated his presentation to him as Cabinet Member for Community Safety and Public Protection.

Chief Superintendent Martin Jones introduced Chief Superintendent Jo Maal who would be succeeding him when he retires in May 2019. Chief Superintendent Jo Maal expressed gratitude for the invitation to Council and confirmed that the excellent work developed would continue and build on.

Information was received on the future focus of South Wales Police and previous activities. One area was to further develop partnership working which was key in achieving the six wellbeing priorities of the Neath Port Talbot Public Services Board. One of which was the Early Intervention and Prevention work with children who had suffered adverse experiences during childhood. Police Support Officers had been linking with schools to provide a variety of activities to engage with children and build relationships to enable children to communicate concerns and identify areas of harm to them within communities, for example County Lines Drug Gangs. These gangs target vulnerable people/children within communities to promote and increase substance misuse and accompanying criminal activity.

Disrupting County Lines had been a priority, as a result the Critical Incident Group had been established at the request of the Joint Public Services Board of Neath Port Talbot and Swansea. The Critical Incident Group comprised of statutory partners and substance misuse agencies to develop a strategy to enable the Police to concentrate on disrupting the drug gangs rather than the Police supporting other public services with non-criminal activities. Chief Superintendent Jo Maal confirmed that combating substance misuse would continue to be a priority for the force and work would continue on a partnership level.



Additional areas for continued focus would be Domestic Violence with the emphasis on support to victims. Discussions were taking place with the Crown Prosecution Service to allow victimless court appearances. Intervention work with perpetrators was taking place for them to understand the implications of their actions.

Following on, knife crime had increased nationally, predominately in major cities. Locally, Stop and Search and Awareness Raising had been very effective in combating weapon carrying.

In answer to members queries it was acknowledged that there was a delay in answering 101 calls at peak times but it was noted that 101 was for non-emergency calls only. In addition, a new call back system had been installed which should reduce the call waiting time in future.

Discussions took place on the risks that accompany on-line activities. Cyber Crime was a priority and raising awareness campaigns had been undertaken with schools and voluntary organisations.

The Leader of Neath Port Talbot County Borough Council on behalf of Council presented Chief Superintendent, Martin Jones with a gift and thanked him for all the support he had given to Neath Port Talbot County Borough and expressed best wishes for his future retirement. Congratulations were also given to Chief Superintendent Jo Maal on her appointment to the post of Chief Superintendent.

### 3. **CHANGES TO COMMITTEE AND OUTSIDE BODY REPRESENTATION**

Members received the report, circulated at the meeting, of the Assistant Chief Executive and Chief Digital Officer in relation to the Changes to the Membership of Committees and Outside Bodies.

**RESOLVED** That the following changes to Council Committees and Outside Bodies as detailed below be approved.

## **Cabinet**

Councillor.D.W.Davies be replaced by Councillor.A.N.Woolcock as Cabinet Member for Community Safety and Public Protection.

## **Regeneration and Sustainable Development Cabinet Board**

Councillor D.W.Davies be replaced by Councillor A.N.Woolcock as Cabinet Member for Community Safety and Public Protection.

## **Cabinet Scrutiny Committee**

Councillor L.Jones be appointed as Chairperson

Councillor S.ap.Dafydd replace Councillor A.N.Woolcock

## **Regeneration and Sustainable Development Scrutiny Committee**

Councillor R.L.Taylor be appointed Vice Chairperson

Councillor A.McGrath replace Councillor L.Jones

## **Community Safety and Public Protection Scrutiny Sub-Committee**

Councillor R.L.Taylor be appointed Vice Chairperson

Councillor A.McGrath replace Councillor.L.Jones

## **Planning Committee**

Councillor M.Protheroe replace Councillor A.McGrath

## **Personnel Committee (Non-Voting member)**

Councillor A.N.Woolcock replace Councillor D.W.Davies

## **Special Appointments Committee**

Councillor L.Jones replace Councillor A.N.Woolcock

## **Democratic Services Committee**

Councillor L.Jones replace Councillor A.N.Woolcock

## **Staff Council**

Councillor A.N.Woolcock replace Councillor D.W.Davies

## **Tata Steel Joint Consultative Group**

Councillor A.N.Woolcock replace Councillor D.W.Davies

## **Outside Bodies**

### **Mid and West Wales Fire and Rescue Authority**

Councillor A.N.Woolcock be withdrawn from the Fire and Rescue Authority.

**SACRE (Neath Port Talbot)**

Councillor A.N.Woolcock replace Councillor D.W.Davies

**Afan Tawe Nedd Crime Prevention Panel**

Councillor A.N.Woolcock replace Councillor D.W.Davies

**Neath Port Talbot BME Community Association**

Councillor A.N.Woolcock replace Councillor D.W.Davies

**Swansea Bay City Region Joint Scrutiny Committee**

Councillor L.Jones replace Councillor A.N.Woolcock

**Joint Archives Committee**

Councillor R.Mizen and Councillor A.Aubrey replace  
Councillor A.N.Woolcock and Councillor R.L.Taylor

**CHAIRPERSON**

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## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### CABINET

17 April 2019

### Report of the Chief Executive

### SWANSEA BAY CITY DEAL

#### Matter for Decision

Wards Affected: All

#### SECTION A

#### Purpose of Report

1. Further advice following the 15 March 2019 publication of two reviews<sup>1</sup> (and other reports). These follow widely publicised issues at Swansea University connected to one City Deal project.
2. This report covers the governance, partnership, financial and other issues (Section B) and recommends a way forward in terms of the projects upon which this Council leads (Section C).

#### Background

3. Developments on the City Deal have been reported to Members at regular intervals over the past eighteen months or so (those reports are listed as background documents below).
4. On 27 November 2018, Swansea University (a key partner) suspended the Vice Chancellor and three others – a fifth suspension followed earlier this year – amidst allegations linked to one City Deal project, the Wellness/Delta Lakes Village in Llanelli. Subsequently, these matters were referred by the University to the Police.
5. On 6 December 2018, the UK and Welsh Governments announced a “rapid review” of the City Deal. The report is at Appendix 1. The Joint Committee also conducted an internal review. That report is at

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<sup>1</sup> Circulated to all Members on the day of publication.

Appendix 2. In addition, Carmarthenshire County Council conducted a review of the Wellness Village procurement process and the Wales Audit Office also reviewed these matters. The report/correspondence can be accessed via the link listed in the background documents.

6. The Leader of Council reported developments to Council on 19 December 2018 (his statement is also listed as a background document). He undertook to report further once the reports/reviews listed were available. This report discharges that undertaking.
7. The two reviews were discussed at the City Deal Joint Committee meeting on 28 March 2019. In summary, an Action/Implementation Plan<sup>2</sup> covering both was commissioned from the Programme Board (Chief Executives) to be submitted to the Joint Committee for consideration as soon as is practicably possible. We are tabling proposals for consideration in this regard.
8. In addition, the Joint Committee was given a summary of the proposals in this report as they relate to the projects (Section C) below, all subject to Member decisions here. These issues were also covered in a separate meeting with Swansea University the day before the Joint Committee.

## **SECTION B**

9. The two reviews' findings display consistency or commonality. The main themes are summarised below; but Members are urged to digest both reports to gauge the full context.

### The Government Review

10. The summary of key findings is at pages (i) and (ii) of Appendix 1 and the detail is at pages 5-14.
11. In terms of key themes, the report finds that:
  - Progress has been “*unduly slow*” compared to other City Deals;

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<sup>2</sup> Not to be confused with the City Deal Implementation Plan referenced in the final bullet point of paragraph 14 below and elsewhere.

- The presentation of business cases appears to have “*presented all concerned with difficulties*”, particularly when urgent approvals were needed to release funds quickly;
- The requirements of the (HM Treasury) Five Case business model have been “*less well understood*” at regional/sub-region level and there has been insufficient “*clarity and transparency*” regarding the approvals procedures to be followed;
- Comments from Government often took a long time to issue and were not coordinated, causing “*frustration and distrust*”. Moreover, the format of meetings held did not aid progress with incomplete business cases approved by the Joint Committee and Councils;
- There has been a lack of challenge, which is described as “*a window to the source of the real problem*” viz. the nature of the Regional Office as a Secretariat, not a Programme Management Office providing support, assurance and independent advice;
- The Joint Committee was not given adequate time or independent expert advice and did not provide the challenge required; and
- In terms of confidence, the final sentence of the report says that “*The balance of projects would be Red*” i.e. negative.

12. We recognise the picture painted by this report and accept it - even if we have one or two differences of emphasis with the Government Review (see below).

#### The Joint Committee Internal Review

13. The summary of key findings is at pages 4 and 5 of Appendix 2 and conclusions/improvement suggestions at pages 6 and 7.

14. In terms of key themes, the report finds that:

- Events at Swansea University and the Wellness Village are “*eroding trust*”;
- Too many functions are concentrated in Carmarthenshire County Council (the Regional Office); the process between them and Government is “*not operating as intended*” nor are the

governance/risk management arrangements including in areas such as declarations of interest; and

- There is a “*lack of certainty over funding*” – both in terms of the quantum and how it will be secured (particularly as the City Deal Implementation Plan is not yet signed off by Government<sup>3</sup>).
15. We also recognise the picture painted by this report and accept it. Separately, on 2 April 2019, the Welsh Affairs Select Committee also announced an inquiry into the effectiveness of Growth and City Deals in Wales<sup>4</sup>.

### Analysis

16. On both reviews the issues are fundamentally about the projects and governance, which are dealt with by recommendations 2 and 4 (below) respectively. In our view – and to an extent at least – there is a cross-over between the two insofar as the cumbersome nature of the Joint Working Agreement (JWA) and the lack of progress on the projects are linked. More generally, there are always differing views and perspectives in these situations; but for us, the key points include the following.
17. We must accept that the standard of business cases has been inadequate (as identified by both reviews) and, here, we have struggled with them in terms of capacity and complexity. So, at one level, it is understandable that Government has queried aspects of the documentation submitted. On the other hand, the Government responses have undoubtedly been slow and superficial and discussions do not always involve all of the people necessary. For example, we submitted an outline business case on “Homes” – see Section C below - in August 2018; but we are no closer today to an approval or identifying a clear way ahead. In other words, there is no coherent mechanism for advancing the business cases between Government and the region.
18. This leads to one of two areas – the other is at paragraph 21 below - where we somewhat part company with the Government

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<sup>3</sup> If interpreted literally, this effectively prevents funding being released until resolved – see paragraph (G) of the Preamble to the Joint Working Agreement which stipulates approval as a condition.

<sup>4</sup> <https://www.parliament.uk/business/committees/committees-a-z/commons-select/welsh-affairs-committee/inquiries/parliament-2017/copy-this-page-inquiry-name-17-19/>



review. Given the amount of process/bureaucracy involved is widely accepted to be excessive, there is, in our view, a case for abandoning it completely rather than attempting to refine it – as set out in recommendations 1 and 3 of the Government Review in particular. The problems are clearly identified in sections 3.7-3.11 of the internal review.

19. We argue that the current system could be replaced with an agreed funding profile for each project within the £16.1m per annum envelope already agreed. It seems incongruous that local authorities have the financial accountability (under the current system) and yet are required to go through a process which clearly isn't working. Councils are accountable for their decision making regardless. Perhaps we have been seduced by our own numbers? At one level, the City Deal is presented as a £1.3 billion enterprise; but at another it is, relatively, a very modest £16.1m per annum divided between four Councils set against our capital programmes. We do projects of that size all of the time without this process, so why should the City Deal be any different?
20. Failing that, both reviews point to a revision of the JWA and recommend the appointment of a City Deal Director or equivalent<sup>5</sup>. In principle, we agree but do not wish to spend significantly again on external legal advice to revisit the JWA or the wider governance regime; take another year or longer doing it or add significantly to the cost (and our contribution towards that cost) of the City Deal apparatus itself. This points to keeping changes to an absolute minimum; but the two governments will need to agree them. Our starting point is that the Joint Committee will need to take decisions within the existing envelope of resources. This was also made clear at the Joint Committee meeting on 28 March.
21. Moreover, for the projects where this Council leads Swansea University are a key partner on most; but recent events hardly instil confidence in their governance system and there is no prospect of officers immediately recommending that Members commit Council borrowing to these projects. At the time of writing, the disciplinary and related processes following the suspensions remain outstanding with no known definitive timetable for how and when the University intend to draw conclusions. Moreover, any

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<sup>5</sup> Recommendations 5 and 4.2 respectively.

Police investigation could take months, possibly years. These risks are identified in section 3.1 of the internal review; but the Government review rather skates over them in our opinion. All in all, our priorities must be reassessed and re-prioritised if the City Deal is to proceed.

22. There are also other considerations. For example, given our geographical position it is arguable that we should not be “straightjacketed” in a South West Wales region only. A number of commercial and industrial interests are taking a close interest in the County Borough; but this as much to do with our proximity to Cardiff and the M4 corridor as anything else. In economic terms, therefore, administrative boundaries/regions are less relevant – and the internal review questions the regional impact of the City Deal (although the Government review is more positive).
23. Moreover, we have limited - and reducing - resources and several large projects/programmes nearing delivery stage - but outside of the City Deal (a process not proving to be good value for money either). These considerations are reflected at recommendation 3 below as the internal review correctly identifies that the funding is uncertain and it is effectively in competition for scarce Council resources with other important programmes, notably Band B of 21<sup>st</sup> Century Schools which will commence later this year.

## SECTION C

### The consequences for the projects

24. Following on from the above, we have taken a critical and objective look at the prospects for delivery of the current projects - and whether they will deliver the original projections of a £1.8 billion boost to the regional economy and the creation of 9,000 jobs.
25. Effectively this is what the Government review is encouraging us to do anyway when it says that the City Deal “*should be managed as a Portfolio not as a set of predetermined and immutable projects.*” and “*In this scenario we would expect some individual programmes and projects to fall away as other more worthy programmes were identified and prioritised*”<sup>6</sup>. However, as things stand, there is a process (one that has proved excessively

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<sup>6</sup> Recommendation 6 and Paragraph 3.4.5 respectively.

prescriptive in our opinion) for doing so as prescribed by the JWA<sup>7</sup>. To an extent at least these provisions are linked to the non-existent Implementation Plan; but, in the final analysis, a project does not go anywhere unless it has the full support of the lead local authority. Nonetheless we very much agree with the review as our conclusions on the existing projects are mixed:

- The **Homes for Power Stations (a regional project)** is already progressing locally. It demonstrates a concept where buildings can generate, store and release their own energy, reducing fuel poverty and impacting positively on health and wellbeing. The Neath development will provide 16 new homes (a mixture of 1-3 bedroom homes/apartments) at the former Hafod care home site in partnership with the Pobl Group. There are also other potential funding models (public and private - outside of the City Deal) which could be included in the programme and it is an important component part of our housing strategy underpinning the targets in our Local Development Plan (LDP), which is subject to review next year. We therefore propose to continue dialogue on this project if the two governments wish to engage.
- The **Steel Science** project is designed to create a new National Steel Innovation Centre providing an open access facility for the steel industry and its supply chain, helping forge links between industry and academia. We see value in this project for obvious reasons; but in addition to the issues with the University, we have only been able so far to secure an offer in principle of the transfer of the land at market value on Fabian Way from Welsh Government to make the project happen after more than a year of trying. We therefore propose to explore alternative sites/models for the delivery of this project and have started to consider options in consultation with Tata.
- The **Factory of the Future** project based at Swansea University, aims to support the region's manufacturing base with a network of innovation centres for small and medium business. However, we see little prospect (for the reasons outlined in Section B above) of a business case being signed off; we are increasingly sceptical of the outcomes projected in terms of contributing to job creation and increased local/regional GVA. Moreover, the same considerations apply as noted above on Steel Science (including the land

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<sup>7</sup> Clause 12.6 and Schedule 10.

transfer). We therefore propose to defer further work on this project.

- On the **Centre for Next Generation Services (CENGS)**, we have secured £3m for the building via a WEFO grant and subject to securing match funding from the City Deal, work could start on site later this year at Baglan. However, we doubt whether the original vision can now be delivered in terms of a subscription-based open access model aiming to bridge, through data analytics, the gap between research and the commercialisation of products and services for the next generation of communication services. Essentially, the Canadian model we were seeking to replicate requires *de facto* control to be with the private sector. But the public sector orientated framework adopted does not really allow it and we do not believe that Government would sanction an alternative. Thus the objective is to deliver this project in part only.

26. We therefore propose a remodelling of the package on the basis of a new five case business model entitled **the Industrial and Innovation Strategic Plan**. This would be underpinned by the Port Talbot Waterfront Enterprise Zone (EZ) Strategic Plan 2018–21 and is aligned to a number of policy drivers such as the Wellbeing of Future Generations (Wales) Act 2015; the Welsh Government’s Economic Action Plan; the Innovation Strategy for Wales and Energy Wales strategy. It would also potentially incorporate the Steel Science and part of CENGS projects described above.

27. The proposed delivery phase will be divided into two initial tranches (although flexibility between the two may prove necessary):

### **Tranche 1**

- The Swansea Bay Technology Centre/Production Units;
- The Flexis Energy project – Smart Port Talbot/Air Quality;
- Harbourside employment site remediation;
- Infrastructure master plan; and
- Steel Science.

### **Tranche 2**

- Hydrogen developments;

- R&D Innovation and Growth facility; and
- An Infrastructure and Property Fund.

28. It is proposed to submit the business case to Cabinet for approval shortly – and then to the Joint Committee. Another advantage is that it will be familiar to Welsh Government. The EZ already involves the active participation of their officials; it has been the subject of dialogue between the Minister and the EZ Chair and correspondence between the Minister and the Leader of Council – with the former keen to see synergies between the City Deal and the EZ. Thus it appears that we should all be on the same page.
29. Moreover, we also have a second business case in mind which would be an extension of the work already undertaken by the Welsh Government on the Valleys, allied to the Council’s Task & Finish Group and the Cabinet’s response<sup>8</sup>. We have consistently argued that a successful City Deal must demonstrably benefit the Valleys and rural areas. A theme Members have identified previously and discussed recently with the Deputy Minister with lead responsibility for the Valleys Programme (Lee Waters AM).

## Conclusions

30. Recriminations are pointless; but lessons must be learnt. We want the City Deal to deliver; but for all the reasons identified above we do not believe it will without a radical overhaul – of the projects in particular. As noted above, the final sentence of the Government review categorises most projects as “Red”. That has to change rapidly. It is up to us to assemble the business case (under the existing arrangements); but it is then up to Government and the region to respond in a timely fashion. To facilitate that we need a different, clearer, way of working including a Single Point of Contact within Government on a project(s).
31. But if this cannot be done, we must face facts. The City Region was originally launched in 2013; preparatory work on the City Deal itself began in 2015 and the Deal was signed in March 2017. Despite this huge investment of time and resources, not a penny has been spent on the projects so far and this cannot continue

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<sup>8</sup> See Cabinet Decisions: 17 December 2018.

indefinitely as there is now some £32 million of funding available as we enter (notionally) Year 2 of the Deal.

32. As a Council, if we cannot see a return in the short term (say, a further six months) and in the form of business case approvals then exiting these arrangements may be the only logical course of action. For the avoidance of doubt, “approvals” means precisely that. It does not mean “in principle”; subject to “further review” or other caveats or conditionality which in reality would represent many more months of inconclusive dialogue. In these circumstances, what would be gained by continuing? Also, in this context, it will be instructive to see whether or not the Government funding is actually released for the two projects in first tranche where support was reaffirmed at the Joint Committee meeting last month - Yr Egin and Swansea Waterfront – particularly as the former is now complete, the building open and largely occupied.

## **SECTION D**

### **Legal Implications**

33. On the 29 August 2018, the JWA was formally entered into with the intention of the four Councils working together to discharge their obligations to one another plus the UK and Welsh Governments, who had oversight and official sign off even if they are not party to the JWA itself.
34. Under the JWA, the Councils agreed that they shall conduct their relationship in accordance with the following principles<sup>9</sup> and others: Being open and trusting in their dealings with each other; embracing a commitment to transparency; complying with statutory access provisions; paying the utmost respect of the standing and reputation of one another; making all decisions reasonably and in good faith; and procuring that Elected Members and officers act in the best interests of the City Deal.
35. Recent events and both reviews raise concerns whether these principles have been adhered to. As noted above, we are exploring options to re-model our end of the City Deal and deliver; but if that cannot be done, for completeness Members need

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<sup>9</sup> Condition 3.3(b) of the JWA.

advice as to how the Council could withdraw from the JWA and the potential risks and consequences involved.

36. It is important to note here that to withdraw, the Council is not dependant on establishing a breach by any of the Councils. If we decide to withdraw we must provide not less than twelve months written notice terminating at the end of a financial year<sup>10</sup>. This is referred to in the JWA as a Joint Committee Withdrawal Notice. The Councils may require any Council which seeks to withdraw from the Swansea Bay City Deal and the JWA to meet specified conditions before the Councils agree to accept the Notice.
37. The “specified conditions” may include (but not be limited to):
- Payment of any amounts due in accordance with the JWA;
  - Payment of any costs that the other Councils identify that they shall incur as a result of the withdrawal; and
  - Any other conditions the Councils conclude appropriate.
38. Whether to accept Notice from one of the Councils is a matter explicitly reserved to the Councils under the JWA<sup>11</sup>. As part of any withdrawal, the Council will be required to give full and valid reasons as to why withdrawal is taking place; but there is nothing to prevent us doing so should Members conclude that this was the most appropriate course of action. There is a clear basis for doing so in our opinion. The full extent of potential financial liabilities would need to be determined; but in the current circumstances we do not see them as significant.
39. The JWA includes a requirement for disputes to be referred in the first instance to the Heads of Paid Service, then to Mediation and ultimately to Arbitration<sup>12</sup>, with costs to be borne equally between the Participating Authorities involved.

## **Financial Implications**

40. Nothing additional at this point; but various issues identified in this report have potential direct or indirect financial implications depending upon decisions taken by Members and/or the Joint

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<sup>10</sup> Clause 22 of the JWA.

<sup>11</sup> See Schedule 5.

<sup>12</sup> Clause 25.

Committee (for example - see Legal Implications section above). However, at present, the Council is operating within the budgetary allocations previously approved by Members and as noted by the Leader in his statement to Council on 19 December 2018.

## **Sustainable Development**

41. As set out in previous reports (listed as background papers).

## **Workforce Implications**

42. None.

## **Integrated Impact Assessment**

43. Not yet required; but the Council will need to satisfy its duties under the Equality Act 2010, the Welsh Language Standards (No.1) Regulations 2015, the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016.

## **RECOMMENDATIONS**

That Members:

1. **Accept**, and comment upon as they see fit, the reports of the UK/ Welsh Government and the Joint Committee internal reviews plus the analysis of the issues set out in Section B of this report.
2. **Agree** that officers pursue revised/remodelled business case as set out in Section C of this report - that business case to be submitted to Cabinet and the Joint Committee for approval as soon as possible.
3. **Agree** that the Leader of Council be granted delegated authority, in consultation with the Deputy Leader, Cabinet Members for Finance and Regeneration & Sustainable Development and the Leaders of the Opposition groups<sup>13</sup>, to determine the Council's future participation in the City Deal and, if determined appropriate, to serve a notice of withdrawal from the Joint Working Agreement (as identified in paragraphs 35-39 of this report).

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<sup>13</sup> This is accepted as unusual; but it is recommended on the basis of the significance of the City Deal for the County Borough and the Council as a whole.



4. **Delegate** to the Chief Executive and Head of Legal Services, in consultation with the Leader of Council, authority to agree changes to the JWA as they relate to governance and ancillary matters only with the objective of making early progress on project delivery (**Note:** *for the avoidance of doubt, this proposal would not apply to any material change to the Council's legal and financial obligations under the extant JWA, which is reserved for Member decision as required*).
5. **Refer** this report to Council for further discussion as seen fit.

### **Reasons for proposed decision**

To invite Members to provide direction on the conduct of further discussions on the City Deal and determine whether the Council should continue to participate in the absence of short to medium term progress.

### **Implementation of the decision**

Implementation is proposed after the three day call in period.

### **Appendices**

Appendix 1: Report of the UK/Welsh Government review

Appendix 2: Report of the Joint Committee internal review

### **Background Documents**

Cabinet Reports:

- 4 October 2017
- 25 April 2018
- 27 June 2018

Statement by the Leader: Council – 19 December 2018

Link to Carmarthenshire County Council reports:

<http://democracy.carmarthenshire.gov.wales/ieListDocuments.aspx?CId=131&Mid=2183&Ver=4>

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## Swansea Bay City Deal Independent Review

PC828D002 v1.0

26th February 2019



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## Executive Summary

### Introduction

In January 2019, Actica Consulting Ltd was commissioned jointly by the Welsh and UK Governments to undertake a rapid, independently led Review of the arrangements for the delivery of the £1.3bn Swansea Bay City Deal<sup>1</sup> (SBCD). The Review was to provide both the Welsh and UK Government Ministers with an assessment of the deliverability of the Deal.

### The Swansea Bay City Deal

The Swansea Bay City Region is a critically important driver for the Welsh and UK economy. It is a region with strong urban centres complemented by a wider rural landscape and a significant coastal footprint that has created a diverse economic profile with numerous opportunities and challenges.

The City Deal aims to provide the region and its partners with the new ways of working and resources to unlock significant economic growth across the Swansea Bay City Region. Both the Welsh and UK Governments have committed jointly to invest, subject to submission and approval of full business cases for the 11 constituent projects. This investment is also subject to agreement of governance arrangements for the Deal to support and further build on the Region's strengths which include health, energy and manufacturing: underpinned by a world-class digital infrastructure, successful universities and innovative health boards. The Deal's Heads of Terms - signed on 20<sup>th</sup> March 2017 by the Welsh Government, the UK Government and all 4 Regional Local Authorities - committed the Governments to jointly fund the Deal with £241M (£125.4M from Wales and £115.6M from UK) over 15 years to achieve 9,000 new jobs and a £1.8Bn uplift in Gross Value Added. The Local Authority and local partners from the private and public centre will also contribute funding. The intention is that the total funds from all sources over the period will be of the order of £1.3Bn.

### Review Team Findings

The Review Team are confident that both Governments are committed to the success of the City Deal. We note also that Regional Partners are invested in delivering a portfolio of programmes in the spirit of the Heads of Terms outcomes. We are convinced that the Swansea Bay City Deal will have a positive impact on the region. We observe that within a healthy portfolio, programmes and projects will evolve and, in some cases, change radically to meet changing circumstances. Some will succeed while others may not. It is our view that as issues of expertise and authoritative independent management are addressed, the relationship between all parties will mature, increasing collaboration and resulting in a slicker process with an increased focus on the delivery of outcomes at pace. Commitment of funds in the short term is critical: both to give confidence to all parties and to ensure that the financial exposure of Local Authorities remains manageable. In the longer term the portfolio will grow stronger as the opportunities available to the City Deal are further explored.

The report makes 7 recommendations to improve the deliverability of the Deal's outcomes which are tabulated below.

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<sup>1</sup> Contract Award C299/2018/2019 dated 10 January 2019: Contract to commence wef 14 January 2019.

ID	Recommendation	Urgency
1	Pre-scrutiny should be encouraged but direct and regular face-to-face contact between those writing the Business Cases and those providing comment upon them and advising those who will grant approval is essential.	Urgent by end March 2019
2	The Regional Office should be designated as a Portfolio Management Office, leavening their skills with experienced Portfolio/Programme/Project Management (P3M) specialists.	Important by end June 2019
3	The City Team should (with the support of the Welsh Government Assurance Hub and IPA as necessary) put in place a best practice Integrated Assurance and Approval Plan (IAAP) for the Portfolio. All parties should specifically consider the OGC Gateway™ Review process as a key part of that plan.	Important by end March 2019
4	Under the chair of the JSC each SBCD board should consider the TORs and ways of working of each to ensure that they work as intended. In doing so they should take account of this review and of the outcome of the audits currently being undertaken.	Important by end March 2019
5	A Portfolio Director should be appointed before May 2019 to ensure continuity of Swansea Bay City Deal leadership and independent authoritative advice to the Boards.	Urgent by end April 2019
6	The SBCD should be managed as a Portfolio not as a set of predetermined and immutable projects.	Important by end June 2019
7	For Yr Egin and Swansea Waterfront, the two business cases which we consider are close to final approval, senior UK Government and Welsh Government and Local Authority officials should aim to reach a swift conclusion to ensure that funding can flow as needed.	Immediate

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## Addressee

	Name	Date
Prepared by	Actica Consulting	24/02/2019
Delivered to	UK and Welsh Governments	26/02/2019

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# 1 Introduction

## 1.1 Scope of the Review

1.1.1 In January 2019, Actica Consulting Ltd was commissioned jointly by the Welsh and UK Governments to undertake a rapid, independently led, joint Government Review of the arrangements for the delivery of the £1.3bn Swansea Bay City Deal. The main focus of the review was:

- a. The alignment of the constituent projects to the overall strategic objectives of the City Deal, to ensure that the benefits can be realised.
- b. The overall risks to delivery of the City Deal, including the appropriateness and deliverability of the constituent projects, in particular focussing on those that have started their delivery lifecycle as the first tranche of projects.
- c. The interactions between the Joint Committee and City Deal governance structures with the regional governance structures to make recommendations on the provision of robust assurance.
- d. The overall due diligence practices in operation on the first tranche of projects and whether these have received the appropriate level of financial assurance.

1.1.2 The Review was to deliver a joint report to both Governments within six working weeks, recognising a balance between urgency and comprehensiveness.

1.1.3 The Review Team was asked to make any recommendations that would improve the deliverability of the outcomes of the Deal.

1.1.4 It was noted that whilst the Review should provide specific recommendations for action, all final decisions would rest with Ministers or the Joint Committee as appropriate.

1.1.5 Finally, the Review Team was informed that the development of the Business Cases, recommendation of any individual Business Case for release of funding or consideration of alternative projects was out of scope.

## 1.2 Methodology and Approach

1.2.1 The Review Team adopted a three-stage approach based on proven well established independent peer review techniques, consisting of Discovery, Analysis and Output phases.

1.2.2 Discovery: A period of learning and engagement consisting of an Initiation meeting, pre-reading of programme documentation and Interviews with Stakeholders.

1.2.3 Analysis: A period of reflection on the findings of Discovery, cross-referencing the interview evidence with a thorough assessment of the documented processes and procedures to eliminate any biases or blind spots. This analysis was also to reflect upon the practical delivery of the programme outcomes and the governance.

1.2.4 Output: The compilation of the findings and recommendations into a report based around the key questions laid out in the Terms of Reference, with the final report issued at Ministerial level.

1.2.5 It is important to note that the final report is an evidence-based snapshot of the programmes' status at the time of the review.

### **1.3 Considerations**

1.3.1 The Review's conclusions and recommendations need to be understood and taken within the context of its constrained scope and methodology and the limited due diligence possible in the available timescales. Its Recommendations are graded 'Immediate' (do now), 'Urgent' (do by...), and 'Important' (do by...). To ensure focus we have limited the number of recommendations. There are a number of incremental improvements and some implied recommendations within the report which we would expect the Portfolio Director and an appropriately experienced team to take forward as a matter of normal business.

1.3.2 The Review Team would like to thank all of the stakeholders who attended for interview for their support and openness, which contributed to the Review Team's understanding of the Programme and the outcome of this Review. Particular thanks go to the Swansea Bay City Deal Regional Office Secretariat for managing the key logistics for the review and coordinating the Regional interview process.

1.3.3 It is important to note that this report looks forward rather than back and focuses on the lessons learned (and hence actions that could be taken) by all parties to move the City Deal Forward. Suggestions for improvement by Stakeholders, reflecting their recent experience of the City Deal, have informed our recommendations.

1.3.4 The Review Team would also like to make it clear that this is an independent and objective review, not an audit. It does not, in any way, consider any implications arising from the recent publicity around the Life Science & Wellness Village programme, which is subject to internal audit by the University, the Local Authorities and to an external audit by the Wales Audit Office.

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## 2 Background to this Review

### 2.1 The Swansea Bay City Region Deal

2.1.1 The Swansea Bay City Region is a critically important driver for the Welsh and UK economy. It is a region with strong urban centres complemented by a wider rural landscape and a significant coastal footprint that has created a diverse economic profile with numerous opportunities and challenges.

2.1.2 This City Deal aims to provide the region and its partners with the new ways of working and resources to unlock significant economic growth across the Swansea Bay City Region. It is a Deal where both Welsh and UK Governments have committed to jointly invest, subject to the submission and approval of full business cases in relation to the eleven identified projects and the agreement of governance arrangements for the deal. This is made up of £241 million of government funding which is intended to unlock other private and public sector funds on specific interventions which seek to support and further build on the region's strengths which include health, energy and manufacturing sectors and are underpinned by a world-class digital infrastructure, successful universities and innovative health boards. The City Deal is structured around eleven project proposals, set against four themes, with major investment in the region's digital infrastructure and workforce, skills and talent underpinning each.

2.1.3 The Deal provides an opportunity to continue tackling the area's barriers to economic growth through: developing higher value sectors and higher value employment opportunities to match; increasing the number of businesses within these sectors to widen the economic base; and improving the region's Gross Value Add level against the UK average.

2.1.4 As well as taking forward projects and programmes to drive economic growth, the City Deal commits local leaders and partners to implementing effective leadership across the City Region. In agreeing this deal, the four local authority leaders across the Swansea Bay City Region have agreed to create and have setup a regional Economic Strategy Board and a Joint Committee to oversee the delivery of this City Deal.

2.1.5 Local partners within the Swansea Bay City Region estimate that this City Deal will lead to:

- a. Funding of nearly £1.3 billion for interventions to support economic growth;
- b. Over £600 million of direct private sector investment leveraged to deliver interventions;
- c. Investment spread across the whole of the region to ensure all localities and citizens can benefit;
- d. An overall increase to the economy of over 9,000 gross direct jobs;
- e. A contribution to regional GVA of £1.8 billion.

### 2.2 Timeline

2.2.1 Swansea Bay City Region Board published its vision document 'An Internet Coast' in February 2016. Shortly afterwards the Welsh and UK Governments opened negotiations on a City Deal for the region in March 2016.

2.2.2 On 20<sup>th</sup> March 2017 the Heads of Terms for the £1.3bn City Deal were signed. This document provided the foundations for the City Deal and confirmed the joint commitment among the

four local authorities and the Welsh and UK Governments to ensure full implementation of the Swansea Bay City Region City Deal. This was subject to funding conditions set by Government being met. The Heads of Terms document also referenced a wider suite of control and governance documents, laying the foundations for the City Deal.

- 2.2.3 Over the next 15 years, the City Deal aims to boost the local economy by £1.8bn. It will be underpinned by £125.4m Welsh Government funding, £115.6m of UK Government funding, £396m from the four local authorities and other public sector bodies in the region together with £637m from the private sector.
- 2.2.4 In July 2018, all four local authorities approved their Joint Committee Agreement. This legal agreement establishes the key governance structures such as the Joint Committee, the Economic Strategy Board and Scrutiny Committee and commits the four local authorities to work together over the 15 years of the Deal.
- 2.2.5 The Regional Office was established using staff redeployed from Carmarthen County Council (CCC) to provide a secretariat function. The Office also provide this function for CCC projects without the Swansea Bay City Deal (SBCD).
- 2.2.6 The provision of Government funding is subject to the agreement of governance arrangements for the Deal and the submission and approval of full business cases in relation to the eleven identified projects, as was set out in the Heads of Terms. To date none have been submitted formally.
- 2.2.7 In January 2019, the rapid, independently led, joint Government Review of the arrangements for the delivery of the £1.3bn Swansea Bay City Deal was commissioned: the outcome of which is this report.

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## **3 Review Observations, Analysis, Key Findings and Recommendations**

### **3.1 Introduction**

3.1.1 This section summarises the Review Team's Key Observations following stakeholder interviews, along with specific recommendations on how to move the programme forward.

3.1.2 The Swansea Bay City Deal (SBCD) Portfolio is currently faced with the following issues:

- a. A perception that the Portfolio is not making sufficient progress since the Heads of Terms were signed on 20<sup>th</sup> March 2017;
- b. Events have called into question governance and have led to wider concerns regarding assurance and confidence in the Region's ability to deliver the anticipated outcomes;
- c. Local Authorities will incur, on programmes already started in good faith, unanticipated borrowing costs and greater restrictions on their borrowing next year if Government funding is not made available as expected.

3.1.3 Consequently, both Governments, who remain committed to the success of the Deal, seek practical recommendations that may be implemented in the short/medium term.

### **3.2 Progress**

3.2.1 The Review Team found that there is a view that progress of the SBCD has been unduly slow in comparison with other city deals in Wales. Some have expressed a view that the Heads of Terms were perhaps immature compared to those agreed subsequently; others have argued that they were only ever meant to be a loose framework. We have heard that the signing of the Heads of Terms was preceded by volatility in the City Deal management team and this caused a hiatus post signing which impacted on the drawing up of the Joint Committee Agreement (JCA). The construction of this deal is different from earlier city deals. It is project-based, with each project requiring the approval of both UK and Welsh Governments. This additional approval level has added a level of due diligence and a demand for assurance which the SBCD has found difficult to supply and consequently the relationship between the City Deal and the two Governments has suffered. We note that in later City Deals, certainly where they have been centred on one urban centre, quicker progress has been made.

3.2.2 Since the Heads of Terms was signed by all parties on 20<sup>th</sup> March 2017 in Swansea, the participants in the City Deal (the four Local Authorities, the two Health Bodies, and two Universities) together with the two Governments have, under a JCA, set in place a Governance regime that is acceptable to them all. This includes the establishment of the Regional committees - Joint Committee (JC), Economic Strategy Board (ESB) and Programme Board (PgBd) - and the appointment of individuals to key posts. In parallel, the parties at the sub-regional level were crafting the final shape of individual projects and obtaining a bespoke combination of various public and private funding streams: each of which requires negotiation with, and agreement by, individual bodies with their own approval process. As the projects matured, the Local Authorities have been leading on the construction of a Business Case for each project that is acceptable to the Regional Committees and both Governments.

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- 3.2.3 The JC and ESB have met formally five times and three times respectively, with the last two meetings approving three of the eleven projects. These projects still require the agreement of the two Governments and of the lead Local Authority.
- 3.2.4 The Review Team considers that, whilst there might have been a desire to progress faster, it is understandable that four Local Authorities, working with two Universities and two Local Health Boards would spend 17 months setting up and staffing the SBCD management and financial structure.
- 3.3 Project Approval Process – Governance and Assurance**
- 3.3.1 The process by which Business Cases are presented formally to the two Governments does, as mentioned above, appear to have presented all concerned with difficulties: particularly when the approval process was placed under severe pressure by the perceived need to gain approval urgently in order to release funds quickly.
- 3.3.2 The presentation of a Five Case Business Case model - in line with HMT 'Green Book' guidance - to the two Governments is an implied requirement of this City Deal. It is not clear to the Review Team when this became clear to the City Deal participants. While the Local Authorities and the Regional Office are familiar with raising cases for European, Lottery and Welsh Government grant funding, the requirements of the 'Five Case Model' appear to have been less well understood.
- 3.3.3 Concerns regarding the progress of business cases arose and led to a decision by the Welsh and UK Governments to supply training and support. This was we understand helpful, but we would argue there is no substitute for expertise and experience when drafting an appropriate case which is proportional to the scope and risk of the project. The two Governments also offered to receive draft copies of the Business Cases for circulation to officials within their Departments before formal submission. This pre-scrutiny approach is used by many Central and Devolved Government Departments to ensure a smooth path to the formal approval of a Business Case.
- 3.3.4 In this situation it did not work well: there was a lack of understanding of the process at the Regional and sub region level who appear not to have had sufficient clarity and transparency regarding the approvals procedures to be followed between SBCD and Welsh/UK Governments. Some business cases were sent for pre-scrutiny through the Regional Office, whereas others were sent, out of process, direct from a Local Authority. We understand that on receipt by Welsh/UK Governments, the business cases were distributed to all those Groups or Departments with a policy interest. Comments received from those Departmental officials were collated and returned. Because the formal response on the submission was made only when all officials had responded, the collated response sometimes took months to issue. In one case the response took three months to return as an e-mailed matrix with a large number of comments reflecting individual opinions that did not appear to have been triaged, coordinated or prioritised. This caused frustration and distrust.
- 3.3.5 We understand that for other City deals in other regions of the UK there is a strong face-to-face relationship between the Programme Management Office (PMO) and relevant projects teams from the Region with the UK Government Ministry of Housing, Communities and local Government (MHCLG) and tightly focused pre-scrutiny business cases meetings ('Business Case Working Groups') are a regular occurrence. This has not been the case with SBCD. A few very large meetings between parties were held in the autumn but these did not seem to move the



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projects forward, leaving the Region and the project teams reliant on the emailed comments from individual policy areas. Some of the comments were along the lines of “it would be beneficial to the case if the connection was made to XYZ policy”. These were not fundamental to the strength of the Business Case: they served only to influence the quality of the text rather than addressing quantitative programme/project Cost, Time, Performance, and Risk issues. The Review Team also observed that, while attention was focused on the main text of the business case, key annexes received less attention: for example, the Review Team saw no evidence that a critical missing annex on Benefits Management was flagged. Consequently ‘final’ but incomplete Full Business Cases (FBCs) have been approved by the JC and formally submitted to the Approving authority. This is not good practice, and has led to a position where the Business Cases lack important underpinning information regarding benefits, risk etc. We would expect that such information would inform the quantitative aspects of the Full Business Case.

- 3.3.6 However, it is important to note that there were also some very pertinent and constructive points around financial treatment which should have been identified by the SBCD and addressed during an earlier stage in the normal course of business case development. The projects should have been challenged by the Regional Office but they were not. This is we think a window to the source of the real problem - namely the nature of the Regional Office.
- 3.3.7 Many consider the Regional Office to be Programme Management Office (PMO). It is not, it is primarily a Secretariat. It does not include Portfolio/Programme/Management (P3M) specialists. This a major issue because it cannot operate as a centre of excellence with the opportunities to learn lessons for the portfolio as a whole, or provide Portfolio/Programme Management support and assurance (without recourse to external support), or give independent briefing to the City Deal Boards. As a result, the Regional Office is unable to fulfil the role that many assume it has. A combination of its inability to provide a regional tier of support advice and assurance combined with confusion over its role has been at the heart of much of the unease we have heard expressed regarding progress. There needs to be an authoritative tier of assurance and support to the individual programmes and also to the decision-making boards. We believe that a reconstituted P3M office with strong professional and independent leadership is key to delivery. The regional organisation would require additional funding to offer full PMO services. As confidence is built this will satisfy much of the two governments need for assurance and the need for extensive government involvement in the detail will reduce.
- 3.3.8 Expectations of the parties regarding the pre-scrutiny and actual scrutiny procedures were also different. This combined with a disjointed process led to misunderstandings, delay, frustration, and blame. Pre-scrutiny is good practice but the process needs to be transparent, collaborative, and intelligently managed.
- 3.3.9 In summary, the expectations of those providing the business cases for pre-scrutiny were not aligned with those receiving them. The attempt to solve the issue of a lack of expertise and experience at the Regional level by circulation of the business cases for comment by the Governments was not effective and probably could not be in the absence of a Regional PMO.
- 3.3.10 Collaborative work is needed between the SBCD members and Welsh/UK Governments to improve the Approvals process and especially the value-add of pre-scrutiny activities. The Review Team understands responsibility for City Deals is being transferred to the Economy, Skills & Natural Resources Department under the Deputy Director in Welsh Government. The Review Team supports the change as this moves responsibility from a policy-focused area into

a delivery-focused area. However, we do have a concern that this transfer, and the concomitant reorganisation, will be a distraction for the approval of two Business Cases that are very close to being finalised

- 3.3.11 The desire to spend the Governments 'in year funding' for FY 2018/19, coupled with the need to ensure that time-sensitive European funding is 'locked in' to individual projects has placed a severe time pressure on the projects and the approval bodies. Meetings of the Regional committees have taken place 'back to back' to maintain pace and incomplete business cases have been provided to the boards without prior circulation. Boards were not given adequate time to read and understand the proposals adequately nor were they provided with independent expert advice on those cases. They were therefore not in a position to provide a level of challenge which we would normally expect. We also have a concern that such a detailed (but arm's length) level of scrutiny by the two Governments sent the wrong message to the SBCD, giving the JC a licence to approve the business cases swiftly on the understanding that the two Governments were generally satisfied with them.

**Recommendation 1:** Pre-scrutiny should be encouraged, but direct and regular face-to-face contact between those writing the Business Cases and those providing comment upon it and advising those who will grant approval is essential. (URGENT - by end March 2019)

**Recommendation 2:** The Regional Office should be designated as a Portfolio Management Office, leavening their skills with experienced Portfolio/Programme/Project Management (P3M) specialists. (IMPORTANT by end June 2019)

- 3.3.12 The Review Team found no evidence that the City Deal has an Integrated Assurance and Approval Plan (IAAP). This would be good practice. As would the application of the OGC Gateway™ Review process. This internationally recognised process exists to provide Governments and Departments with external assurance, and has been used successfully by the Welsh Government on both its own and Local Authority major infrastructure projects (e.g. Vibrant and Viable Places, 21 Century schools) through its Assurance Hub. However, the Review Team was unable to establish any evidence that it had been used anywhere within the SBCD portfolio to date. Reviews can be organised by the Welsh Government Assurance Hub, ideally in line with an IAAP but if necessary, at relatively short notice. Amongst other things, this would provide the Welsh/UK Governments with an independent and objective Delivery Confidence Assessment per SBCD programme/project, or indeed of the SBCD portfolio overall. As a minimum the approach is valuable at key Approval points (such as OBC, FBC) but offers maximum benefits when used throughout the lifecycle. Peer Reviews also offer the opportunity for those engaged on other more progressed City deals nationwide to share knowledge. We would see the responsibility for this lying with the Regional Office.

**Recommendation 3** The City Team should with the support of the Welsh Government Assurance Hub and IPA as necessary put in place a best practice Integrated Assurance and Approval Plan (IAAP) for the Portfolio. All parties should specifically consider the OGC Gateway™ Review process as a key part of that plan. (IMPORTANT - by end March 2019)

### 3.4 Swansea Bay City Deal Governance

- 3.4.1 The Review Team notes that the recent governance concerns regarding the Life Science & Wellness Village programme have been addressed by all parties. This issue has been given a high priority by the Region who assembled the Joint Scrutiny Committee in December 2018 and have appointed an internal regional audit team with members from the four Local Authorities to investigate. The University is carrying out an investigation and the Welsh Audit Office has also initiated an inquiry. We recognise that the restoration of public confidence may take some time. That said, the Review Team notes that the current publicity surrounds the alleged actions of individuals. As yet we have not heard evidence that these allegations undermine the business fundamentals of that particular project and certainly, we believe should not undermine delivery of SBCD outcomes as a whole. We suggest that the implementation of the recommendations we make within this report, supplemented by any audit findings, should provide a basis for confidence in future governance.
- 3.4.2 The ways of working of the committees are still evolving. We have discussed options with members but we do not feel it would be helpful at this stage for us to direct them to a solution - particularly with the results of the audit investigations awaited. We have a view that for the efficient conduct of business, smaller committees are better than larger ones and that it would be best not to duplicate membership. We are concerned that the level of challenge within the City Deal is low, in particular that there is no incentive for members of the JC to robustly test each other's proposals. Where one committee advises another there should be time and space between those committees for that advice to be considered and discussed as needed. Furthermore, an approval audit trail is currently established through examination of the various approving committees' meeting minutes. It might be simpler and more transparent for each FBC to have an accompanying Approvals Sheet to be signed and dated by the authorised persons.
- 3.4.3 Finally given the scarce resource of the ESB we believe that their time considering strategic issues should not be diluted by the detailed consideration of final business cases. Rather, their role should be focused, as we understand was originally intended, on identifying opportunities, and providing private sector insight and advice.

**Recommendation 4:** Under the chair of the JSC each SBCD board should consider the TORs and ways of working of each to ensure that they work as intended. In doing so they should take account of this review and of the outcome of the audits currently being undertaken. (IMPORTANT - by end March 2019)

3.4.4 It is our view that the appointment of an independent Portfolio Director (PfD) supported by a Regional Office will be better able than the current arrangements to support projects through a combination of advice and appropriate challenge and, importantly, ensuring that all committee members are well informed. The CEO of Carmarthenshire is to retire in the summer of 2019. Heavily involved in driving its inception and supporting it since, he has been highly prominent within SBCD for some years. We suggest therefore that his departure provides an opportunity to appoint a PfD for the SBCD with equal status to the four Local Authority Chief Executives. We suggest that the PfD should report to the JC and in turn be responsible for the Regional Office team (a PfMO in line with Recommendation 1 above). The 'person specification' for such a PfD would need to be carefully considered by the JC and the ESB. Clearly, they would need solid P3M skills and a track record of delivering major public-private programmes. They would also need to be able to command respect in the Local Authorities, Central Government and the Private Sector alike.

**Recommendation 5:** A Portfolio Director should be appointed before May 2019 to ensure continuity of Swansea Bay City Deal leadership and independent authoritative advice to the Boards. (URGENT - by end April 2019)

3.4.5 The SBCD is seen by many as a Programme containing a set of predetermined immutable projects with perhaps some synergistic relationships and dependences which taken together deliver an outcome (jobs/GVA). This view carries the danger that projects agreed years ago may not offer the best prospects today (or tomorrow). There is a danger of stagnation and missing out on new opportunities. We would suggest that it is better to look at the SBCD as a portfolio with programmes (and projects) kept under review with funding switched to those considered most likely to deliver the agreed outcome(s). In this scenario we would expect some individual programmes and projects to fall away as other more worthy programmes were identified and prioritised. This is a healthy process. The ESB could play a key role in actively seeking and identifying new projects and supporting the SBCD team in evaluating respective benefits. Overall, we believe that this approach offers the best chance to deliver the intended outcomes. We would also expect such competition to increase the level of robust challenge to business cases which would incidentally be beneficial in providing an increased level of due diligence and assurance. The Heads of Terms allows for this approach but the opportunity has been downplayed.

**Recommendation 6:** The SBCD should be managed as a Portfolio not as a set of predetermined and immutable projects. (IMPORTANT by end June 2019)

### 3.5 Swansea Bay City Deal Business Cases

3.5.1 There are two business cases Yr Egin (Creative Digital Cluster) and Swansea Waterfront where we detect the parties are close to an agreement. Having undertaken a deep-dive into their status, they are in our view broadly fit for purpose, have been approved by the Region and formally submitted to the Governments (although we understand that for reasons of (in)completeness they have been withdrawn and will be resubmitted).

3.5.2 Our understanding of the current status of these two business cases is provided in the table below:

ITEM	YR EGIN FBC	SWANSEA WATERFRONT FBC
VERSION NUMBER	V9.6	V18
DATE	3 Aug 2018	28 Nov 18
APPROVALS	ESB Review 8 Nov 18 PgBd Review 22 Nov 18 JC Review 22 Nov 18	ESB Review 8 Nov 18 PgBd Review 22 Nov 18 JC Review 22 Nov 18
STRATEGIC CASE	Complete	Complete
ECONOMIC CASE	Complete	Complete
COMMERCIAL CASE	Complete	Complete
FINANCIAL CASE	Complete	Complete
MANAGEMENT CASE	Complete	Complete
OPTIMISM BIAS	10% but a very round figure	10% but a very round figure
RISK MANAGEMENT	5x5 estimation but more qualitative than quantitative	5x5 estimation but more qualitative than quantitative
GENERAL COMPLETENESS	Cross-references blank Missing template elements No IAAP	No obvious blanks, but does not address all best practice aspects e.g. IAAP
KEY MISSING APPENDICES	Benefits Register - seen in Draft	Benefits Register - not seen

3.5.3 For these two business cases, which we consider are close to agreement, senior UK Government and Welsh Government and LA officials with the authority to 'do a deal' should meet in one location and together with appropriate experts address any substantive issues aiming to reach a swift conclusion. This meeting should be independently chaired and minuted by the Regional Organisation to both record agreements and take note of agreed actions, those individuals tasked and the required date recorded. The Accounting Officers' responsibilities for financial regularity and commercial propriety need to be satisfied. However, we suggest that this could be achieved with careful and appropriate use of a caveated Approval (e.g. a phased funding release to award SBCD FY 2018/19's and possibly some of FY 2019/20's funding) on the proviso that SBCD work with the two Governments to instigate a good practice approach to, for example, benefits management, within a specified timeframe and to apply this learning to later Tranches of work. We would suggest that the absence of important but essentially technical components of Five Case Business Cases can be worked through jointly: particularly where the expertise and experience currently lie with Governments (such as the approach to monitoring benefits including sustainable job creation).

The release of funding in future might also be tied to delivering the recommendations of this report.

- 3.5.4 In summary a collaborative approach should be applied in future to ensure that the intention of the Heads of Terms is upheld. If it is not possible to deliver some elements of otherwise viable business cases before the end of this financial year, immediate consideration should be given to a conditional release of funds. This would be concomitant on all parties working collaboratively to reach an agreed position on benefits modelling and monitoring.

**Recommendation 7:** For Yr Egin and Swansea Waterfront, the two business cases which we consider are close to final approval, senior UK Government and Welsh Government and Local Authority officials should aim to reach a swift conclusion to ensure that funding can flow as needed. (IMMEDIATE)

- 3.5.5 Annex A specifically looks at the Review Teams assessment of the deliverability of the planned Swansea Bay City Deal Outcomes and the status of the 11 programmes and projects as a whole.

### **3.6 Swansea Bay Future Programme delivery capability**

- 3.6.1 The majority of the stakeholders interviewed were enthusiastic about the SBCD and the opportunities it offers for the people in the area. Governments remain solidly behind it. Notwithstanding our concerns, regarding the lack of PPM expertise and experience of the Regional Office mentioned above, the Review Team was struck by the high calibre of those people responsible for its successful delivery and in particular by those who are involved in its development and support without remuneration. Equally, the Local Authorities and other public bodies in the SBCD area have demonstrated that they have the capability to deliver substantial projects: whether this be Local Authorities under the Government-led 21<sup>st</sup> Century Schools or Vibrant and Viable Places programmes; or locally driven schemes involving multiple sources of funding and interests. Local Authorities are well-experienced in delivery of infrastructure projects. Health and Education institutions likewise have delivered major infrastructure schemes over many years. Where they have less experience is in the programmatic aspects of long-term benefits management within the transformation programmes that such infrastructure projects enable. This may be why benefits management appears to be presenting a problem for them.
- 3.6.2 The Review Team considers that SBCD can, provided our recommendations are followed, deliver on the broad promises set out in the Heads of Terms in March 2017. It is not possible to say whether these activities will deliver the full economic benefit aspired to and underpinned by the original economic model. The SBCD offers an opportunity to maintain partnership working in the region and expand upon it. There is an opportunity to stimulate the local economy and create sustainable jobs. The eight partners have a good track record of regeneration and building infrastructure and have the necessary capabilities to deliver it. The Government funding is not large but it is significant. It is required to build confidence and to leverage private funding and collaboration. There are large benefits on offer for the people in the region although the specific value is yet to be confirmed.
- 3.6.3 In order to deliver the intended benefits, the SBCD needs to keep its cohesion, which does face a number of risks. For example: a combination of concerns over funding and of the much-

publicised concerns on the Wellness Village could cause a loss of confidence within the Region; or the loss of a key Local Authority partner could prove severely damaging to confidence of non-public partners. In this context, real progress must be demonstrated and we suggest that the time for exchange of emails and revised business cases has passed. The approval of at least some projects this year is critical both financially and to build confidence. The financial risk to the two Governments is minimal because of the way the SBCD is structured and a failure to meet specified conditions can result in the withdrawal of funds. Some Local Authorities are already financially exposed, having borrowed funds to commence projects at risk, while others could lose critical funding streams if the Government funding fails to materialise in a timely manner. The aim should therefore be to release funds in this financial year.

### **3.7 Way Forward**

- 3.7.1 We have outlined above our key recommendations but here we summarise them in chronological order. The most important is that the Regional Office be reconfigured as a P3MO with a strong and independent leadership.
- 3.7.2 To demonstrate Government commitment in the short-term funding must be seen to flow. A way of achieving that while managing the issues and risks through collaboration must be found.
- 3.7.3 In the medium term the parties to the agreement need to continue this collaboration. Greater delivery professionalism is needed at the Regional level to ensure that all parties speak the same language. To a large extent these two things go together. The Welsh Government have made an important start in reassigning the responsibility for City Deals in Wales to a delivery focused department. The Region must step up likewise and ensure that the Regional Office has the authority, the experience and the expertise to broker a strong professional relationship with that department and the UKG's MHCLG.
- 3.7.4 Concerns over governance and assurance must be addressed. We have made a number of proposals and these will need to be considered with the outcome of the various ongoing audits. All parties need to cooperate proactively to ensure that a process is developed and behaviours are such that all can have confidence in the Region's ability to manage the substantial funds available to City Deal. We believe that a reconstituted PfMO with strong professional and independent leadership is key to this because it will provide an authoritative tier of assurance and support to the individual programmes and to the decision-making boards. An IAAP will give structure to the assurance approach. As confidence is built this will satisfy much of the two Governments' need for assurance and they can draw back from the detail.
- 3.7.5 In the longer term the SBCD should seek to run the programmes within a portfolio and identify other programmes for it using the ESB as a fulcrum to lever positive benefits for the region.

## A Confidence in the Deliverability of Planned SBCD Outcomes

- A.1.1 This Annex specifically looks at the Review Team’s assessment of the deliverability of the planned Swansea Bay City Deal Outcomes as a whole.
- A.1.2 This assessment found that there is no clear Portfolio/Programme Mandate for the SBCD that identifies required outcomes, dependencies, timelines, constraints, risks etc. The nearest available document to a Mandate is the Heads of Terms (signed by senior political leaders) that lists the SBCD’s 11 constituent projects and suggests that the anticipated SBCD investment (Central Government, Local Government, and Private Investment) would support the creation of over 9,000 additional jobs (i.e. 3% over the current 302,000) and contribute to increasing GVA by £1.8 billion. The Heads of Terms further commits the Welsh/UK Governments to up to £241M of direct funding over 15 years but is silent regarding spend profile.
- A.1.3 Since the Heads of Terms new-job/GVA outcomes were based upon the SOBCs/OBCs available at the time, and in many cases nothing has changed regarding individual projects since then, it is difficult for the Review Team to gainsay it based on the available information.
- A.1.4 All parties were taking a significant strategic risk when the SBCD was launched without any Portfolio/Programme/Project Management (P3M) work having been done to establish the top-level (top-down) plan, risks, issues, opportunities, benefits, resources etc. Best practice, followed by a number of UK Government Departments and supported by the Infrastructure and Projects Authority (IPA), would be to carry out a formal strategic assessment bringing together those responsible for policy and those responsible for delivery. This is especially critical when amongst the 11 projects there are 3 cross-cutting regional, notionally enabling projects: Digital Infrastructure, Skills & Talent and Homes as Power Stations.
- A.1.5 The Review Team has not seen the detailed economic models for each of the 11 Swansea Bay City Deal Region projects so is not in any position to comment on the Heads of Terms assertion (based on the 11 SOBCs/OBCs) that *“The Swansea Bay City Region believes that this investment will support the creation of over 9,000 additional jobs and contribute to increasing GVA by £1.8 billion”*.
- A.1.6 An alternative approach to assessing deliverability is to adopt a bottom-up approach and use the IPA guidance on assessing Delivery Confidence against each of the 11 projects: assessing delivery against the four dimensions of Time (vs Plan), Cost (vs Budget), Benefits Delivery (i.e. Performance) and programmatic Process. Such a detailed appreciation was not practical within the strict time-bounds of the review as each of the 11 projects approaching FBC approval would be subject to a separate 3-day Gateway™ 3 Review by a team of 3 people.
- A.1.7 The Review Team noted that all SOBCs/OBCs were very light on detailed planning, risk/issue management and benefits management; however, that would not be surprising at this early stage. The FBCs seen during the week of the Review (Yr Egin and Swansea Waterfront) had improved in this regard though were still immature regarding benefits management. The Review Team has seen a Draft Benefits Register for Yr Egin which is a promising start, albeit clearly a work in progress. The Review Team has not seen a Benefits Register for Swansea Waterfront. The optimism bias @ 10% looks more like a contingency figure than an HMT Green Book assessment. However, these projects (and certain other single Authority projects) were proceeding, despite the lack of promised Welsh/UK Governments funding, at Project



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Partner risk thus maintaining planned timelines albeit at increasing financial exposure via increased borrowing (incurring unbudgeted interest charges and concomitant cost risk). Overall, the Review Team considers that Yr Egin and Swansea Waterfront would probably rate an 'Amber' DCA which is typical for an infrastructure-enabled economic transformation programme at the FBC stage of evolution. The balance of projects would be Red.

Mae'r dudalen hon yn fwriadol wag

# Swansea Bay City Deal

## Internal Review of Governance Arrangements

March 2019



### Internal Review Team:

Pembrokeshire County Council (Lead & Report Author)

Neath-Port Talbot County Borough Council

Carmarthenshire County Council

City & County of Swansea Council



# Executive Summary

## 1. Introduction & Background

### 1.1 Political Context

The UK Government's Industrial Strategy identifies five Foundations and four Grand Challenges to ensure that the UK takes advantage of major global trends to improve productivity and the lives of people. City Deals are one of the main vehicles for driving economic activity and growth within the UK and are aligned to the five foundations of the UK Government's Industrial Strategy, they are specific to each Region and aim to build on the Region's strengths.

City Deals in Wales support Welsh Governments longer-term approach to Public Sector reform in Wales. Public Sector partnership arrangements already exist on various footprints to support and improve the provision of services for Education and Social Services & Wellbeing. The Heads of Terms signed by UK Government, Welsh Government and the Leaders of the four Local Authorities on 21 March 2017, commits the Swansea Bay City Region to working in partnership with Welsh Government to deliver local government service reforms that will see a number of strategic functions delivered at the regional level. The Joint Committee is required to keep under review the arrangements for discharging local authority functions that might be mandated to be exercised regionally (e.g. land use planning, transport planning and economic development).

Existing and future Government regeneration funding is expected to be based on a regional working approach. A key feature of the Welsh Governments Targeted Regeneration Investment Programme, which has been available to Local Authorities since April 2018, is the identification of projects through regional working. The proposed UK Shared Prosperity Fund is likely to award funding on the same basis.

### 1.2 Swansea Bay City Deal (SBCD)

The theme of the SBCD is the Internet Coast. There are four sub-themes, which are aligned to the UK's Industrial Strategy.

The Swansea Bay City Region covers Carmarthenshire, Swansea, Neath Port Talbot and Pembrokeshire. The SBCD is a partnership between the four Local Authorities, Local Health Boards, Universities and UK Government (UK) and Welsh Government (WG).

The four Local Authorities approved the Joint Committee Agreement (JCA) in July 2018 with the first meeting of the Joint Committee held on 31 August 2018. Prior to this and since 2016, the Joint Committee and Programme Board operated in shadow. In addition to the four Local Authorities, membership of the Joint Committee includes Swansea University, University of Wales Trinity St Davids, Hywel Dda University Health Board and Abertawe Bro

Morgannwg University Health Board. In shadow form, the Joint Committee focused on drafting the JCA, business plan development and negotiation with WG on interventions and enabling actions to assist with delivery of the SBCD.

Eleven projects, representing a £1.274 Bn investment, are expected to be completed within five years to secure maximum benefit for the Region. Government funding represents £241m (19%) of the overall investment and will be paid over fifteen years to the Accountable Body who will distribute to the partner Local Authorities on a yet to be agreed basis. In order to deliver the SBCD Programme within five years, the four Local Authorities will need to finance the Government funding through their own capital (or prudential borrowing) or revenue funding, with payback over fifteen years. Investment of £396m (31%) is required from the Public Sector and £637m (50%) is required from Private Sector investment.

## **2. Purpose, Scope & Methodology of the Internal Review**

As required by the Joint Committee, an Internal Review team made up of representatives from the four Local Authorities Internal Audit Services formed to undertake an internal review of the governance arrangements for the SBCD. This followed the suspension of senior staff at Swansea University and potential links in relation to the Llanelli Life Science and Wellbeing Village project, which forms part of the SBCD.

The purpose of the Internal Review is to provide assurance to the Joint Committee (including co-opted Members and the wider Partnership), and identify areas for improvement to ensure that the governance arrangements are robust and follow best practice.

The Joint Committee approved the Terms of Reference for the Internal Review, which used the CIPFA/SOLACE Delivering Good Governance in Local Government Framework 2016 as a basis for evaluating the effectiveness of the SBCD governance arrangements.

The Internal Review of the SBCD governance arrangements was an evidence-based appraisal, which involved meetings or discussions with stakeholders, a review of supporting documentation and an evaluation of the effectiveness of governance arrangements against best practice.

### 3. Summary of Key Findings

3.1.	The investigation at Swansea University, its links with the Llanelli Life Science and Wellbeing Village project and its subsequent referral to the police is having a detrimental impact on partners within the SBCD and is eroding trust across the partnership. However, all parties within the Partnership are committed to the Partnership and the delivery of the Programme.
3.2.	The statutory roles and the majority of principal roles and functions within the SBCD, as agreed within the JCA, are assigned to Carmarthenshire County Council and should be more evenly distributed across the partnership. These include three Statutory Roles (Head of Paid Service, Section 151 Officer and Monitoring Officer) and several supporting roles including Chair of the Programme Board (Lead Chief Executive), the Accountable Officer of the Regional Office function (Lead Chief Executive), and Internal Audit. Only two appointments have been made to the Regional Office - this function is largely resourced by Carmarthenshire County Council's staff, jointly funded by the SBCD partners in the sum of c£400k.
3.3.	Paragraph 55 within the Heads of Terms agreement states: "If the City Deal is not delivered as set out in the implementation plan agreed by the Swansea Bay Joint Committee, the Welsh Government and UK Government, or if any of the commitments in this deal document are not fulfilled, the Governments will review and may halt the payment of any unpaid funding for this deal." This could present a risk to the Programme for which there should be a contingency plan as recommended in the National Assembly for Wales Economy, Infrastructure and Skills Committee report on City Deals and the Regional Economies of Wales, November 2017.
3.4.	At this early stage in the programme, there is a lack of certainty over the funding in terms of how some aspects of both private and public sector funding will be secured. However, a high level estimate of funding streams and costs for each of the eleven projects is included within the draft Implementation Plan. Confidence in where the funding will come from and when it will be received is a priority as projects develop.
3.5.	The expected level of borrowing per Local Authority has not been established at this point and this will have to be determined as a priority to ensure Local Authority commitment and assurance. Local Authority funding arrangements have not been resolved to date, but are likely to require multiple funding agreements between partners and the Accountable Body; this may result in disproportionate effort and the most pragmatic methods need to be agreed promptly.
3.6.	Interviewees stated that some of the local projects were planned and would have been prioritised at Local Authority level but were included in the SBCD to access funding. The SBCD should be seen as a Programme of 11 related projects that deliver the vision of the Internet Coast on which SBCD was originally based. Reliance on local policies and procedures along with approval and scrutiny of projects at a Local Authority level detracts from the regionality of the SBCD.
3.7.	UK & WG have not approved the Implementation Plan. In order to approve the Implementation Plan they require a Programme financial plan, an improved Programme risk register and agreed prioritisation of projects.

3.8.	The iterative process requested by UK & WG to evaluate submitted emerging business cases is not operating as intended, is undermining confidence in the SBCD governance arrangements and resulting in further bureaucracy. A review of the emerging business cases submitted under the iterative process and feedback from UK & WG identified that these business cases are submitted prematurely. Lack of clarity on the economic, commercial and financial cases persists. Business cases have been referred to Joint Committee for approval when a number of outstanding issues raised by Government Officers have not been resolved. The adopted iterative evaluation process was initially devised to prevent this.
3.9.	The Regional Office is not delivering the SBCD Delivery Team function as expected by UK & WG. This has resulted in UK & WG undertaking checks that were expected (by them) to be undertaken by the Regional Office. In the eyes of UK & WG, this is undermining confidence in the SBCD governance process.
3.10	The governance functions (in relation to project approvals) identified in the JCA are not operating as intended, however, they are being relied upon to provide assurance to the Joint Committee. These functions must be strengthened.
3.11	Programme risk management is not effective. The Programme Risk Register is not an up to date reflection of the risks to the Programme and is not considered by the Joint Committee. Consideration hasn't been given to the overall risk appetite for the SBCD and how an effective risk management methodology can be delivered across the Programme.

## 4. Conclusion & Suggestions for Improvement

In response to the summary of key findings arising from this review consideration should be given to the following:

4.1.	Redistribution of roles and functions to ensure an equitable balance across the SBCD Partnership, each acting as a check and balance for the other. (refer to 3.1 and 3.2)
4.2.	Appointment of an independent Programme Director, securing the independence of the Lead Officer responsible for the Regional Office with a direct reporting line to the Joint Committee. The officer undertaking this role must be of sufficient seniority and capability to challenge and be challenged whilst remaining independent and objective. To facilitate this, there should be separation between the roles of Head of Paid Service (employer) and Lead Chief Executive (Chair of the Programme Board). Reconsideration of the funding arrangement for the RO could enable the associated costs to be contained within existing commitments. (refer to 3.1 and 3.2 )
4.3.	The local approach to the delivery of the SBCD projects needs to take account of the interdependencies across the Programme. Consideration should also be given to contingency plans if Government funding is withdrawn at a later date. (refer to 3.1, 3.3, 3.5 and 3.6)
4.4.	The Implementation Plan needs to be revised so that delivery of the projects is prioritised and approved by the Joint Committee. The Implementation Plan should be supported by a clear Programme Financial Plan and Risk Register before being resubmitted to UK & WG for approval. The Implementation Plan should form the basis for monitoring delivery of the Programme. (refer to 3.4 , 3.7 and 3.9)
4.5.	The Joint Committee, as a conduit for regeneration of the Region, needs to further establish its own identity in terms of overarching standard operating principles, values and expected practice. Key areas for consideration are highlighted within the CIPFA/SOLACE Delivering Good Governance in Local Government Framework 2016 for such a Partnership and include: <ul style="list-style-type: none"> <li>• Agreed risk appetite of the Partnership</li> <li>• Agreed risk management methodology;</li> <li>• Establishing the ethical values and framework;</li> <li>• Counter fraud, corruption &amp; bribery procedures;</li> <li>• Due diligence and anti-money laundering arrangements;</li> <li>• Programme/project management methodology; and</li> <li>• Overarching record of declarations of interest and offers of gifts and hospitality by all Officers and Members. (refer to 3.1, 3.6 and 3.11)</li> </ul>
4.6.	If the iterative process continues to cause a bottleneck once standards have been addressed, then there should be an approach to UK & WG to reconsider the process to eliminate disproportionate effort by all parties and to ensure that focus is on the deliverability of outcomes and not only on the standard of written documents. The relationship between individual LA's, project leads, the Regional Office and UK and WG's should be recast to establish strict communication lines. Such communication is currently inconsistent and is clearly contributing to confusion and delay. (refer to 3.8)



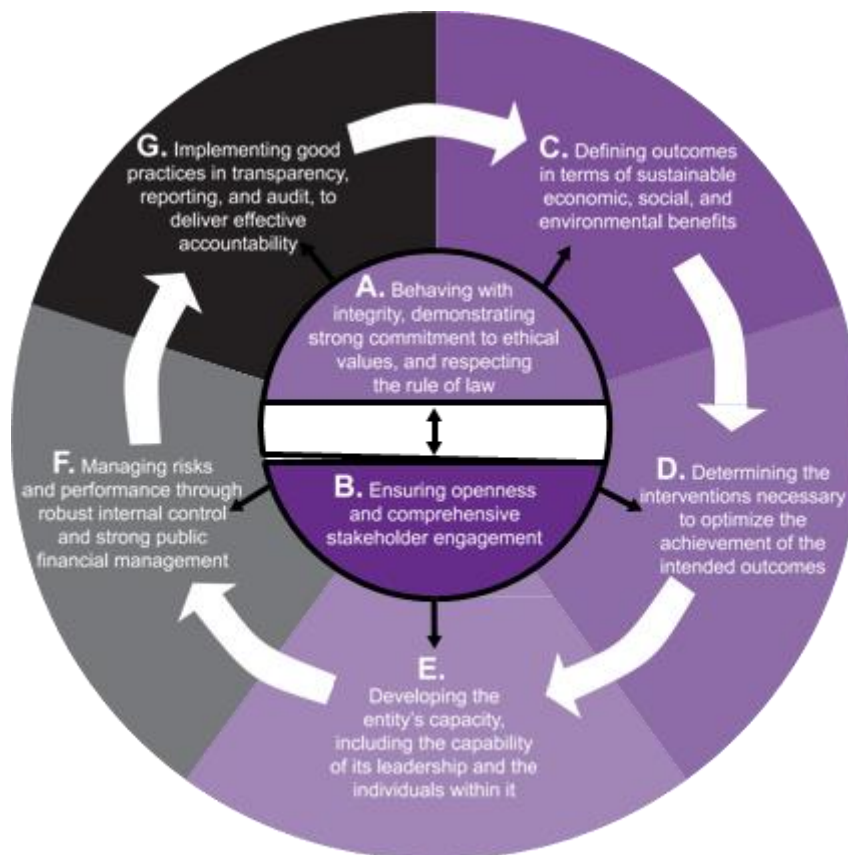
4.7.	The Programme Board, Economic Strategy Board (ESB) and Joint Committee should receive written assurance (in a format to be agreed) that each business case submitted for approval has been subject to the required checks and process as defined within the JCA, including approval by the Lead Local Authority. This should ensure that all comments from UK & WG have been addressed and concerns highlighted by the ESB have been fully considered. There should be an evidence trail to ensure all parties are held accountable. (refer to 3.10)
4.8.	The Regional Office, in its capacity as the SBCD Delivery Team should undertake detailed checks prior to entering into the iterative process or submitting to Programme Board and ESB, to ensure compliance with standard operating principles/values and provide an overview of the outcome of these checks, in order to provide independent assurance to the Programme Board and Joint Committee. (refer to 3.9)
4.9.	<p>Membership and remit of the Programme Board and ESB needs to be reconsidered:</p> <ol style="list-style-type: none"> <li>a. The Programme Board needs to undertake detailed analysis of the financial viability, deliverability and risks to the project. The Programme Board should have detailed knowledge of the business cases and the feedback from UK &amp; Welsh Government to ensure that business cases are of the standard and quality to be submitted for approval to Joint Committee. Current membership includes the Chief Executives of the four Local Authorities. Consideration should be given to the most suitable level of Management to commit to Programme Board (possibly Director or appropriate Head of Service ), consideration should be given to the appearance of lead project officers to present the case.</li> <li>b. The ESB membership needs to be streamlined to enable a well functioning commercially minded appraisal function that is focused on identifying further opportunities for the Region and attracting inward investment. Current membership includes the Leaders of the four Local Authorities, which seems unnecessary given the ESB report to the Joint Committee. Consideration should be given to the membership of the ESB. There is an opportunity for the ESB to provide UK &amp; WG with the confidence that is currently lacking around the commercial case; consideration could be given to including a summary report from the ESB with the Full Business Case submission. (refer to 3.10)</li> </ol>

## Detailed Findings

### 5. Overview of Good Governance Evaluation

The Governance Arrangements for the Swansea Bay City Deal have been reviewed against the CIPFA/SOLACE Delivering Good Governance in Local Government Framework. The diagram below illustrates the various principles of good governance in the public sector and how they relate to each other.

#### Achieving Intended Outcomes While Acting in the Public Interest at all Times



As the diagram demonstrates, the principles of good governance along with the behaviours and actions that demonstrate good governance are intertwined, but are based on the two fundamental principles:

- A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law;
- B. Ensuring openness and comprehensive stakeholder engagement.

The detailed findings of the review are reported by exception and demonstrate the key issues arising and suggestions for how they can be resolved.

## 6. Core Principle A

**Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.**

**Expected Actions & Behaviours:** integrity; acting in the public interest; establishing & embedding values or standard operating principles; establishing, monitoring & maintaining agreed ethical values; commitment & adherence to rules and regulations; .

**Areas for Improvement:** values or standard operating principles need to be identified; imbalance of power.

### Standard Operating Principles/Values

There is a defined vision for the Region but the standard operating principles/values for the delivery of the SBCD programme have not been identified. Projects are classed as local or regional but the expected practice in delivering those projects is not explicit. The assumed position within the Partnership is that the policies and procedures of the Project Lead Authority will be adhered to and local projects will be subject to scrutiny by the constituent Authority. There is no evidence that consideration has been given to the implications of this approach, or how the Joint Committee will be provided with assurance that all expected processes and procedures have been adhered to.

The Joint Committee forward work plan includes approval of a few overarching documents for the Programme, but given that some projects are quite advanced and the Heads of Terms was signed two years ago, these are late in development.

In addition to the overarching documents identified in the Joint Committee forward work programme for approval at future meetings, consideration should be given to developing the following:

- Risk Appetite and Risk Management Methodology for the SBCD;
- Ethical Framework – this is a high risk Programme and there needs to be clarity amongst the Partnership over acceptable ethical practice, especially around the procurement of private sector investment;
- Counter Fraud, Corruption & Bribery Arrangements;
- Due Diligence and Anti-Money Laundering Arrangements;
- Programme & Project Management Methodology.

A Co-opted Member Code of Conduct is in place and Local Authority Members and Officers are expected to adhere to their own Local Authority Code of Conduct. The Regional Office holds co-opted Member declarations of interest, but there was no evidence of declarations of interest from all Local Authority Officers and Members. Other than holding and recording the declarations of interest, there was no evidence that there had been any verification or consideration of appropriateness by the Joint Committee.

## Balance of Functions & Responsibilities

The Joint Committee Agreement places too much responsibility on Carmarthenshire County Council and the Lead Chief Executive. It is expected that the Head of Paid Service as the employer of the Regional Office will be the Principal Adviser and Accountable Officer overseeing the work of the Regional Office, and as such will be the Lead Chief Executive. The Lead Chief Executive is also the Chair of the Programme Board.

In addition, Carmarthenshire County Council also undertake the following roles:

- As Accountable Body, the statutory role of Section 151 Officer and the provision of the Internal Audit service;
- Monitoring Officer;
- The statutory role of Head of Democratic Services is not defined within the JCA; however, Carmarthenshire County Council's Head of Democratic Services provides support to the Joint Committee and Neath Port Talbot County Borough Council provides support to the Joint Scrutiny Committee; The Regional Office provides support to the Programme Board and the ESB.

## 7. Core Principle B

<b>Ensuring openness and comprehensive stakeholder engagement.</b>
<b>Expected Actions &amp; Behaviours:</b> open culture based on trust; shared commitment for change; acceptance or robust challenge; transparent decision-making; engagement and consultation with all stakeholders.
<b>Areas for Improvement:</b> openness & transparency; creating a culture of trust and shared commitment; identifying and effectively engaging with stakeholders.

### Trust

It was evident through meetings with stakeholders that there is insufficient trust within the Partnership. This is attributable to a number of issues, which are expanded on in further detail within the report, however, the root causes are:

- Imbalance of power within the Partnership due to distribution of key roles;
- Lack of clarity from the JCA regarding expected practice (standard operating principles/values);
- Lack of openness and transparency across the wider Partnership as projects are being treated as local rather than regional.

### Openness & Transparency

The Joint Committee meetings and the Joint Scrutiny Committee meetings are the two public meetings within the SBCD governance process. As identified within the Terms of Reference, the Joint Committee has ultimate responsibility and accountability for decisions taken in relation to the SBCD. The format and conduct of the Joint Committee meetings was

discussed with Members and Officers that attend the Joint Committee meetings, key observations include:

- Verbal updates provided
- Quick meetings which lack constructive debate and challenge
- Failure to provide the Joint Committee with accurate updates
- Lack of oversight of communications between the Regional Office and UK & WG
- Suspicion that some Members know more information than others
- Pre-meetings excluding the co-opted Members
- Reports provided at short notice
- Overload of information that cannot be effectively scrutinised prior to the meeting.

Areas that may be of particular interest to the public, such as business cases, are considered in private session as there will be an element of commercial sensitivity. However, the majority of the discussion could take place in open session as long as members of the Joint Committee observe the rules of debate and reserve questions leading to commercial sensitivity for private session discussions. Consideration could also be given to webcasting these meetings to demonstrate the commitment to openness.

At the meeting on 22 November 2018, three business cases were presented to the Joint Committee for approval for formal submission to UK & WG; however, evidence has been obtained that these business cases ought not to have been presented to the Joint Committee at that time based on the feedback from UK & WG (see Appendix B). Discussions with SBCD Representatives, WG Officers and Ministers had taken place the day before the Joint Committee meeting to discuss what was required in order to approve the three business cases. It is the opinion of the Internal Review team that the issues raised by UK & WG were reasonable requests for clarity to ensure that business cases are robust. The Regional Office has since attempted to submit two amended business cases (21 December 2018), however, these can't be accepted by UK & WG until the original submissions are formally withdrawn and revised submissions approved by the Joint Committee. A request has been made to UK & WG to 'hold' the Llanelli Life Science & Wellbeing Village project business case.

Media attention over the staff suspensions at Swansea University and the links with Llanelli Life Science & Wellbeing Village project have identified a number of issues that the Joint Committee should have been aware of as they impact on the SBCD as a whole, including:

- The links between Kent Neurosciences Limited and Sterling Health Security Holdings Ltd;
- The role of Sterling Health Security Holdings Ltd and clarity that the company was not directly providing the private sector investment;
- Links between the Llanelli Life Science Wellness Village project with other worldwide projects such as Kuwait;
- UK & WG concerns that had not been resolved;
- Declarations of interest and wider roles that current or former Officers and Members would have with this company and planned projects.

The establishment of standard operating principles would have provided clarity to the wider partnership over expectations and expected practice within an agreed ethical framework and risk appetite.

The appointments process of the ESB is unclear. UK & WG along with the Internal Review team have been unable to gain clarity over the shortlisting of applications and who determined the recommended ESB appointments to the Joint Committee in August 2018. The lack of openness and transparency over the process in respect of these appointments has undermined the trust of UK & WG.

The Joint Scrutiny Committee has only met twice. At the second meeting the Vice Chair of the Joint Scrutiny Committee gave his apologies for the meeting as he had a conflict of interest arising from an arrangement to secure access to information. The matter was reported in the media and has undermined confidence within the Partnership.

### **Consultation & Engagement**

The expectations and timescales for engagement and formal consultation are unclear; however the review did not involve substantive testing of this area. Communication and marketing as part of the SBCD has been recorded since February 2018. There was evidence of early high-level promotional activities to stimulate private sector interest in the SBCD. There was also evidence of local consultation and engagement activity in relation to the Llanelli Life Science & Wellbeing Village project.

## **8. Core Principle C**

<b>Defining outcomes in terms of sustainable economic, societal &amp; environmental benefits.</b>
<b>Expected Actions &amp; Behaviours:</b> clear vision and defined outcomes sustainable & deliverable within available resources.
<b>Areas for Improvement:</b> robust implementation plan that identifies the required resources, to which all Partners are committed to and can sustain.

### **Defining Outcomes**

The Swansea Bay City Region Economic Regeneration Strategy 2013-2030 sets out the framework to support South West Wales and its future economic development. The SBCD proposal was based on the theme of the Internet Coast, which aimed to put the region at the forefront of the digital age and fourth industrial revolution; where value is created by knowledge extracted from vast data sources. In October 2016, Swansea University appraised the potential impact of the Internet Coast through the portfolio of Project Proposals within the SBCD. Job creation and Gross Value Added are the desired outcomes on which the SBCD is based. In order to demonstrate how these outcomes will be achieved the Treasury Five Case Model is used.

The Implementation Plan for the SBCD Programme was approved by the Joint Committee in August 2018 but has yet to be approved by UK & WG. Discussion with UK & WG confirmed that in order to approve the Implementation Plan they require a credible Programme risk

register, financial plan and prioritisation of projects. The Internal Review identified the same concerns regarding the Implementation Plan.

The current business case approval process involves development of the business case and presentation to the Programme Board for consideration, albeit this is presented at a high-level, not the detailed written business case. The Regional Office will engage in an iterative process with UK & WG to ensure that full business cases have the best chance of approval when formally submitted. This stage is causing a bottleneck and frustrating all parties. Appendix B provides a summary of the correspondence between UK & WG and the Regional Office in respect of the three Business Cases that were presented to the Joint Committee in November 2018; this demonstrates that the process defined in the JCA is not being followed. Business cases are presented to UK & WG prematurely resulting in UK & WG undertaking due diligence checks they would expect the Regional Office to have undertaken, which is further frustrating the process.

There is a disconnect between the project concept and the written business case. There is a degree of confidence in the deliverability of outcomes for certain projects, however, written business cases reviewed lack clarity on the economic, commercial and financial cases. Business cases are too long; they are repetitive and can appear more as marketing material than as an evaluation of the critical success factors of projects. Discussions with Members of the Joint Committee identified mixed views on the confidence and deliverability of the Programme as a whole, but there was a degree of confidence in their individual projects. There was general support for the deliverability of the Homes as Power Stations project, along with securing of Private Sector funding to deliver the project, however, the business case has not progressed and there is no clarity over the detailed funding arrangements for regional projects.

There is confusion within the region over the Yr Egin project. The opinion of UK & WG is that focus has been on the Phase 1 development, which is complete and has a high occupancy rate; however, Phase 2 was the original SBCD project. Phase 1 has now been included as part of the SBCD as there was a shortfall in funding.

Business cases need to be streamlined, there is too much information to be scrutinised locally and it is over and above the information required by UK & WG; this is a contributing factor to the delays in progressing projects.

### **Commitment & Sustainability**

Government funding of the SBCD will be paid over a 15-year period. In order to deliver the projects within five years, Local Authorities will have to borrow to finance the Government funding. At this early stage of development of the regional projects there is no clarity over the borrowing requirements (values) and how this will be delivered by the Lead Authorities. There is a risk that Local Authorities will not support the proposed borrowing requirements (although the principal is included within the JCA) which could result in abortive work and wasted resource in developing these projects.

There is a lack of clarity over the funding and borrowing arrangements to support delivery of the SBCD. WG have agreed to Local Authorities receiving 50% NNDR generated from the Programme, however, the apportionment and distribution of this revenue has not been determined. The likely return on NNDR will be an influencing factor in determining the affordability of borrowing that Local Authorities will be willing to accept, so there is a pressing need to determine this promptly.

In order to continue to draw down Government funding over the 15-years of the SBCD, the Programme will need to be able to demonstrate that it is delivering the intended outcomes. The monitoring and evaluation process, which is currently under development, will need to be robust. Consideration should also be given to contingency arrangements should funding be withdrawn at a later date.

## 9. Core Principle D

**Determining the interventions necessary to optimise the achievement of intended outcomes.**

**Expected Actions & Behaviours:** strategic, operational and financial planning of projects; prioritising projects for delivery; objective and rigorous analysis of projects including an assessment of intended outcomes and risks.

**Areas for Improvement:** the JCA defined process for analysing projects is not operating as intended; the implementation plan needs to be prioritised and supported by a financial plan and programme risk register.

### Determining Interventions

The JCA outlines the stages and responsibility for developing, appraising and approving business cases. There is a five-stage process to approving business cases for formal submission to UK & WG. Meetings with Members of the Joint Committee, Programme Board and the Chair of the ESB, along with a review of correspondence between the Regional Office and UK & WG identified that the process is not operating as intended.

#### *Delivery Lead*

Clause 12.3 (a) within the JCA outlines the responsibility of the Delivery Lead and the requirement to include a Resolution of the Project Lead Authority (and all Councils if delivering a regional project) when submitting a business case to the Regional Office. This process isn't being followed. Business Cases are referred back to the Project Lead Authority after approval has been received by the Joint Committee.

#### *Iterative Process*

Clause 12.3 (d) within the JCA outlines the role of the Regional Office in assessing the quality and financial profile of business cases before passing to UK & WG for them to undertake their own assessments. A review of business cases passed to UK & WG at this stage identified the following:



- Business cases lacking in the detail required by the 5 Case Model;
- Seemingly unnecessary information included;
- Incomplete sections;
- Lack of clarity around economic, commercial and financial cases.

Feedback to the Internal Review team reflected frustration within the Region on the delays with the iterative process and the comments/feedback from UK & WG. However, the comments and feedback from UK & WG were deemed to be reasonable and necessary by the Internal Review team.

### ***Programme Board***

The JCA expectation is that Programme Board would analyse the financial viability, deliverability and risk of the proposed business case and make a recommendation on whether or not the business case should proceed. It is expected that there would be challenge at this stage around the due diligence processes undertaken.

In reality, the Programme Board receive an update against all projects, similar to the update provided to the Joint Committee; there is no detailed review of the written business case or compliance with processes and procedures. Membership of the Programme Board is at the highest officer level, so they are unlikely to have capacity to deliver the time commitment required for this level of scrutiny and challenge.

### ***Economic Strategy Board (ESB)***

The ESB is expected to review the business cases from the private sector perspective, against the strategic aims and objectives of the SBCD and make a recommendation to the Joint Committee on whether or not the business case should proceed.

The ESB, having only met a few times, is still establishing the format of meetings and information required to provide a value-added function. The ESB considers the concept, they do not review the written business case; they undertake site visits and meet with Project Leads. The ESB have requested a SWOT analysis for the projects they are considering, using their commercial expertise to identify wider opportunities for the Region and determine if there are any threats that require further consideration.

ESB membership comprises of Private Sector Representatives, the four Leaders of the Local Authorities, and representatives from the Local Health Boards and Universities. The purpose of including the Leaders of the Local Authorities on the ESB is unclear and doesn't add value. The ESB has no decision-making powers, their purpose is to look at wider opportunities and stimulate confidence and interest in inward investment to the Region. The ESB could provide UK & WG with the confidence that they are currently lacking around the economic and commercial viability of business cases. Consideration should be given to the mechanism for providing this assurance, e.g. a covering brief for submission with the full business case.

Discussion with the Chair of the ESB on the three full business cases previously considered and then approved by the Joint Committee (22 November 2018) for formal submission to UK & WG, identified the following:

- The ESB had confidence in Phase 1 of Yr Egin but had reservations around the economic and commercial case of Phase 2;
- The ESB had queried where the private sector investment was coming from for the Llanelli Life Sciences & Wellbeing Village project but did not receive answers;
- The ESB raised questions of the Swansea City & Waterfront Digital District project in connection with transportation infrastructure.

### **Joint Committee**

Joint Committee receive the full business cases for consideration and approval to submit to UK & WG. The business cases are extensive documents and in practice it is questionable whether the Joint Committee Members have time to read them in any detail. Reliance is placed on the process, as defined within the JCA, that the business case is expected to have been through, i.e. iterative process with UK & WG, Programme Board and ESB; however, as demonstrated above, the process is not operating as intended and cannot be relied upon.

## **10.Core Principle E**

<b>Developing the Partnerships capacity, including the capability of its leadership and individuals within it.</b>
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<b>Expected Actions &amp; Behaviours:</b> distinction between roles and responsibilities; specification of delegated decisions versus those reserved for the Joint Committee; reviewing operations, resources and performance to ensure effectiveness.
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<b>Areas for Improvement:</b> independence, capacity and capability of the Regional Office to deliver the Project Management Office function.
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### **Capacity & Capability**

Carmarthenshire County Council's staff have largely fulfilled the function of the Regional Office. Although a structure was costed and approved by the Joint Committee at its meeting in August 2018, positions have not been substantively filled, but duties have been covered by existing Carmarthenshire County Council employees. The Internal Review team were advised that three new appointments were made to the Regional Office.

The expectation of UK & WG was that the Regional Office (as the SBCD Delivery Team) would fulfil the role of the Project Management Office for the SBCD. In reality, the Project Leads are expected to undertake their own due diligence checks and reliance is placed on individual Lead Authorities to ensure that this is done. The Regional Office are supposed to act as the link between the Project Leads and UK & WG, however, there have been instances where the Regional Office have been bypassed. There are only three regional projects, so if reliance is placed on the individual Local Authorities it is unclear why eleven posts are required (not all substantively filled) in the Regional Office.

To date neither the Implementation Plan nor any business cases have been signed-off. Feedback from the Regional Office and Members of the Joint Committee do not accord with the feedback from UK & WG, so there is clearly a communication breakdown between parties. A review of the feedback on business cases to the Regional Office from UK & WG concluded that the questions were reasonable and should be raised. Due to the timescales to deliver this review, substantive testing was not undertaken to form any conclusions in this report.

The Heads of Terms makes reference to the SBCD Delivery Team, which is the function undertaken by the Regional Office. The Heads of Terms makes reference to the SBCD City Deal Delivery Team being appointed and reporting to the Joint Committee. Clause 9.2 within the JCA states that the 'Joint Committee shall designate the Head of Paid Service of the Accountable Body as Lead Chief Executive to act as its principal adviser and as Accountable Officer to manage and oversee the work of the Regional Office staff'. This clause compromises the independence of the Regional Office who are expected to report through the Lead Chief Executive, who is also the Head of Paid Service.

Members of the Joint Committee have questioned whether an independent Chief Executive/Managing Director should manage the Regional Office. While this could be an option, the success of this will be heavily dependent on the skills and capability of the candidate to ensure that they have the ability to challenge at all levels within the Partnership and with UK & WG and receive challenge while remaining independent and objective. In any event there will be a reporting line to one of the Local Authority Chief Executives as Head of Paid Service; however, the role of employer of the Regional Office and role of Lead Chief Executive should be separated (as with other Regional working arrangements), to promote the independence of the Regional Office.

## 11. Core Principle F

**Managing risks and performance through robust internal control and strong financial management.**

**Expected Actions & Behaviours:** integrating robust risk management arrangements; monitoring delivery of the Programme and effective scrutiny arrangements.

**Areas for Improvement:** risk management, performance management and the role of the Joint Scrutiny Committee.

### Risk Management

Risk management arrangements require improvement. Risks are not clearly articulated to describe the event, consequence and impact. There is no consistent risk management methodology used across the Partnership. No consideration has been given to the overall risk appetite of the Partnership and articulated into any statement. The Programme risk register should be a true reflection of the current risks to the delivery of the Programme and should be a regular agenda item for consideration by the Joint Committee, but there is no evidence that this is happening. This is a significant contributing factor to the lack of confidence by UK & WG in the delivery of the Programme.

### **Managing Performance/Scrutiny**

The issues highlighted above demonstrate the lack of performance management and scrutiny of business case development that is currently undertaken, which again is reflective of why the Implementation Plan and business cases are not progressing to sign-off stage so that Government funding can be drawn down.

The Joint Scrutiny Committee has formed, but the Terms of Reference restrict their remit to scrutiny of Regional projects, scrutiny of individual Authority projects are a matter for the relevant Constituent Authorities Scrutiny Committee. This detracts from the Regional approach of the SBCD.

## **Appendix A – Summary of Meetings/Discussions with Stakeholders**

Regional Office

UK & WG Civil Servants: (Head of Regional Growth, UK Government in Wales; Head of Policy, UK Government in Wales; Deputy Director, Head of Cabinet Office, Welsh Government; Deputy Director, Commercial and PPM, Welsh Government; Chief Regional Officer, Mid and South West Wales, Welsh Government; Head of Programme for Government, Welsh Government; Head of City and Growth Deals, (Mid and South West Wales), Welsh Government).

Chair of the Joint Committee (Leader of City and County of Swansea Council)

Director of Place, City and County of Swansea Council

Leader of Pembrokeshire County Council

Chief Executive of Pembrokeshire County Council

Chair of UBMA Health Board

Leader of Neath Port Talbot County and Borough Council

Chief Executive of Neath Port Talbot County and Borough Council

Chair of Joint Scrutiny Committee

Vice Chair of Joint Scrutiny Committee

Chair of Hywel Dda Health Board

Leader of Carmarthenshire County Council

Chief Executive of Carmarthenshire County Council

Chair of the ESB

Registrar and Chief Operating Officer of Swansea University

Pro- Vice Chancellor, University of Wales Trinity St Davids

Monitoring Officer

Section 151 Officer

## Appendix B – Summary of Correspondence between the Regional Office and UK & WG (Governments) in relation to the 3 full business case submissions and submissions to the ESB and Joint Committee

### Swansea City & Waterfront Digital District Business Case

Date	Action
04/01/18	Draft Business Case sent to Governments
15/02/18	Comments received from Governments
04/04/18	Response to comments and revised business case shared with Governments (advised by RO)
18/05/18	Comments received from Governments
19/07/18	Draft Business Case sent to Governments
05/11/18	Governments sent comments back and stated meeting required to discuss Economic case
08/11/18	Draft Business Case submitted to ESB – full approval given
12/11/18	Regional office acknowledged and agreed requirement for meeting
15/11/18	Governments provided potential dates for meeting
19/11/18	Regional office stated 27/11/18 to be best date for meeting
21/11/18	Response to comments sent to Governments
22/11/18	Joint Committee approved Business Case
26/11/18	Business Case formally submitted to Governments for approval
27/11/18	Meeting held
27/11/18	Governments provided written comments on Economic case
29/11/18	Additional information provided to Governments
21/12/18	Updated Business Case submitted to Governments (though Governments state that original not withdrawn and update does not include Economic case changes)
21/12/18	Further meeting planned for 14/01/19 to discuss

### Yr Egin Business Case

Date	Action
15/12/17	Draft Business Case shared with Governments
12/04/18	Comments received from Governments
03/08/18	Draft Business Case sent to Governments
31/10/18	Governments sent comments back
08/11/18	Draft Business Case submitted to ESB – full approval given
22/11/18	Joint Committee approved Business Case
26/11/18	Business Case formally submitted to Governments for approval (Governments state that this was exactly the same as the submission on 03/08/18 with no amendments)

27/11/18	During the meeting on Digital District, Governments state a conversation was had around the Economic Case with David Swallow, and Governments were informed the Business Case had changed since submission to reflect this and to reflect comments provided on 31/10/18 (no e-mail evidence to support this)
03/12/18	Business Case considered by Carmarthen County Council (CCC) Executive Board and agreed it could be submitted to UK and WG (confirmed via CCC website)

### Llanelli Life Science & Well-being Village Business Case

Date	Action
15/12/17	Draft Business Case sent to Governments – no financial case included
23/01/18	Draft Business Case resubmitted to Governments with financial case included
08/03/18	Amended Draft Business Case sent to Governments
23/03/18	Review meeting with Governments
13/04/18	Economic case addendum sent to Governments
11/06/18	Review meeting with Governments
15/08/18	Draft Business Case sent to Governments – including table of response to previous feedback
19/10/18	Governments sent comments back (states that this contained specific questions about due diligence which had not been resolved) <sup>1</sup>
08/11/18	Draft Business Case submitted to ESB – full approval given
16/11/18	Response to comments sent to Governments
22/11/18	Joint Committee approved Business Case
26/11/18	Business Case formally submitted to WG for approval
03/12/18	Business Case considered by Carmarthen County Council (CCC) Executive Board and agreed it could be submitted to UK and WG (confirmed via CCC website)

<sup>1</sup> WG state that numerous phone calls/offline discussions about due diligence issues were handled informally (no e-mail evidence to support this)

Mae'r dudalen hon yn fwriadol wag



**NEATH PORT TALBOT COUNTY BOROUGH COUNCIL  
CYNGOR BWRDEISTREF SIROL CASTELL-NEDD PORT TALBOT  
COUNCIL**

**24 APRIL 2019**

**REPORT OF THE CHIEF EXECUTIVE/RETURNING OFFICER**

**SECTION A – MATTER FOR DECISION**

**WARDS AFFECTED: ALL**

**APPOINTMENT OF A STANDING DEPUTY RETURNING OFFICER**

**Purpose of the Report**

1. To seek agreement of Council to appoint to this role.

**Background**

2. The Wales Electoral Co-ordination Board (WECB), co-ordinated by the Electoral Commission, has recommended that Returning Officers appoint a standing deputy – not least because there has been a significant turnover recently of Chief Executives/Returning Officers and other senior staff dealing with elections across Wales.
3. This is a voluntary action (not a requirement); but a sensible one in my opinion - representing good practice and safe contingency planning. It was also an issue identified by a risk planning self-assessment tool that the WECB published last year.
4. This recommends that the individual should not be a Council's Elections Manager. However, a number of our senior officers already play a significant part in elections planning and delivery.

**Legal Implications**

5. Under Section 35(1A) of the Representation of the People Act 1983, the Chief Executive is designated as the Returning Officer for the County Borough Council and Community Council purposes. Different legislation designates [for example the Returning Officer (Parliamentary Constituencies) (Wales) Order 2007 and the National Assembly for Wales (Representation of the People) Order

2007] this role for Parliamentary Elections, Referendums, European Elections and Welsh Assembly Elections.

6. As such, the Returning Officer is personally responsible for all aspects of electoral administration including nominations, the distribution of poll cards and postal ballots, the conduct of the poll and the counting of the votes. These responsibilities being prescribed in statute and Electoral Commission Guidance.
7. The Constitution of Neath Port Talbot Council does not delegate the function of appointing a Deputy Returning Officer to the Returning Officer and therefore a decision of Council is required.

**Financial Impact**  
**Equality Impact Assessment**  
**Workforce Impact**

8. Not applicable/none of the above.

**Risk Management**

9. See paragraphs 2 and 3 above.

**Consultation**

10. External consultation on this matter is not required.

**Recommendation:**

That the Assistant Chief Executive, Mrs Karen Jones, be appointed the Council's Standing Deputy Returning Officer.

**Officer Contact:**

Steven Phillips  
Chief Executive  
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Tel: 01639 763306

## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

**Cabinet**

**17 April 2019**

**Report of Assistant Chief Executive and Chief Digital Officer**

**K.Jones**

### **Matter for Decision**

**Wards Affected:** All Wards

### **Corporate Plan 2019-2022**

### **Purpose of Report**

1. To present an updated Corporate Plan for consideration and approval prior to the Plan being adopted by Council.

### **Executive Summary**

2. This Plan has been updated to ensure the Council meets the new statutory requirements contained within the Well-being of Future Generations (Wales) Act 2015 and statutory requirements that remain extant under the Local Government (Wales) Measure 2009.
3. The Council is required to consider whether the current well-being objectives remain relevant or whether changes to those well-being objectives should be considered, when preparing its annual report (October 2018). Given that the well-being objectives were only agreed in September 2017 and reviewed in March 2018, it was not considered necessary to make any changes at that time. However, at a recent workshop with staff discussing the council brand, council

narrative and key messages, it was felt that the word ‘safe’ should be included in the third wellbeing objective. This would better reflect the work the Council does in ensuring that the county borough is a ‘safe place to live, work and enjoy recreational time.’

4. The process to update the plan has involved Senior Management Teams from across the Council, who have considered a number of factors when updating their sections of the Plan and the key performance indicators. These factors include the following:
  - Latest performance data of services and functions
  - The budget recently approved by Council and the likely budget outlook
  - Changes in the Council’s external environment
  - Other key departments plans
  
5. On a whole there have not been any fundamental changes compared to the Plan approved by Council in 2018.

## **Updates to the Plan**

6. **Well-being objectives** – no changes to one and two. The word ‘safe’ added to number three.

### Well-being Objective 1

To improve the well-being of children and young people

*“All of our children and young people the best start in life and helping them to be the best they can be”*

### Well-being Objective 2

To improve the well-being of all adults who live in the county borough

*“Everyone participates fully in community life – socially and economically”*

### Well-being Objective 3

To develop the local economy and environment so that the well-being of people can be improved

*“The whole of Neath Port Talbot county borough will be a vibrant, healthy and safe place to live, work and enjoy recreational time”*

7. **Improvement Priorities** - no significant changes to report as the context of the improvement priorities has broadly remained the same. Although a few amendments have been made to the wording of some improvement priorities to better reflect the focus of the work.
8. **Steps** – these have been refined or removed if the work has changed or been completed. Where there was duplication some steps have been merged together. New steps have been added to:

#### **Well-being objective 1:**

- Step 1.3.6: we will work with schools to ensure all learners are engaged with their learning and all schools move towards self-improvement

#### **Well-being objective 2:**

- Step 2.1.5: we will promote social enterprise.
- Step 2.3.10: we will work with all stakeholders to deliver a safe and sustainable built environment.
- Step 2.4.3: we will implement the new pay and grading structure for staff which will help to raise the net income of those who are the lowest paid.
- Step 2.4.4: we will work with Chwarae Teg to understand why we have a gender pay gap and what we could do to close that gap.
- Step 2.4.5: we will commission research to identify the impact of the welfare benefit reforms being introduced by UK government on local people and work with partners to identify how we can alleviate financial hardship.

### **Well-being objective 3:**

- Step 3.8.4: we will promote the importance of having effective digital strategies, including measures to address digital exclusion, to Public Services Board partners.

9. **Key Performance Indicators** – these have been revised with the intention to streamline the 107 existing suite of performance indicators. There are now 56 ‘high level’ performance indicators in the Corporate Plan. Targets for these indicators have been reviewed by senior management teams, taking into consideration a number of factors including current performance and budgetary constraints. Please note that some of the performance data will not be available until after the Plan has been published. Once this data becomes available the Plan will be updated accordingly.
10. **Well-being Statement** – there is no substantive change to the Well-being Statement that appears in this updated Plan compared with that approved by Council in 2018.

### **Monitoring and Review**

11. The Corporate Plan provides a corporate framework that will be implemented through the business planning and performance management system. A new corporate performance management system (CPMS) has been implemented and once fully embedded will make performance reporting more streamlined. On an annual basis, Council will formally report on the progress made in implementing the plan and the extent to which the objectives are being met.

### **Consultation**

12. There is no requirement under the Well-being of Future Generations (Wales) Act 2015 to consult on this updated plan.

### **Financial Appraisal**

13. In putting together this Plan, account has been taken of any budget savings/financial impacts, as part of the Council’s budget setting and

planning process for 2019-2020. These have been incorporated into revenue and capital budgets for the financial year.

### **Integrated Impact Assessment**

14. During the development of the Council's last Corporate Plan in 2018, an equality impact assessment was undertaken and a number of actions were identified. These have all been completed and as there is no significant change to this plan, a new Integrated Impact Assessment is not required.

### **Workforce Impact**

15. The Council's workforce continues to contract as financial resources continue to reduce. In recognition of the scale of change, a new Corporate Workforce Plan was developed last year to support the workforce to adapt to the changes required to deliver the Corporate Plan objectives and priorities.

### **Legal Impact**

16. The publication of this Plan will meet the requirements of the Well-being of Future Generations (Wales) Act 2015 and the Local Government (Wales) Measure 2009, by setting out our well-being objectives, improvement priorities, the steps we will take to achieve them and how we will measure progress. Our well-being objectives and improvement priorities show how the Council contributes to the social, economic, cultural and environmental well-being of Neath Port Talbot and to the seven national well-being goals contained within the Well-being of Future Generations (Wales) Act 2015.

### **Risk Management**

17. The entries set out in the Corporate Risk Register have been reviewed to ensure relevant areas of work are reflected in the proposals set out in this Plan.

## **Recommendations**

18. It is recommended that:
- i. Cabinet approve adding the word 'safe' to well-being objective three.
  - ii. Cabinet approve the updated Corporate Plan for the period 2019-2022.
  - iii. The Assistant Chief Executive and Chief Digital Officer be authorised to add the additional performance data to the report when available.
  - iv. The Assistant Chief Executive and Chief Digital Officer is given delegated authority in consultation with the Leader, Deputy Leader and Chief Executive to make any further changes that are necessary prior to final publication and which do not materially change the content of the Plan.
  - v. Members refer this Plan to Council for formal adoption at its meeting on the 24<sup>th</sup> April 2019.

## **Reason for Proposed Decision**

19. To ensure the revisions made to the Corporate Plan are approved, meeting legal duties set out in the Well-being of Future Generations (Wales) Act 2015 and the Local Government (Wales) Measure 2009 as they relate to council corporate planning activities.

## **Appendices**

20. Appendix 1 –Corporate Plan 2019-2022

## **Background Papers**



21. Local Government (Wales) Measure 2009
22. Wellbeing of Future Generations (Wales) Act 2015
23. Shared Purpose: Shared Future, Statutory Guidance on the Well-being of Future Generations (Wales) Act 2015, SPSF:1, SPSF2; SPSF3
24. Corporate Plan 2018-2022

**Officer Reporting:**

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Mae'r dudalen hon yn fwriadol wag

# ShapingNPT

A better life, in a better place, for a better future

Neath Port Talbot County Borough Council Corporate Plan 2019-2022

# DRAFT

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## Foreword

2018-19 has been a busy year – delivering on the commitments we set out in our Corporate Plan.

This updated Corporate Plan demonstrates our continued commitment to deliver on our manifesto commitments and also provides detail of what we will focus on over the next 12 month period and beyond as we continue to work towards our vision:

- *We want our county borough to be a place where everyone has an equal chance to get on in life – a place where people want to live, learn and work and bring up their family.*
- *We want our beautiful natural environment, and our rich cultural and industrial heritage to be appreciated and protected for many future generations to enjoy.*
- *We also want to pursue new and existing opportunities for economic growth so we can sustain our diverse communities for many years to come.*

Setting the budget for next year has been another difficult process. We will be targeting cuts of £7.077 million in 2019-20 having withdrawn some proposals following feedback received during the consultation on draft budget proposals.

We do face significant and on-going issues; reducing resources, deprivation and poverty, increasing demand and the increasing uncertainty caused by Brexit. However, I am confident that we will make further, significant progress as we move into the next phase of our programme.

**Cllr R G Jones**

**Leader of Council**

**(This Plan is available in Welsh)**

## Introduction

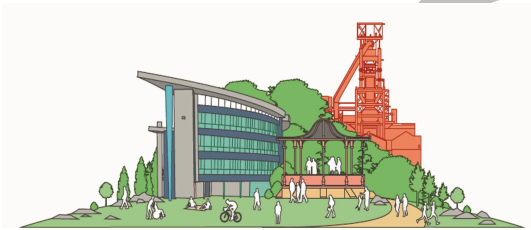
This Plan is produced to meet the requirements of the Well-being of Future Generations (Wales) Act 2015 (WBFG) and the Local Government (Wales) Measure 2009, by setting out our well-being objectives, improvement priorities, the steps we will take to achieve them and how we will measure progress.

Our well-being objectives (see below) were published at the end of September 2017, when we published our plan for the five year term of this Council. Our Plan sets out our vision and describes the kind of Council we want to become.

**Well-being Objective 1:** To improve the well-being of children and young people: *“All of our children and young people have the best start in life, so they can be the best they can be”*



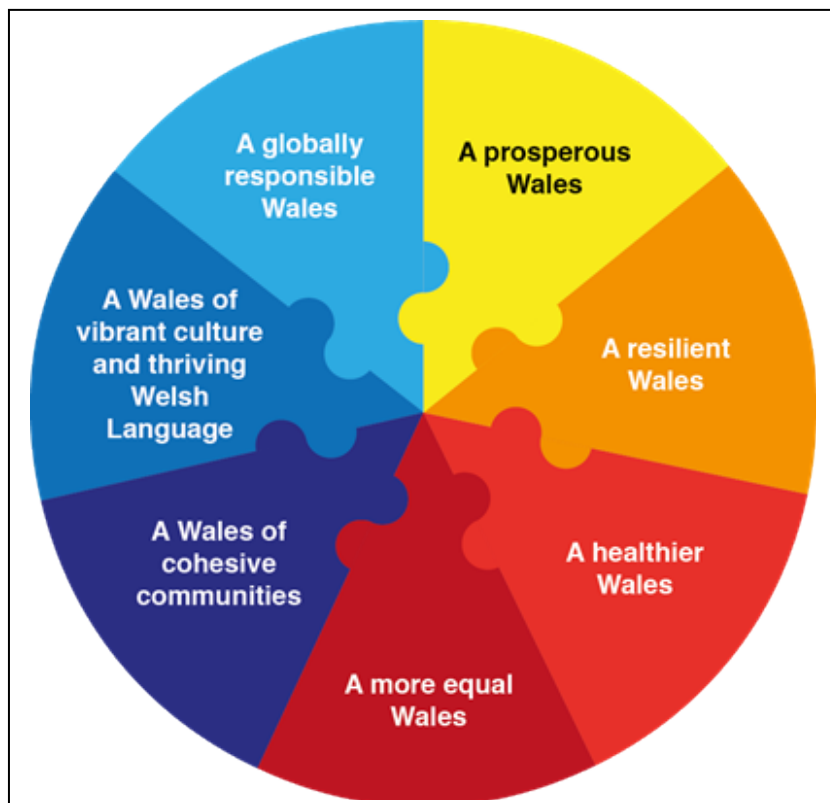
**Well-being Objective 2:** To improve the well-being of all adults who live in the county borough: *“Everyone participates fully in community life – socially and economically”*



**Well-being Objective 3:** To develop the local economy and environment so that the well-being of people can be improved: *“The whole of Neath Port Talbot county borough will be a vibrant, healthy and safe place to live, work and enjoy recreational time”*



Our well-being objectives and improvement priorities show how the Council contributes to the social, economic, cultural and environmental well-being of Neath Port Talbot and to the following seven national well-being goals contained within the Well-being of Future Generations Act:



This contribution is made through the way in which we work in accordance with the sustainable development principle contained within the Act.

There are 5 things we need to think about to show that we have applied the sustainable development principle, these are:

- Looking ahead to the medium term
- Preventing problems from occurring or getting worse
- Ensuring our well-being objectives do not contradict each other and complement those of other public bodies
- Working in partnership with others
- Involving local people

## Our Purpose, Vision and Values

### Our Purpose

Neath Port Talbot Council exists to serve and represent the interests of its citizens and communities. We strive to improve the economic, social, environmental and cultural well-being of all of our people.

### Our Vision

- We want our county borough to be a place where everyone has an equal chance to get on in life – a place where people want to live, learn and work and bring up their family.
- We want our beautiful natural environment, and our rich cultural and industrial heritage to be appreciated and protected for many future generations to enjoy.
- We also want to pursue new and existing opportunities for economic growth so we can sustain our diverse communities for many years to come.

### Our Values

- We will **stand up** for our citizens and our communities, advocating for the needs and aspirations of our people in every aspect of our work.
- We will **listen** to our citizens, our workforce and our many partners and seek ways to meaningfully **involve** people in our work.
- We will celebrate **diversity** in all of its forms and work tirelessly for **greater equality** in all of our communities.
- We will conduct the work of the Council in an **open and accessible** way, ensuring we are properly **accountable** for the decisions we make.
- We will make the best use of all **resources** available to us.



- We will be open to challenge and will promote a culture of **learning and innovation** throughout our organisation.
- We will further strengthen the bonds of **collaboration**, working with others – including the voluntary, statutory and private sectors - to benefit our citizens and communities.



## Context

Our county borough is a beautiful place – rich in opportunity but with its share of challenges.

Together, our parks, woodlands, beach and other waterways provide a wonderful, natural outdoor gym for residents and visitors alike to enjoy. No wonder then that sport is such a strong feature of community life. From archery and angling, bowling and cricket to surfing, walking and yachting there is an immense array of active local sports clubs across the county borough, most of which is supported by community and voluntary groups.

Also, few areas can compete with us when it comes to culture and heritage. Whether it is art, poetry, song, dramatic art, comedy or any other art form, there is plenty to choose from right across the county borough -through community groups or through paid performances in the larger venues. We are proud of our Welsh language and culture and our mining heritage too and are working to increase the number of Welsh speakers in our area significantly and to identify new sources of funding to preserve important heritage sites.

We have much to celebrate in this county borough, much to be proud of.

Performance in our core services of education, social services, environmental services and the regulatory services continues to be generally sound – an impressive achievement given the enormous cuts that have been made to Council budgets. However, performance compared to other local authorities in Wales has declined across a range of indicators. The Council is experiencing similar pressures to those of other councils as the resident population ages; more people are in need of intensive support; welfare reforms impact; there is government pressure to increase recycling rates at pace; the main infrastructure of the area requires investment; digital technologies are changing citizens expectations; and levels of deprivation continue to place high demands on some services.

As we seek to develop the Council and the county borough, we face considerable uncertainty on a number of important fronts:

- We will shortly see Bridgend County Borough Council leave (1<sup>st</sup> April 2019) Abertawe Bro Morgannwg University Health Board (ABMU) to sit within the Cwm Taf Health Board footprint. This will have a fundamental impact on the main collaborative arrangement for health and social care locally (Western Bay). ABMU will change its name to Abertawe Swansea Bay University Health Board.
- Securing the improvements to the region's economy through the City Deal for the Swansea Bay region in light of the recent events surrounding Swansea University.
- Continuing delays and changes to strategic projects such as the Tidal Lagoon and rail electrification which have potential to stimulate our local economy if they go ahead.
- Funding for important regeneration and economic development activities post- BREXIT are as yet unknown and there are a wide range of Brexit related issues which are subject of scenario planning.
- The future of Tata Steel continues to be subject of public debate.
- We do not have a firm picture of revenue budgets for the period beyond 2020-2021.

Nevertheless, we remain focused on exploiting the opportunities that are available to us, these being:

- Taking the opportunity of a strategic economic Hub at Neath to bring more projects on line that will not only benefit the town centre, but the surrounding areas.
- Continuing with our major programme to redevelop the school estate so that the learning environment supports every child and young people to fulfil their potential whilst also benefiting the community at large.
- Working intensively with health colleagues to ensure the Intermediate Care Fund is making the biggest difference in performance at the health and social care interface.
- Securing available capital grants to invest in the county borough's road network, key buildings and other important infrastructure.
- Working with private sector investors and local businesses to grow jobs and training opportunities across the area.
- Working with local community and voluntary groups to sustain assets and services that the Council is no longer able to run directly.
- Supporting local housing organisations and landlords to improve the quality, choice and affordability of housing.


# Council activities. Every year we:

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**PAY OVER £7.4m**  
to the Mid and West Wales Fire Authority to maintain a fire and rescue response

Put on over **200**  **cultural events** per annum through our arts and leisure service

Maintain just under **19,000**  **street lights** provided across the county borough

 Receive over **2.7m** hits to our website  
Reach over **2.5 million people** through our social media activity

**Educate** more than **20,900**  pupils  
Offer specialist education support for **5,000** pupils  
 Supply over **one million** nutritious school meals for pupils 



 Support **318** **children & young people** looked after by the Council  
Provide **home care** for over **700** service users and **residential care** for over **540** service users 

 Provide **1.6m** refuse collections and  **3.3m** recycling collections

 **ANSWER OVER 120,000** calls in our contact centre

Receive **760,000**  **library visits** and issue over **400,000** books

Provide **social services** to over **4,200** adults and **1,300** children   
Help almost **800** **people** with mental health or learning disabilities supported through social services

 **Maintain over 860 km** of roads, **940 km** of footpaths and **15,000** road signs  
**Clean 30,000** gullies and **1,900** culverts   
Maintain **1,800** retaining walls and **256** bridges

**SERVE APPROXIMATELY 70,000**  callers to our main civic offices

Provide housing support for **1,055** **clients** 

 **SUPPORT OVER 2,000** ADULTS PARTICIPATING IN COMMUNITY LEARNING  
Provide youth services that engage with over **6,000** young people 

## Looking back

Over the last 12 months, we have started to make the changes we said we would make. Some examples include:

- The completion of the first phase (Band A) of the 21st Century Schools Improvement Programme which has seen circa £123m invested in school modernisation and new buildings which will provide 21<sup>st</sup> Century Education for thousands of young people. This included the opening of:
  - Ysgol Gymraeg Bro Dur (south campus), the £19m new Welsh medium secondary school in Port Talbot
  - New facilities at Ysgol Gymraeg Ystalyfera Bro Dur (north campus) which will provide pupils with 21<sup>st</sup> century facilities and resources
  - Ysgol Careg Hir in Briton Ferry
  - Ysgol Cwm Brombil in Margam
- We made good progress in rolling out the “Childcare Offer Wales” scheme across the county borough. The scheme provides 30 hours a week of funded early education and childcare for eligible working parents of 3 to 4 year olds, for up to 48 weeks per year.
- We continued to reduce the number of young children not in employment, education or training (NEETS) by more collaborative working between the Council’s youth service, Careers Wales West and schools across the county borough.
- We launched “Neath Together” which is a multi-agency campaign to tackle anti-social behaviour and to reinforce the message that Neath is a safe and welcoming place to visit.
- We launched “The Have a Heart – Give Smart” campaign to provide an alternative way of helping and supporting street vulnerable people and rough sleepers in the county borough.
- The Council’s Homecare Rapid Response Team won the Abertawe Bro Morgannwg University Health Board Patient Choice Award.

- We opened the Integrated Transport Hub in Port Talbot, centralising main transport links including Port Talbot Parkway railway station, a new bus terminal, cycling facilities and taxi rank.
- We re-opened the B4286 Cwmavon Road following major re-engineering works, less than a year after a 300 tonne landslide.
- The Council's Cabinet set up a taskforce of councillors, representing valley communities, to identify priorities for valley regeneration. The Cabinet's response was a commitment to a number of measures / projects to support community regeneration whilst also pledging to the case for policy change at a national level to address key issues that were identified by the taskforce.
- Neath was announced as one of seven strategic hubs to improve prosperity in our valley communities which means we can secure £25m of capital investment for projects to attract investment and create jobs in our valley communities.
- Our staff and councillors worked tirelessly to keep vital Neath Port Talbot roads and services open during Storm Callum.
- We initiated the pre-application consultation in respect of the proposed town centre development at Water Street, Neath, for retail units as part of the 2<sup>nd</sup> phase of Neath Town Centre Redevelopment.
- Construction work started on the Grade II listed Magistrates Court in Port Talbot to convert the building into an ultra-fast broadband equipped centre for technology focused companies.
- Construction started in Neath on the first major housing development in the UK to use the futuristic "Active Buildings" solar power concept. The 16 homes have been designed to maximise solar gain and will use a combination of innovative technologies to allow the homes to generate, store and release their own energy.
- We introduced changes to the way waste is collected, disposed of and recycled including the introduction of "black bag presentation areas" at our Household Waste and Recycling Centres to check for any recyclable material.

- The Gnoll Estate Country Park, Margam Country Park and Victoria Gardens were awarded the prestigious “Green Flag”, an accolade given to the best green spaces in England and Wales.
- We established a new Tourism Unit to focus on promoting and ensuring good visitor experiences in our key visitor destinations.
- We launched a Members Community Fund which will see up to £640,000 invested during 2018-2019 and 2019-020 into local projects and initiatives across each the county borough’s 42 wards.
- We identified new sources of income as part of our forward financial planning process. An example of this, is the development of a more commercial business plan for Margam Country Park. New and existing buildings have been refurbished and extended and new services and events have been introduced.

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## Looking forward

In February this year, we set the Council's budget for 2019-20, confirming investment of over £432 million to run day to day services. Council also approved a capital programme to support regeneration and maintenance of vital infrastructure in excess of £44 million. Cuts and additional income equivalent to circa £7 million were identified to achieve a balanced budget and to keep the Council Tax increase to 4% - one of the lowest rate rises across Wales.

With the prospect of further cuts in local government spending next year, over the next 12 months we will:

- Continue to focus on identifying new sources of income to help fund and sustain the services we know people value.
- Deliver the 2<sup>nd</sup> phase of our digital programme to ensure we are taking full advantage of new technology in the way we deliver our services and connect with our residents.
- Get out into communities to discuss how we can work better together for the benefit of our communities and to get more feedback on what the Council should protect most or do differently.
- Continue to work hard to bring in additional capital investment to extend our regeneration work across the county borough and to progress our proposals for the regeneration of our valley communities.
- Intensify the way we work with other organisations locally, through the Public Services Board, in particular taking forward the work that is identified in the Well-being Plan to reduce the gap between those who have the most and those who have the least. We aim to bring about long lasting improvements in the health and well-being of the people who live in the borough.



## Delivering our Vision and achieving our well-being objectives

The delivery of our vision and well-being objectives is organised at three levels:

### Level 1- Improvement Priorities

These are the areas prioritised for service change by the Council to respond to the challenges and opportunities that have been identified and to deliver on manifesto promises. These priorities were agreed by Council in September 2017 and have been refined and updated as shown in the next chapter.

### Level 2 - Corporate Change Programme

The Council's corporate change programme was agreed by Council in 2017 and during the next twelve months the Council will continue to focus on extending the use of digital technologies; exploiting new income sources and working differently with its communities. This is encapsulated into a Council-wide change programme with the following key work streams:

- **Smart and Connected** - In December 2018, the Council approved the "Digital Strategy" which extends the scope of the initial digital strategy (Digital by Choice approved in 2015) considerably to focus on the following three strategic priorities:
  - **Priority 1** - transforming the way we deliver our functions/services and increasing use of the Council's on-line functions/services by residents
  - **Priority 2** - to contribute to the development of favourable conditions for economic growth in the county borough
  - **Priority 3** – embracing a "digital first" approach to the way we support our workforce

The strategy will be underpinned by a detailed delivery programme, supported by a dedicated change management capability. The delivery programme will be refreshed on an annual basis and updated to ensure it remains aligned with the Council's broader priorities, new opportunities and challenges and take account of the capacity/resources available in the next programme period.

- **Sharing the Load** – During 2018-2019, the Council has continued its work on income generation to help sustain services whilst continuing to set a balanced budget. This work has included exploring what other local authorities have been doing in this area, as well as, with the support of the Association of Public Services Excellence (APSE), working out what type of approach might be adopted locally.

The support has included: facilitating workshops; providing formal training; providing advice; developing processes and tools to assist in generating ideas and evaluating ideas; and providing hands-on support for the development of business cases. Officers and Members have also been able to participate in the national networks that APSE maintain. Participation has enabled the Council to network with other councils to exchange information about what works in other places.

At the time of writing this Plan, the Council is recruiting a Commercial Co-ordinator, as this work has now reached a point where the Council requires a suitably skilled individual to lead the further development of this work. Whilst arrangements are being made for the recruitment to this post and to ensure momentum continues to be built, APSE will support the Council to:

- bring forward the business case for the future of CCTV and alarm monitoring services
- further develop the commercial potential at Margam Park
- explore the business case for commercial opportunities in a range of Council services

- provide input to the establishment of organisational processes to support the development of commercial skills and capacity across the Council
- **Better Together** - Work has begun to generate a new understanding between the Council, its citizens and partners where:
  - there is a genuine, shared vision of what we all want for Neath Port Talbot;
  - we are clear about what the Council's role in achieving that vision needs to be;
  - what the role of individual citizens needs to be; and
  - what the role of whole communities needs to be.

### **Level 3 - Business Plans / Service Delivery**

The Council delivers or commissions an enormous range of services and functions that affect the day to day life of everyone who lives in the county borough. During 2018-2019, a new Corporate Performance Management System (CPMS) was implemented which enables the integration of the Council's strategic planning, performance management and risk management arrangements. During 2019-2020, the system will be further developed to strengthen performance management of the Council's day to day work whilst also simplifying the way performance is reported.

# Our Strategic Priorities

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## Well-being Objective 1

To improve the well-being of children and young people



**“All of our children and young people have the best start in life,  
so they can be the best they can be”**

**How this well-being objective contributes to the seven national well-being goals:**

National Goals	Well-being objective 1 - contribution to each goal
A prosperous Wales	The suite of priorities and steps aim, collectively, to ensure that every child and young person enters employment, education or training at the end of full-time education ready to contribute socially and economically.
A healthier Wales	Every school in NPT is a “Healthy School” and the county borough also has good participation rates in physical activity. A focus in this Plan is to place greater emphasis on emotional well-being to equip children and young people with the skills, behaviours and support they need. Additionally, parenting programmes will target those families most in need of support. The Council has good data to identify where there are differences in attainment and outcomes for children and young people of different backgrounds with programmes in place to address inequality and inequity.
A Wales of cohesive communities	<p>There is a strong emphasis on ensuring equality and celebrating diversity across the range of activities proposed in this Plan. There is also recognition and work to address inequalities in all of its forms, whether in relation to statutory duties concerned with people of protected characteristics, inequality caused by disparities in income, or by virtue of whether children and young people are cared for by their own families or the council.</p> <p>Programmes to educate children and young people about personal and community safety are well-established but this Plan acknowledges that there is a need to continuously review our programmes to ensure that they remain relevant. For example, equipping children and young people to stay safe on-line has become a key area of focus given Child Sexual Exploitation, radicalisation and other on-line criminality.</p>

National Goals	Well-being objective 1 - contribution to each goal
A resilient Wales	Children and young people are introduced to the importance of the eco systems and our environment at an early stage. The pilot project planned for Sandfields West will explore in more detail how we can take advantage of the green and blue space in our county borough to develop the well-being of our children and young people.
A more equal Wales	Reducing inequality and inequity is a strong theme across the priorities that have been developed to support the achievement of this objective. There is a particular focus on children most at risk of an adverse childhood experience with the intention of strengthening prevention and early intervention work. This Plan also makes a commitment to building on our children's rights work to ensure that children and young people have a say in matters that affect them.
A Wales of vibrant culture and thriving Welsh language	The county borough has good rates of participation in physical activity and there are a wide range of cultural opportunities. There are plans to strengthen Welsh and bi-lingual education in both pre-school and full time education settings. The Council has recently published its Welsh Language Promotional Strategy which will support the Council's objectives to increase the number of people who can speak Welsh and who do so on a daily basis.
A globally responsible Wales	There are many ways in which the work set out in this Plan contributes to the wider world. For example, the technological investment through our 21 <sup>st</sup> Century Schools programme will transform the way in which children and young people access learning, bringing experiences from across the world into NPT classrooms, whilst also building skills fit for the future labour markets.

<b>Well-being Objective 1 Improvement Priority</b>	<b>Step ref</b>	<b>The steps we will take to meet the improvement priority</b>
1.1 Children in their early years will benefit from integrated and effective pre-school programmes that maximise their well-being and their readiness for learning	1.1.1	We will implement the actions identified from our Childcare Sufficiency Assessment action plan, including implementation of Welsh Government programmes and making use of relevant funding to increase availability and quality of childcare
	1.1.2	We will review links between early years childcare providers and schools to ensure they are developed to support children's transition to school
	1.1.3	We will deliver a national programme and targeted intervention through the Book start programme to introduce literacy and numeracy for babies and young children
	1.1.4	We will work with partners to ensure that we target support to those children at risk of adverse childhood experience in the first 1,000 days of their lives
1.2 Families struggling to provide good parenting for their children will be provided with tailored support	1.2.1	To target early intervention and prevention support to those families who need it, ensuring better local alignment and a co-ordinated approach to providing support to address child adverse experiences
1.3 Children of school age will be safer, healthier and engaged with their learning	1.3.1	We will ensure communities are empowered to strengthen their own capacity to improve health and wellbeing and all children and young people can fully participate in a range of activities that promote their social, cultural, economic and environmental well-being



Well-being Objective 1 Improvement Priority	Step ref	The steps we will take to meet the improvement priority
	1.3.2	We will continue with our Strategic School Improvement Programme of school reorganisation to provide 21 <sup>st</sup> Century teaching and learning facilities and meet 'secure by design' standards
	1.3.3	We will further develop our Welsh in Education Strategic Plan, so that we increase opportunities for more of our children and young people to be educated through the medium of Welsh and for pupils to become more proficient in speaking Welsh
	1.3.4	We will pilot a Children's Community model in the Sandfields West ward
	1.3.5	We will ensure that we effectively implement new statutory duties created by Welsh Government to benefit children and young people with additional learning needs
	1.3.6	We will work with schools to ensure all learners are engaged with their learning and all schools move towards self-improvement
1.4 Children and young people in need of protection, care and support will be protected and safeguarded and more of those children will be able to grow up in a stable family setting	1.4.1	We will develop greater integration of working arrangements between Children & Young People and Adult Services
	1.4.2	With our partners, we will further develop our Family Support Strategy to ensure the right range and quality of services are in place to meet need
	1.4.3	We will undertake focused work with partners to improve access to the right support for children and young people who have poor emotional well-being/mental health

Well-being Objective 1 Improvement Priority	Step ref	The steps we will take to meet the improvement priority
	1.4.4	We will further develop our in-house fostering service to ensure the sufficiency and stability of placements, including the development of arrangements for Special Guardianship Carers
1.5 Young people leaving full-time education will have the opportunity to enter employment, training or further/ higher education	1.5.1	The Council will provide work placement, apprenticeships and trainee opportunities for young people within its own workforce, in particular providing opportunities for Looked After Children
	1.5.2	Youth Workers in Schools will support young people identified as being most at risk of becoming not in employment, education or training (NEET) to help them achieve a positive destination
	1.5.3	We will build on our work as Corporate Parents to ensure that all young people have suitable accommodation and support when they leave the care of the Council
	1.5.4	We will review our Youth Engagement Strategy
1.6 All children and young people will be helped to have a say in matters that affect them	1.6.1	The Council will review its approach to Children's Rights, ensuring that a rights-based approach is embedded across all of its services and functions
	1.6.2	All children and young people in need of protection, or who have been identified as in need of care and support, will have a say in decisions that affect them

Well-being Objective 1 Improvement Priority	Step ref	The steps we will take to meet the improvement priority
	1.6.3	We will work with our Think Family partners to ensure children and young people can shape and develop services
	1.6.4	We will encourage young people to exercise their right to vote and participate in local democracy
1.7 Children and young people are safe and feel safe	1.7.1	We will increase awareness in children and young people of the importance of safe, equal and healthy relationships and that abusive behaviour is always wrong (Healthy Relationships For Stronger Communities Strategy)
	1.7.2	We will ensure all children and young people know how to stay safe when on-line
	1.7.3	We will ensure all Council services follow rigorous and consistent safeguarding practices
	1.7.4	We will work with our partners to implement our Road Safety Strategy

## Well-being Objective 2

To improve the well-being of all adults who live in the county borough



**“Everyone participates fully in community life – socially and economically”**

**How this well-being objective contributes to the seven national well-being goals:**

National Goals	Well-being objective 2 - contribution to each goal
A prosperous Wales	A key priority is to create/facilitate quality employment opportunities for local people. Whether by leveraging the purchasing power and influence of the Council’s direct activities, or through its place shaping role, growing local employment opportunities and supporting people into work is a key aspiration of this Plan.
A healthier Wales	Ensuring decent, affordable housing is another key area of focus, together with work to ensure more is done to enable people affected by domestic abuse, substance misuse or at risk of on-line criminality to protect themselves. There are particular plans for supporting people with more significant health and care needs, but refocusing practice to place emphasis on promoting independence.
A Wales of cohesive communities	The importance of “community” whilst a cross-cutting feature of the Plan is particularly emphasised in relation to the way the Council plans to meet the care and support needs of more vulnerable residents.
A resilient Wales	There is a strong emphasis on sustainability across a number of the priority areas, both in the way we plan to house our population and in the way we seek to secure the long term viability of our communities through ensuring quality employment opportunities for local people.
A more equal Wales	There is a clear focus on work to address inequality across people of all different types of backgrounds in the Plan but also a firm commitment to take a rights-based approach not just in the way the Council meets its statutory education and social services responsibilities but across all of the Council’s work.

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National Goals	Well-being objective 2 - contribution to each goal
A Wales of vibrant culture and thriving Welsh language	The priorities seek to strengthen and develop the social capital of communities to ensure sustainability and resilience. This work will also ensure that the unique cultures of each community are respected, including work to extend daily use of the Welsh language and the preservation of the county borough's rich heritage.
A globally responsible Wales	Procurement and regulatory activity will take proper account of the Council's duty to act in a sustainable and responsible manner. In 2018-19, the Council enhanced its procurement arrangements by signing up to the Ethical Supply Chains Programme. This makes a commitment to ensuring that the Council actively examines where it sources its goods and services from to ensure those arrangements are ethical.

<b>Well-being Objective 2 Improvement Priority</b>	<b>Step Ref.</b>	<b>The steps we will take to meet the improvement priority</b>
2.1 Local people can access sustainable, local, quality employment	2.1.1	Support existing and new businesses to help create and sustain local employment opportunities for local people
	2.1.2	Maximise strategic funding available to deliver employability programmes such as Workways+ and Communities for Work to assist economically inactive and unemployed to obtain and sustain employment
	2.1.3	The Council will seek to avoid compulsory redundancies to the maximum extent possible
	2.1.4	Maximise employment and training opportunities for local people through community benefits and supporting new investments in the county borough
	2.1.5	We will promote social enterprise
2.2 Local people can access quality affordable housing	2.2.1	We will work with developers and partners to provide an adequate supply, mix, type and tenure of housing to meet the needs of the local population including the gypsy and traveler community in the right locations
	2.2.2	Working with strategic housing partners we will continue to prevent homelessness
	2.2.3	We will target available funding to provide effective housing support for people identified as in need of additional help and support
	2.2.4	We will continue to provide Disabled Facilities Grants within the limits of the funding available to the Council

<b>Well-being Objective 2 Improvement Priority</b>	<b>Step Ref.</b>	<b>The steps we will take to meet the improvement priority</b>
2.3 People are safe and feel safe	2.3.1	We will make early intervention and prevention a priority to reduce the number of repeat victims and reduce the number of high risk cases (Healthy Relationships For Stronger Communities Strategy)
	2.3.2	We will support and protect people who are vulnerable to being drawn into terrorism and extremism
	2.3.3	We will continue to monitor anti-social behaviour across the county borough in collaboration with our community safety partners and ensure effective response when required
	2.3.4	We will work within the Area Planning Board (APB) Partnership to implement the Commissioning Strategy for Substance Misuse Services, prioritising the reduction of drug-deaths, improving service responses for people who have co-occurring mental health and substance misuse issues; and supporting the introduction of new minimum unit price legislation
	2.3.5	We will work with our partners to implement our Road Safety Strategy
	2.3.6	We will work with our partners to ensure those with the most complex needs are safeguarded, strengthening our vulnerable adults safeguarding arrangements
	2.3.7	Food premises are regulated to ensure that the food provided is fit for human consumption and the premises from which it is sold are hygienic



Well-being Objective 2 Improvement Priority	Step Ref.	The steps we will take to meet the improvement priority
	2.3.8	We will investigate breaches in the integrity of the food chain, from farm to fork (feed, animal health and food standards)
	2.3.9	Working with partners and protecting the public, we will investigate significant breaches of consumer fraud, product safety and age restricted sales detected proactively or reactively.
	2.3.10	We will work with all stakeholders to deliver a safe and sustainable built environment
2.4 People unable to work can maximise their income	2.4.1	People will be supported to receive the UK Government benefits they are entitled to
	2.4.2	We will implement the Welsh Government's Scheme to relieve the Council Tax burden on those with the lowest income
	2.4.3	We will implement the new pay and grading structure for staff which will help to raise the net income of those who are the lowest paid
	2.4.4	We will work with Chwarae Teg to understand why we have a gender pay gap and what we could do to close that gap
	2.4.5	We will commission research to identify the impact of the welfare benefit reforms being introduced by UK government on local people and work with partners to identify how we can alleviate financial hardship
2.5 People who need care and support will be helped to develop their resilience,	2.5.1	We will further develop the "front door" to social services, ensuring that we provide a coherent, information, advice and assistance service

<b>Well-being Objective 2 Improvement Priority</b>	<b>Step Ref.</b>	<b>The steps we will take to meet the improvement priority</b>
accessing support from within their community. If their needs can only be met by social services they will receive services which are personalised	2.5.2	We will develop the home care and residential care provision for older people to ensure that there are enough quality placements available to meet local need
	2.5.3	We will further develop our intermediate care services to enable more people to retain and regain their independence by implementing the hospital to home recovery model
	2.5.4	We will further develop our progression-based model of care for people with mental health needs, learning disabilities and physical disabilities
	2.5.5	We will review the services we provide for people with the most complex needs to ensure that they remain fit for purpose
2.6 People will be able to have their say in matters that affect them and where people need help to voice their opinions, advocacy support will be available	2.6.1	We will implement the Regional Joint Carers' Strategy with our health partners
	2.6.2	We will embed a rights-based approach for older people and disabled people across the Council and ensure that people have access to advocacy support where that is required

### Well-being Objective 3

To develop the local economy and environment so that the well-being of people can be improved



**“The whole of Neath, Port Talbot county borough  
will be a vibrant, healthy and safe place to live, work and enjoy recreational time”**

**How this well-being objective contributes to the seven national well-being goals:**

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National Goals	Well-being objective 3 - contribution to each goal
A prosperous Wales	The Plan sets out a range of proposed steps to create sustainable, quality employment by working both locally and regionally. A number of the proposed City Deal projects focus on low carbon technologies and creating capability to exploit the potential of digital technologies.
A healthier Wales	The priorities demonstrate a sound understanding of the determinants of well-being and the powers available to the Council to impact upon those determinants.
A Wales of cohesive communities	The priorities set out in this section, underpin the objectives for children and young people and adults in a range of ways – through ensuring connectivity, the availability of local employment, recreation opportunities, the protection of the environment and ensuring the county borough is attractive to investors.
A resilient Wales	The priorities reference the important sections of our Local Development Plan which has been subject to full sustainability appraisals and shows how those policies will underpin the Council’s objectives to improve the social, cultural, economic and environmental well-being of its residents.
A more equal Wales	The priorities have been developed to create greater opportunity for all people to get on in life. This includes: the opportunity to obtain quality employment, safe and clean places where people can live and bring up their families and a wide range of choices to take part in cultural events
A Wales of vibrant culture and thriving Welsh language	The importance of local heritage sites and the part these have to play in sustaining culture feature amongst the priorities as does the regeneration of valley communities. Working with communities features prominently as a theme in this section as in the preceding sections.

National Goals	Well-being objective 3 - contribution to each goal
A globally responsible Wales	Priorities include reducing waste generated and increasing recycling, as well as taking a range of steps to protect and develop the county borough's natural assets. The growing importance of digital and new energy technologies (e.g. "Active Buildings" solar power concept) are also incorporated into the work proposed.

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<b>Well-being Objective 3 Improvement Priority</b>	<b>Step Ref.</b>	<b>The steps we will take to meet the improvement priority</b>
3.1 We will provide an environment where new businesses can establish themselves and existing businesses can grow	3.1.1	We will deliver strategic regeneration programmes
	3.1.2	We will maximise funding opportunities to support the delivery of the Council's strategic regeneration programmes
	3.1.3	We will support existing and new businesses to grow the local economy and attract new investment
	3.1.4	We will identify supply chain opportunities for local companies within major developments in the county borough
3.2 We will work with communities to increase reuse, recycling and composting	3.2.1	We will review and refine our waste management strategy in the context of delivering against statutory targets
3.3 Local people and visitors can access good quality leisure and community facilities, country parks and countryside	3.3.1	We will identify tourism investment opportunities for both the private and public sector
	3.3.2	We will work with partners to refurbish, repair and maintain locally important buildings and structures
	3.3.3	We will develop and promote the local tourism sector
	3.3.4	We will develop the service models that support our leisure services, theatres and parks so that new income streams support their operation and they are less dependent on subsidy from the Council

Well-being Objective 3 Improvement Priority	Step Ref.	The steps we will take to meet the improvement priority
	3.3.5	We will develop the offer of our theatres to attract a wide range of acts and performances
	3.3.6	Work and engage with local communities and wider partners to deliver a programme of activities that will support the participation of local people in our natural environment
3.4 To identify and develop opportunities for sustainable economic growth in our valley communities	3.4.1	Work with developers and partners to deliver key strategic development sites along the coastal corridor (including Coed Darcy, Port Talbot Harbourside, Baglan Energy Park and Swansea University Innovation Campus); and to deliver sustainable growth in the valley areas
	3.4.2	Promote and protect a diverse portfolio of employment land and employment opportunities in the right places
	3.4.3	Develop a prioritised programme of initiatives to deliver economic growth in our valley communities
	3.4.4	Identify and secure funding to deliver the prioritised programme of initiatives in our valley communities
3.5 To protect, conserve and enhance our natural environment (including important landscapes,	3.5.1	All services work together to deliver the Biodiversity Duty Plan and green infrastructure across the county borough
	3.5.2	We will use our statutory powers to challenge unacceptable levels of pollution

<b>Well-being Objective 3 Improvement Priority</b>	<b>Step Ref.</b>	<b>The steps we will take to meet the improvement priority</b>
countryside, habitats and species) and increasing awareness of its value and encouraging wider participation	3.5.3	We will work and engage with local communities and wider partners to deliver a programme of activities that will support the participation of local people in and accessibility of our natural environment
3.6 To deliver a positive contribution to the regional planning agenda	3.6.1	We will work collaboratively with neighbouring authorities to scope and deliver a Strategic Development Plan
3.7 To promote and deliver sustainable accessibility and improve connectivity and communication links	3.7.1	We will work with developers and partners to improve accessibility and active travel across the county borough and wider City Region through the delivery of key transport infrastructure
	3.7.2	We will endeavour to maintain and expand the current transport network and explore alternative transport solutions where conventional transport services are no longer sustainable
3.8 We will work with partners to improve connectivity and infrastructure across the county borough	3.8.1	We will work with partners to improve digital infrastructure and connectivity throughout the county borough
	3.8.2	We will help promote the Welsh Government's Superfast Broadband Cymru Programme
	3.8.3	We will support the third sector to enable more people to access on-line services



<b>Well-being Objective 3 Improvement Priority</b>	<b>Step Ref.</b>	<b>The steps we will take to meet the improvement priority</b>
	3.8.4	We will promote the importance of having effective digital strategies, including measures to address digital exclusion, to Public Services Board partners

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## Well-being Statement

The well-being objectives, improvement priorities and detailed steps have been designed to deliver the manifesto commitments of the Council administration that was elected in May 2017. In this respect there is already strong public support for the core elements of the Plan. The objectives also respond to the challenges and opportunities identified as facing the Council over the term of the administration, including the various legal duties that are placed upon the Council. The objectives were subject of public consultation over the summer 2017, which confirmed there was broad support for these objectives and their associated improvement priorities with many respondents encouraging the Council to set the well-being of children and young people as its most important objective.

Our first objective prioritises the well-being of all children and young people who live in the county borough. It addresses well-being at all stages of childhood through to the point where young people become adults. The second focuses on the well-being of people throughout their adulthood, and also takes a life course approach. Our third objective addresses the factors that impact on well-being where the Council has a direct responsibility for those factors or can significantly influence those factors.

The steps we will take to achieve the objectives and related improvement priorities demonstrate how we intend to maximise our contribution to the seven well-being goals set by the Welsh Government. We believe the life course approach to the first two objectives, coupled with attention to all of the factors that impact upon well-being, provides a framework for the long term and for adopting preventative approaches which the Council can build upon in each review period.

The objectives are corporate well-being objectives and each of the objectives interacts with the other two, so they need to be considered as a whole. The expectation is that services integrate their work across the Council where this enables us to maximise the impact we can have on the objectives, as well as integrating and collaborating with other partners where this makes sense.

We also considered the well-being objectives that had been published to date by other public bodies and partners. In particular, we examined the Well-being Assessment published by the Neath Port Talbot Public Services Board (PSB) and the priorities set out in the PSB's Well-being Plan. We have also begun to explore how we can work together with our town and community councils and the voluntary sector in new ways so that we can maximise the impact we have collectively to the benefit of citizens and communities.

Details of how we will monitor, review and resource the well-being objectives are set out in the final sections of the Plan.

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## Corporate Governance and Continuous Improvement of the Council

The Local Government (Wales) Measure 2009 places a general duty on local authorities to secure continuous improvement of their functions. We do this by ensuring that our corporate governance arrangements for our core activities are fit for purpose and aligned with the Corporate Plan.



Our systems of governance comply with the Chartered Institute of Public Finance and Accounts framework. Our corporate governance arrangements are reviewed by a Corporate Governance Group who prepare an Annual Governance Statement and oversee any improvement work set out in the Statement. The work is reported to corporate directors, Cabinet and Cabinet Scrutiny Committee and the Audit Committee on a systematic basis.

You can find the latest copy of the Annual Governance Statement [here](#) (contained within the 2017-18 Statement of Accounts).

Governance arrangements have been revised to support the new duties set out in the Well-being of Future Generations (Wales) Act 2015. The revisions already made are summarised below, together with a brief note of the further improvements that the Council plans to make in the next period.

**Corporate planning** – The Council has fundamentally revised the format and scope of the corporate plan to meet existing duties set out in the Local Government (Wales) Measure 2009 but also the new requirements of the Well-being of Future Generations (Wales) Act 2015. In revising the Plan for the period 2019-2022 we have particularly focused on alignment with the Public Services Board’s Well-being Plan and new legislation/budget related issues.

### **Financial Planning:**

- **Revenue Budget** - Since 2010, £84 million has been cut from the Council’s [revenue budget](#), with further cuts anticipated - potentially as much as £63 million over the term of the administration if the worst case scenario is realised. The 2019-2020 budget was prepared in the context of the Corporate Plan and based on the three well-being objectives. The Council has worked hard, with its partners to strike the right balance in its overall proposals. This has included: protection for some services that enable early intervention and prevention activities that reduce demand on public services whilst promoting well-being; protection for integrated services that have been established to deliver more joined up services for citizens; protection for services that have a long term impact on sustainability; and protection for key collaborative arrangements.
- **Capital Budget** - The Council receives some £7 million per annum from the Welsh Government to fund all of its [Capital Funding](#) Requirements. The Council will also receive an additional £5 million ‘one off’ capital funding during the period of this plan. In recent years the Council has been successful in generating additional resources from grant funding bids, proceeds from sale of assets and borrowing carefully.

The Council will invest around £45 million in 2019-20 and when additional external funding from 21st Century Schools and other sources are included it is projected that the total investment over the next three years will be more than £120 million. The Council places great emphasis on the importance of capital investment as a means of regenerating our communities across the county borough and providing modern and safe buildings and

infrastructure like roads and bridges. The Capital Programme also involves money going into several major tourism projects in our towns and valleys. Feedback from the recent public consultation of our revenue budget, highlighted investment in tourism as an important area.

The Council updated its [Forward Financial Plan in February 2019](#). The detail of the Forward Financial Plan has been woven into this updated Corporate Plan.

**Workforce** - In June 2018, the Council approved a Corporate Workforce Plan. The purpose of the Workforce Plan (a copy can be found [here](#)) is to enable us to keep pace with the workforce implications of our Corporate Plan and it sets out the actions we need to take to achieve our priorities and objectives. The aim of the plan is to enable us to identify any gaps between our workforce of today and the workforce we need looking forward over the next five years and beyond – ensuring the Council has the right number of people with the right skills and attitudes in place at the right time to deliver its services and functions. The plan sets out the key challenges for our employees over the next five years, articulated in the Corporate Plan objectives and priorities, the Forward Financial Plan, asset management plans and the Corporate Risk Register.

In September 2018, the Council published its first [gender pay gap report](#), which set out the difference between the average pay of the men and women who work in the Council. The Council has joined Chwarae Teg's Fair Play Employer Scheme, to support us in delivering gender equality in our workplaces and achieve all the benefits of a truly balanced workforce. Chwarae Teg will help us develop a Gender Equality Action Plan, including specific actions to reduce the Council's Gender Pay Gap. There will be specific consideration within the action plan to the lowest paid female employees, particularly important, as whilst the Council's overall gender profile is 70% female, 97% of those employed in Grade 1, the Council's lowest pay band, are female employees.

**Asset Management** - Arrangements for asset management are well-established with clear links to strategic and service planning and the Council's capital and revenue budget arrangements. Our asset management plans provide information on the number and conditions of the following classes of assets: highways, fleet, bridges and structure, property and information and communications technology.

The reduction in financial resources available to the Council is placing considerable pressure on this area of work. The associated risks are set out in the Council's risk registers and in this in turn informs the allocation of revenue and capital resources.

**Risk Management** - Following a review by the Wales Audit Office, the Council's Corporate Risk Management Policy has been updated to reflect improvements made to the way in which both strategic risks and operational risks are recorded, managed and reported. The [revised Policy](#) will continue to promote an open, consistent and proactive risk management attitude and enable us to better monitor our risks over the short, medium and long term. In order to strengthen the underpinning risk management process, a new integrated corporate performance and risk management system (CPMS) was implemented last year. CPMS enables a consistent approach to the recording and reporting of risks (both corporate and operational) across the Council.

**Procurement** – To date the Council has complied with [Welsh Government Procurement Policy](#) by ensuring that contracts over the value of £1,000,000 include community benefits clauses. In line with good practice, when embarking on tender exercises via Sell2Wales, consideration is now being given for all tenders to determine whether community benefits provisions should be used and can be generated for the type of contract being considered thereby ensuring benefits to the organisation, society and economy. Consideration is given to all contracts now advertised on Sell2Wales as to whether contracts should be split into "Lots" or smaller arrangements to facilitate the opportunity for smaller organisations to bid for elements of contracts if they are unable to bid for larger packages, thereby enabling smaller and local organisations to

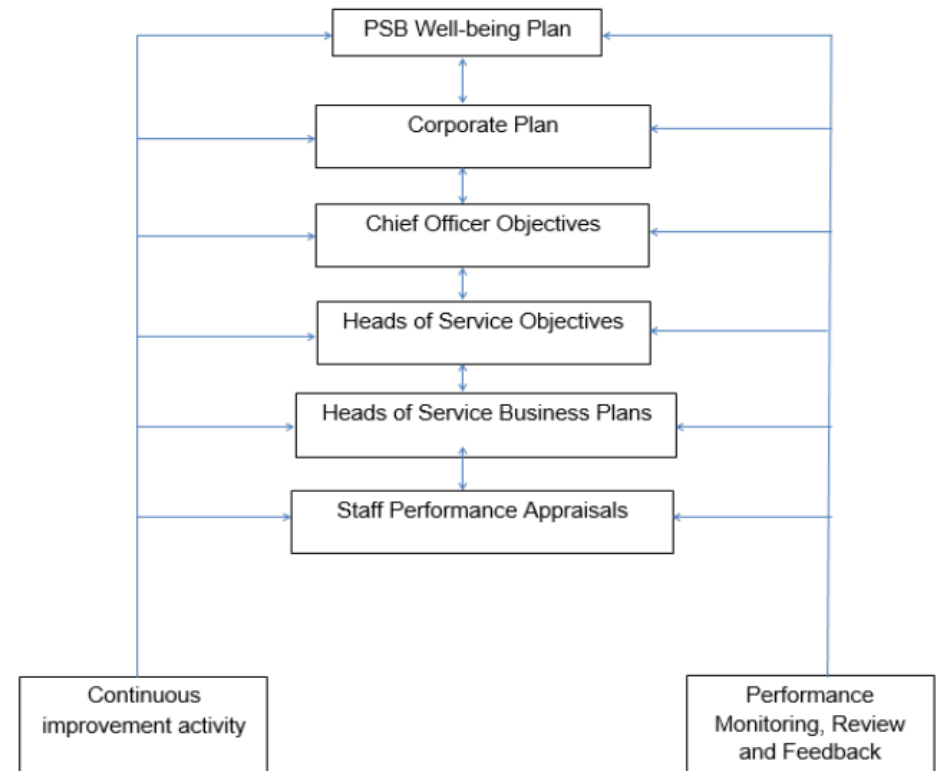
play an active role in procurement processes. Also, contracts and tender documents have now been simplified to allow all organisations regardless of size and experience in tendering to have the opportunity to take part in processes. In 2018-2019, the Council enhanced its procurement arrangements by signing up to the Ethical Supply Chains Programme. This makes a commitment to ensuring that the Council actively examines where it sources its goods and services from to ensure those arrangements are ethical.

**Performance Management** - The Council has a clear structure in place for delivering the objectives, priorities and actions set out in this Plan.

The Cabinet will be collectively responsible for determining the improvement priorities to be pursued in each year to achieve the three well-being objectives and agreeing those priorities with Council.

The Chief Executive requires each chief officer to demonstrate how they will maximise their collective contribution to the three well-being objectives and associated improvement priorities and in so doing they will show how they are embracing the sustainable development principle. The detail of this is articulated in the priorities; through day to day service operations; supported by the corporate change programme, which, in turn, inform the priorities of teams and individuals.

A new integrated corporate performance and risk management system (CPMS) was introduced on 31st March 2018. CPMS enables the integration of the Council's strategic planning, business





planning, performance management and risk management arrangements.

In implementing the CPMS, the Council has taken the opportunity to ensure that there is a golden thread running from the three corporate well-being objectives, through to key corporate strategies and to service business plans. This enables the Council to clearly demonstrate how its services and functions contribute to the Council's well-being objectives which in turn support the seven national well-being goals.

## Monitoring and Review

The Well-being of Future Generations (Wales) Act 2015 and the Local Government (Wales) Measure 2009 both require the Council to publish an annual report of progress made in achieving its well-being objectives and improvement priorities.

In preparing the annual report for the 2017-2018 financial year, the Council was required to consider whether the current well-being objectives remained relevant or whether changes to those objectives should be considered. Given that the objectives were only agreed in September 2017 and reviewed in March 2018, it was not considered necessary to make any changes at that point in time.

The annual report for 2018-2019 will be published on the Council's web pages and will also be widely communicated throughout the county borough using a range of different media (['ShapingNPT'](#)) in line with our Corporate Communications and Community Relations Strategy. The Annual Report will be published no later than the end of October 2019.

Throughout the year, the progress made in achieving the well-being objectives and improvement priorities is monitored on a quarterly basis by the Cabinet and also by the Cabinet Scrutiny Committee, examining progress made against programme milestones, but also referencing the basket of key performance indicators set out in Appendix 1.

Scrutiny Committees also play an important role in ensuring progress. Scrutiny Committees have been encouraged to adopt a more targeted approach to performance scrutiny, as well as receiving regular assurances that performance is being sustained. With the introduction of CPMS it is expected that performance scrutiny will further mature.

Within the professional structure of the Council, progress will be monitored through the established performance management system and through individual appraisal arrangements.

### **Collaboration with other public bodies**

Since the Corporate Plan was last updated, the Neath Port Talbot Public Services Board, published its Well-being Plan (a copy can be found [here](#)). There were already clear links between some of the priorities set out in the Corporate Plan and Well-being Plan and on revising this Corporate Plan, the links to each of the priorities expressed in the Well-being Plan have been further clarified. The Council is also continuously reviewing the effectiveness of collaborative working arrangements. As the model of collaborative working further matures the Council is better able to discern what works and what is ineffective.

### **Equality**

A new Integrated Impact Assessment (IIA) framework has been introduced to assist the Council in discharging its legislative duties (under the Equality Act 2010, the Welsh Language Standards (No.1) Regulations 2015, the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016). The new IIA framework has been piloted during 2018-2019 and following training for reporting officers and elected members, the framework, along with a revised reporting template will be in use by April 2019.

The Council's Strategic Equality Plan is to be revised during 2019-2020 which will provide further opportunities for any revised equality objectives to be better aligned/integrated with the Council's well-being objectives. The revised plan will be developed with the involvement of local equality groups and the wider community, taking into account locally identified concerns and issues as well as the work already undertaken to take forward the actions set out in the current plan, which can be found in the [Strategic Equality Plan annual report](#).

## Public Engagement and Reporting

Last year, the Corporate Communications and Community Relations Strategy (2018-2020) was approved (a copy can be found [here](#)). The Strategy was developed to help us meet the requirement under the Well-being of Future Generations (Wales) Act 2015, to involve people in the work that the Council carries out. It has also been designed to make our collective communications and community relations efforts more consistent, effective and relevant and to support the delivery of our Corporate Plan.

A new area on the Council's website '[ShapingNPT](#)' has been designed to improve communications and engagement. The aim is to improve awareness of what the Council does and encourage engagement by simplifying the narrative around the Council's Corporate Plan and Annual Reports. We are using citizens' and wider stakeholders' stories to bring the Council's work to life celebrating successes and highlighting areas where more work needs to be done to achieve our objectives.

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## Have Your Say

We would like to hear what you think of our Corporate Plan. Please tell us what you think we should consider when planning and delivering services.

Please send them to the Chief Executive, Neath Port Talbot County Borough Council, Civic Centre, Port Talbot, SA13 1PJ or email them to: [policy@npt.gov.uk](mailto:policy@npt.gov.uk)

We also have a number of consultation/engagement events about various services which we promote in the press and on the website which you can access via the following link: <http://www.npt.gov.uk/haveyoursay>



Cyngor Castell-nedd Port Talbot  
Neath Port Talbot Council

Visit the Council's website: [www.npt.gov.uk](http://www.npt.gov.uk)



Follow us and add your comments to the Council's Facebook page:

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Follow this report and add your Tweets on our Twitter Page: [@NPTCouncil](https://twitter.com/NPTCouncil)

If you require this information in larger print or in an alternative format, please contact the Corporate Policy Team on 01639 763010 or email: [policy@npt.gov.uk](mailto:policy@npt.gov.uk)

## Key Performance Indicators

## Appendix 1

### Well-being Objective 1 - To improve the well-being of children and young people

(PAM = National Indicators known as Public Accountability Measures)

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Ref	Key Performance Indicators (KPI)	2017/18 Actual data	2018/19 Actual data	How we compare (All Wales - latest data available)	2019/20 Target (full year)	2020/21 Target (full year)	2021/22 Target (full year)
1.	Number of full day childcare provided	2,262	TBC	N/A	2,400	2,450	2,500
2.	% of pupils' attendance in primary schools (PAM)	94.69% 16/17 Academic Year	94.14% 17/18 Academic Year	94.90%	95%	95.5%	96%
3.	% of pupils' attendance in secondary schools (PAM)	93.64% 16/17 Academic Year	93.48% 17/18 Academic Year	94.10%	94.5%	95%	95.5%
4.	% of pupils assessed in Welsh at the end of Foundation phase ( PAM)	16.16% 16/17 Academic Year	15.78% 17/18 Academic Year	N/A	16.7%	15.9%	17.2%
5.	% of year 11 pupils studying Welsh first language (PAM)	N/a new	12.85% 17/18 Academic Year	N/A	11.5%	11.7%	12.5%
6.	Capped 9 score (PAM)	N/a New	341 17/18 Academic Year	340	343	348	351
7.	% of children hooked on sport (survey every two years)	No data	(data available in May 2019)	48%	N/A	TBC	N/A

**Well-being Objective 1 - To improve the well-being of children and young people**

(PAM = National Indicators known as Public Accountability Measures)

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Ref	Key Performance Indicators (KPI)	2017/18 Actual data	2018/19 Actual data	How we compare (All Wales - latest data available)	2019/20 Target (full year)	2020/21 Target (full year)	2021/22 Target (full year)
8.	% of children in care who had to move 3 or more times (PAM)	6.12%	TBC	9.6%	7.5%	7.5%	7.5%
9.	% of child assessments completed in time (PAM)	97.88%	TBC	88.0%	94.0%	94.0%	94.0%
10.	Number of apprenticeships on formal recognised apprenticeship schemes per 1,000 employees	New	New	New	10 (per 1,000 employees)	N/A	N/A
11.	% of young people who are not in employment, education or training (NEET)	2.29%	TBC	1.6%	3.2%	3.1%	3%
12.	% of 11-19 year olds in contact with the youth service	44.12%	TBC	N/A	42%	44%	46%
13.	% of schools that have adopted suitable programmes to address violence against women, domestic abuse and sexual violence (VAWDAS)	N/A	TBC	N/A	25%	45%	65%
14.	Road safety - killed or seriously injured: Child casualties (0-15 years)	4 (2017 calendar year)	WG data not yet released	N/A	-	WG Target: 40% reduction (to 35) by 2020 on 2004-08 average	New Strategy/target to be set by WG
15.	Road safety - killed or seriously injured: Pedal cyclists (all ages)	0 (2017 calendar year)	WG data not yet released	N/A	-	WG Target: 25% reduction (to 15 ) by 2020 on 2004-08 average	New Strategy/target to be set by WG

**Well-being Objective 1 - To improve the well-being of children and young people**

(PAM = National Indicators known as Public Accountability Measures)

Ref	Key Performance Indicators (KPI)	2017/18 Actual data	2018/19 Actual data	How we compare (All Wales - latest data available)	2019/20 Target (full year)	2020/21 Target (full year)	2021/22 Target (full year)
16.	Road safety - killed or seriously injured: Young Drivers (16-24 year olds)	6  (2017 calendar year)	WG data not yet released	N/A	-	WG Target: 40% reduction (to 14) by 2020 on 2004-08 average	New Strategy/target to be set by WG

Tudalen151

DRAFT

**Well-being Objective 2 – To improve the Well-being of all adults who live in the county borough**

(PAM = National Indicators known as Public Accountability Measures)

Tudalen 152

Ref	Key Performance Indicators (KPI)	2017/18 Actual data	2018/19 Actual data	How we compare (All Wales - latest data available)	2019/20 Target (full year)	2020/21 Target (full year)	2021/22 Target (full year)
17.	Average calendar days taken to deliver a Disabled Facilities Grant (PAM)	242	TBC	213	230	230	230
18.	Rate of older people kept in hospital while waiting for social care per 1,000 population aged 75+ (PAM)	3.08	TBC	3.5	3.5	3.5	3.5
19.	% empty private properties brought back into use (PAM)	4.3%	TBC	5.2%	4.3	4.3	4.3
20.	% households successfully prevented from becoming homeless (PAM)	55.56%	TBC	66.4%	58	60%	62%
21.	% of incidents of domestic abuse where people are repeat victims (Council)	35%	TBC	N/A	33%	33%	32%
22.	% food establishments that meet food hygiene standards (PAM)	94.76%	TBC	95.27%	95%	95%	95%
23.	Road safety - killed or seriously injured: Older Drivers (75 years and over)	1 (2017 calendar year)	WG data not yet released	N/A	-	WG Target: 25% reduction (to 18) by 2020 on 2004-08 average	New Strategy/target to be set by WG



**Well-being Objective 2 – To improve the Well-being of all adults who live in the county borough**

(PAM = National Indicators known as Public Accountability Measures)

Tudalen153

Ref	Key Performance Indicators (KPI)	2017/18 Actual data	2018/19 Actual data	How we compare (All Wales - latest data available)	2019/20 Target (full year)	2020/21 Target (full year)	2021/22 Target (full year)
24.	Road safety - killed or seriously injured: Motorcyclists – all ages	4  (2017 calendar year)	WG data not yet released	N/A	-	WG Target: 40% reduction (to 6) by 2020 on 2004-08 average	New Strategy/target to be set by WG
25.	Road safety - killed or seriously injured: Pedal cyclists – all ages	3  (2017 calendar year)	WG data not yet released	N/A	-	WG Target: 25% reduction (to 15) by 2020 on 2004-08 average	New Strategy/target to be set by WG
26.	Number of new business start-up enquires assisted	273	TBC	N/A	350	340	340
27.	Communities for Work - number of people helped back to work, training or volunteering	276	TBC	N/A	286	290	290
28.	Communities for Work Plus – number of people helped back to work, training or volunteering	N/A	370	N/A	370	Programme ending 2020	N/A
29.	Number of people helped back to work, training or volunteering	61	TBC	N/A	64	72	51
30.	Number of compulsory redundancies made by the Council	4	TBC	The aim is to minimise compulsory redundancy to the maximum extent possible			

**Well-being Objective 3 - To develop the local economy and environment so that the well-being of people can be improved**

(PAM = National Indicators known as Public Accountability Measures)

Tudalen154

Ref	Key Performance Indicators (KPI)	2017/18 Actual data	2018/19 Actual data	How we compare (All Wales - latest data available)	2019/20 Target (full year)	2020/21 Target (full year)	2021/22 Target (full year)
31.	% of waste, reused, recycled or composted (PAM)	60.65%	TBC	62.67%	64% statutory	64% statutory	64% statutory
32.	Kilograms of residual waste generated per person (PAM)	New	TBC	New	New	New	New
33.	% of streets that are clean (PAM)	94.7%	TBC	95.8%	Maintain / improve performance		
34.	Average number of days to clear fly tipping (PAM)	New	New	New	New	New	New
35.	% of A roads in poor condition (PAM)	4.5%	TBC	3.7%	<5%	<5%	<5%
36.	% of B roads in poor condition (PAM)	2.9%	TBC	4.3%	<5%	<5%	<5%
37.	% of C roads in poor condition (PAM)	5.3	TBC	14.1%	<10%	<10%	<10%
38.	Number of visits to our theatres	249,661	TBC	N/A	240,000	240,000	240,000
39.	% of quality standards met by the Library Service (PAM)	65%	TBC	New	65%	65%	65%
40.	Number of visits to leisure centres per 1,000 population (PAM)	7,913	TBC	8,502	8,500	8,700	9,000
41.	% all planning applications determined in time (PAM)	95.27%	TBC	88.5%	95%	95%	95%

**Well-being Objective 3 - To develop the local economy and environment so that the well-being of people can be improved**

(PAM = National Indicators known as Public Accountability Measures)

Ref	Key Performance Indicators (KPI)	2017/18 Actual data	2018/19 Actual data	How we compare (All Wales - latest data available)	2019/20 Target (full year)	2020/21 Target (full year)	2021/22 Target (full year)
42.	Number of biodiversity rich areas protected and/or enhanced	46	TBC	N/A	49	50	51
43.	Number of PM10 breaches in the Air Quality Management Area (Port Talbot/Taibach)	17	TBC	N/A	35	35	35
44.	Number of jobs created/safeguarded as a result of financial support by the local authority	207	TBC	N/A	285	280	280

Tudalen155

DRAFT

**Governance and Resources**

(PAM = National Indicators known as Public Accountability Measures)

Ref	Key Performance Indicators (KPI)	2017/18 Actual data	2018/19 Actual data	How we compare (All Wales - latest data available)	2019/20 Target (full year)	2020/21 Target (full year)	2021/22 Target (full year)
45.	Average time to answer telephone calls – English	18 seconds	TBC	N/A	25 seconds	25 seconds	25 Seconds
46.	Average time to answer telephone calls - Welsh	23 Seconds	TBC	N/A	25 seconds	25 seconds	25 seconds
47.	Average customer waiting times (face to face) - Minutes	5.2	TBC	N/A	8 mins	8 mins	8 mins
48.	Percentage of customers leaving before being seen	0.11%	TBC	N/A	0.25%	0.25%	0.25%
49.	Percentage of transactions completed on-line (new on-line services)	71.12%	TBC	N/A	80%	85%	90%
50.	Number of full time equivalent working days lost to sickness absence per employee (PAM)	9.47	TBC	10.4	9.2	9.0	—
51.	% of eligible people registered to vote	94.4%	94.3%	N/A	94.3%	94.3%	94.3%
52.	Number of statutory recommendations made by the Council's external auditors on strategic and operational planning arrangements	0	0	N/A	0	0	0

Tudalen 156

**Governance and Resources**

(PAM = National Indicators known as Public Accountability Measures)

Ref	Key Performance Indicators (KPI)	2017/18 Actual data	2018/19 Actual data	How we compare (All Wales - latest data available)	2019/20 Target (full year)	2020/21 Target (full year)	2021/22 Target (full year)
53.	% of persons (aged 3 and over) who say they can speak Welsh	22.4 (Annual Population Survey estimates)	26.1 (latest data - Annual Population Survey estimates, year up to December 2018)	29.9 Latest data – Annual Population Survey estimates year up to December 2018)	By 2023 the Council will have contributed to a minimum increase of 1% in the number of Welsh speakers (Welsh Language Promotion Strategy)		
54.	% of invoices paid within 30 days	93.98%	TBC	N/A	95%	95%	95%
55.	% of non-domestic rates due for the financial year which were received by the local authority	98.66	TBC	N/A	98%	98%	98%
56.	% of council tax due for the financial year which was received by the authority	98.14	TBC	N/A	98%	98%	98%

Tudalen 157

Mae'r dudalen hon yn fwiadol wag

**EXECUTIVE DECISION RECORD****23 JANUARY, 2019****CABINET****Cabinet Members:**

Councillors: R.G.Jones, A.J.Taylor, C.Clement-Williams, D.Jones, E.V.Latham, A.R.Lockyer, P.A.Rees, P.D.Richards and A.Wingrave (Chairperson)

**Officers in Attendance:**

S.Phillips, H.Jenkins, A.Evans, A.Jarrett, K.Jones, C.Griffiths and N.Headon

**Invitees:**

Councillor A.N. Woolcock (Chairperson of the Scrutiny Committee)  
Councillor S.Rahaman (Vice Chairperson of the Scrutiny Committee)

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**1. APPOINTMENT OF CHAIRPERSON**

Agreed that Councillor A.Wingrave be appointed Chairperson, for the meeting.

**2. MINUTES OF MEETING HELD ON 5 DECEMBER, 2018**

That the Minutes of the previous meeting of Cabinet, held on 5 December, 2018, be noted.

**3. FORWARD WORK PROGRAMME 2018/19**

Noted by Committee.

4. **ETHICAL EMPLOYMENT IN SUPPLY CHAIN POLICY**

**Decision:**

That the adoption of the Neath Port Talbot County Borough Council Ethical Employment in Supply Chains Policy, be approved.

**Reason for Decision:**

To support the requirements of the Welsh Government Ethical Employment Code of Practice and to demonstrate commitment to the principles therein.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

5. **PROVISION OF LOAN FUNDING TO BLAENGWRACH AND SEVEN SISTERS COMMUNITY COUNCILS**

Members considered and agreed with the recommendations of the Scrutiny Committee (held immediately before the meeting) concerning any possible rise in the Bank of England base rate, and these are reflected as the additional text, in bold and italic, in Decision numbers 1 and 2 below.

**Decisions:**

1. That a maximum loan of £37,000 to Blaengwrach Community Council Limited at an interest rate of 1% for a maximum period of 15 months, be approved, ***but should the Bank of England base rate increase before the loan is taken out, the interest rate be increased by the same percentage rise;***
2. That a maximum loan of £156,000 to Seven Sisters Community Council at an interest rate of 1% for a maximum period of 9 months, be approved, ***but should the Bank of England base rate increase before the loan is taken out, the interest rate be increased by the same percentage rise;***
3. That delegated authority be granted to the Director of Finance and Corporate Services (in consultation with the Head of Legal Services) to enter into a loan agreement detailing the



arrangements between the Council and each Community Council, referred to in Decisions 1 and 2 above.

**Reason for Decisions:**

To enable the Community Councils to deliver their community projects.

**Implementation of Decisions:**

The decisions will be implemented after the three day call in period.

6. **MEMBERS' COMMUNITY FUND - SANDFIELDS WEST**

**Decision:**

That the provision of 120 linear metres of fixed guard rail at Purcell Avenue, Sandfields West be approved, and that Councillor Suzanne Paddison's allocation of £7,728.58 and Councillor Oliver Stewart Davies's allocation of £7,728.58, under the Members' Community Fund, be awarded.

**Reason for Decision:**

To approve the Application for funding received under the Members' Community Fund.

**Implementation of Decision:**

The decision will implemented after the three day call in period.

**CHAIRPERSON**

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**EXECUTIVE DECISION RECORD**

**CABINET**

**13 FEBRUARY, 2019**

**Cabinet Members:**

Councillors: R.G.Jones (Chairperson), A.J.Taylor, C.Clement-Williams, D.Jones, E.V.Latham, P.A.Rees, P.D.Richards and A.Wingrave

**Officers in Attendance:**

S.Phillips, H.Jenkins, G.Nutt, A.Jarrett, K.Jones, A.Thomas, C.Griffiths, N.Headon, C.Furlow and T.Davies

**Invitees:**

Councillors: S.E.Freeguard, M.Harvey, S.K.Hunt, S.A.Knoyle, A.Llewelyn, S.Miller, J.D.Morgan, S.Paddison, S.M.Penry and A.N.Woolcock (Scrutiny Chair)

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1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Councillor R.G.Jones be appointed Chairperson for the meeting.

2. **MINUTES OF PREVIOUS MEETING**

That the Minutes of the previous meetings of Cabinet, held on 17 December, 2018 and 16 January, 2019, be approved.

3. **FORWARD WORK PROGRAMME 2018/19**

Noted by Committee.

4. **CAPITAL PROGRAMME 2019/20 TO 2021/22**

**Decision:**

That the Capital Programme for 2019/20 to 2021/22 as detailed in Appendix 1 to the circulated report, be commended to Council for approval and that the Programme be kept under review and updated over the coming year.

**Reason for Decision:**

To approve the Authority's Capital Programme in line with the Constitution.

**Implementation of Decision:**

The decision will be implemented after consideration and approval by Council.

5. **REVENUE BUDGET 2019/20**

Cabinet considered the concerns of the Scrutiny Committee in relation to Rodent Pest Control Charges and School Catering Staff. Cabinet responded that should any savings be withdrawn from consideration then an alternative proposal would be required in order to achieve a balanced budget.

**Decisions:**

1. That the following matters be delegated to the appropriate Corporate Director following consultation with the Council Leader, relevant Cabinet Member and Chairperson of the relevant Overview and Scrutiny Committee:
  - a) Fees and charges applicable for the financial year 2019/20;
  - b) Fees and Charges which would be applicable in any subsequent financial year and which, in the opinion of the relevant Corporate Director, needed to be set in advance of the financial year for operational reasons.

2. That the following be commended to Council:
  - a) Latest budget position 2018/19 – that the revised budget position and arrangements for 2018/19 be approved
  - b) The Council's Revenue Budget 2019/20
    - Taking into account of the Integrated Impact Assessment and Crime and Disorder impacts in setting the budget for 2019/20;
    - Approves the Net Revenue Budget requirement of £288.168m for 2019/20, and the service plans for the delivery of the budgets;
    - Approve the budget/forward financial plan savings (outlined in Appendix 4 to the circulated report);
    - Corporate Directors be instructed to progress the savings and improvement programme for the Authority
  - c) Fees and charges for non-executive functions – that the determination of the following matters be delegated to the appropriate Corporate Director following consultation with the Council Leader, Deputy Leader and Chair of the relevant Non Executive Committee;
    - Fees and charges applicable in 2019/20;
    - Fees and charges applicable in any subsequent financial year and which, in the opinion of the Corporate Director, need to be set in advance of that financial year for operational reasons.
  - d) Council Tax 2019/20 – That the 2019/20 Band D equivalent for Neath Port Talbot County Borough Council be £1,556.59.

**Reasons for Decisions:**

1. To fulfil the statutory requirement to determine the budget for 2019/20;
2. To seek support for the Council's Forward Financial Plan;
3. To agree arrangements for setting Fees and Charges.

**Implementation of Decisions:**

The decisions will be implemented after consideration and approval by Council.

6. **TREASURY MANAGEMENT 2019/20**

**Decision:**

That the following Strategies and Policies, as set out in the circulated report, be commended to Council:

- Treasury Management Strategy
- Annual Investment Strategy
- Minimum Revenue Provision Policy
- Prudential Indicators
- Capital Strategy

**Reason for Decision:**

To approve the Authority's Treasury Management Strategy, Annual Investment Strategy, Capital Strategy and MRP Policy as required by the Local Government Act 2003 and the CIPFA Prudential Code for Capital Finance in Local Authorities (2017).

**Implementation of Decision:**

The decisions will be implemented after consideration and approval by Council.

7. **REVENUE BUDGET QUARTERLY MONITORING 2018/19**

**Decisions:**

1. That management arrangements be put in place to minimise overspends and the adverse impact on reserves;
2. That the additional grant received be noted;
3. That the proposed reserve movements and budget virements, as contained in the circulated report, be approved.

**Reasons for Decisions:**

To update the Council's budget for additional grants received, budget virements and reserve movements in line with the Council's Constitution.

**Implementation of Decisions:**

The will be implemented after consideration and approval by Council.

8. **CAPITAL PROGRAMME QUARTERLY MONITORING 2018/19**

**Decisions:**

1. That the proposed 2018/19 budget totalling £44.821m be commended to Council for approval;
2. That the position in relation to expenditure as at 31 December 2018, be noted.

**Reason for Decisions:**

To update the Capital Programme for 2018/19 and inform Members of the current year spend to date.

**Implementation of Decisions:**

The decisions will be implemented after consideration and approval by Council.

9. **TREASURY MANAGEMENT 2018/19**

**Decision:**

That the report be noted.

10. **FURTHER RESPONSES TO THE WELSH GOVERNMENT WHITE PAPER - REFORM OF FIRE AND RESCUE AUTHORITIES IN WALES**

**Decision:**

That a response be forwarded to Welsh Government by the Assistant Chief Executive and Chief Digital Officer, highlighting the concerns raised by Members at the meetings of both Cabinet Scrutiny Committee and Cabinet, as below:

Elected Members considered the comments made in the consultation document regarding the competency of existing fire and rescue authority members to be insulting and disgraceful. The Members who serve on fire and rescue authorities bring considerable experience and skill to the roles they carry out.

Elected Members felt the existing fire and rescue authority membership provided robust challenge to the Chief Fire Officer and his team. Furthermore, they believed the diverse membership of the existing fire and rescue authorities ensured the community impact of the work of the fire and rescue service was fully considered in decision making processes.

Elected Members strongly disagreed with the proposal that the existing membership be replaced by members of council executives. This was not considered to be practical or in the best interests of democracy.

Members felt there was a case for reviewing the way the Fire Service was funded to ensure the funding model reflected the work of the modern day fire and rescue service – in particular the growing role the service plays in supporting the NHS in Wales.

Elected Members did not consider models such as those in place to support Local Health Boards to be a suitable basis for democratic oversight of an important public service like the fire and rescue service. There was no case made out to replace elected councillors with appointees.

**Reason for Decision:**

To ensure a response from Neath Port Talbot County Borough Council was submitted to the Welsh Government on the proposed reforms to Fire and Rescue Authorities in Wales.



**Implementation of Decision:**

The decision is for immediate implementation, the Chairperson of the Scrutiny Committee had agreed to this course of action and there would therefore be no call-in of this decision.

11. **URGENCY ACTION - 0036**

**Decision:**

That the following urgency action taken by the Assistant Chief Executive and Chief Digital Officer in consultation with the requisite Members, be noted:-

Officer Urgency Action No 0036 re: Welsh Government White Paper – Reform of Fire and Rescue Authorities (FRAs) in Wales – Consultation.

**CHAIRPERSON**

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**EXECUTIVE DECISION RECORD**

**20 FEBRUARY, 2019**

**CABINET**

**Cabinet Members:**

Councillors: A.J.Taylor (Chairperson), D.Jones, E.V.Latham,  
A.R.Lockyer, P.A.Rees, P.D.Richards and A.Wingrave

**Officers in Attendance:**

S.Phillips, H.Jenkins, A.Evans, G.Nutt, A.Jarrett, K.Jones, C.Griffiths,  
C.Davies and T.Davies

**Invitees:** Councillor A.N.Woolcock (Chair of Scrutiny Committee)

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1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Councillor A.J.Taylor be appointed Chairperson for the meeting.

2. **MEMBERS' DECLARATION**

The following Member made a declaration of interest at the commencement of the meeting:-

Councillor D.Jones

Minute No. 8 Report of the Head of Transformation, Members' Community Fund – Aberdulais, as it refers to her Community Fund. As her interest was prejudicial she withdrew from the room during discussion and voting thereon.

3. **MINUTES OF PREVIOUS MEETING**

That the Minutes of the previous meeting of Cabinet, held on 23 January, 2019, be approved.

4. **FORWARD WORK PROGRAMME 2018/19**

Noted by Committee.

5. **QUARTER 3 PERFORMANCE MONITORING**

Cabinet Members discussed the report, specifically the automated message which currently played on the main contact number for the Authority. Some complaints had been received from local residents who felt the pause following the Welsh introduction (before the English introduction) lasted too long, leading them to hang up unnecessarily. Officers thanked Members for the useful feedback and would look into the issue going forward.

Officers explained that the targets for next year's Performance Monitoring Indicators would be re-evaluated.

**Decision:**

That the monitoring report be noted.

6. **RISK REGISTER REVIEW 2018-19 AS AT 31 DECEMBER 2018**

Members discussed preparations for Brexit and noted that a report would shortly be presented to Cabinet, as well as an All Member Seminar.

**Decision:**

That the Risks set out in Appendix 1 to the circulated report be acknowledged.

**Reason for Decision:**

To comply with the Council's risk management monitoring arrangements.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

7. **ADDITIONAL VOLUNTARY CONTRIBUTIONS**

**Decisions:**

1. That AVCWise be commissioned to provide a fully managed AVC service, including face to face training;
2. That the requirements of competition be excluded and Rule 2.2 of the Council's Contracts Procedure Rules be suspended;
3. That a direct award be made to the Service Provider and a contract be entered into with the Service Provider for the provision of the Services for a period of three years from 1 April 2019.

**Reason for Decisions:**

To ensure that staff receive support when they are making retirement planning decisions, whilst complying with contract procedure requirements.

**Implementation of Decisions:**

The decisions will be implemented after the three day call in period.

At this point, Councillor D.Jones withdrew from the meeting and took no part in the discussion and voting thereon.

8. **MEMBER'S COMMUNITY FUND - ABERDULAIS**

**Decision:**

That the creation of a No Waiting at Any Time Traffic Regulation Order on the junction of Ger-Yr-Afon with Cefn-Yr-Allt and Forest Hill, Aberdulais, including advertising for its enforcement, design work and the marking of clipped double yellow lines, be approved (subject to approval at Streetscene and Engineering Cabinet Board), and that Councillor Doreen Jones's allocation of £2,000.00 under the Members Community Fund be awarded.

**Reason for Decision:**

To approve the Application for funding received under the Members' Community Fund.

**Implementation of Decision:**

The decision will implemented after the three day call in period.

Councillor D.Jones re-joined the meeting.

9. **MEMBER'S COMMUNITY FUND - BRYN AND CWMAVON**

**Decision:**

That the provision of 21,440 square metres of positive drainage in Parc Seincyn Powell, Cwmavon be approved and Councillor Rhidian Mizen's allocation of £1,812.75 and Councillor David Whitelock's allocation of £1,812.75, under the Members Community Fund, be awarded.

**Reason for Decision:**

To approve the Application for funding received under the Members' Community Fund.

**Implementation of Decision:**

The decision will implemented after the three day call in period.

10. **MEMBER'S COMMUNITY FUND APPLICATION - PONTARDAWE**

**Decision:**

That the provision of 30 x 1.1 metre x 2.3 metre barriers (with associated anti trip feet) at Pontardawe Arts Centre, Pontardawe be approved, and Councillor Linet Purcell's allocation of £1,095.50 under the Members Community Fund, be awarded.

**Reason for Decision:**

To approve the Application for funding received under the Members' Community Fund.

**Implementation of Decision:**

The decision will implemented after the three day call in period.

**CHAIRPERSON**

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**EXECUTIVE DECISION RECORD**

**CABINET**

**6 MARCH, 2019**

**Cabinet Members:**

Councillors: R.G.Jones (Chairperson), A.J.Taylor, C.Clement-Williams, D.Jones, E.V.Latham, A.R.Lockyer, P.A.Rees, P.D.Richards and A.Wingrave

**Officers in Attendance:**

S.Phillips, H.Jenkins, A.Evans, A.Jarrett, D.Griffiths, M.Shaw, P. Jackson, N.Chapple, C.Davies and T.Davies

**Invitees:**

Councillors: A.N.Woolcock (Scrutiny Chair), S.Rahaman (Scrutiny Vice Chair) and L.C.Jones

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Prior to the start of the meeting, Members held a minute's silence, as a mark of respect to Councillor Des Davies, who had recently passed away.

1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Councillor R.G.Jones be appointed Chairperson for the meeting.

2. **DECLARATION OF INTEREST**

The following Member made a declaration of interest at the commencement of the meeting:-

Councillor P.A.Rees

Re: Min No. 6 Report of the Head of Transformation, Members' Community Fund – Neath South, as it

refers to his Community Fund. As his interest was prejudicial he withdrew from the room during discussion and voting thereon.

3. **MINUTES OF PREVIOUS MEETING**

**Decision:**

That the Minutes of the previous meeting of Cabinet, held on 20 February, 2019, be approved.

4. **FORWARD WORK PROGRAMME 2018/19**

Noted by Committee.

5. **MEMBERS' COMMUNITY FUND - NEATH EAST**

**Decision:**

That the complete redevelopment of Evans Road Play Area, Evans Road, in the Melin, as detailed in the circulated report, be approved and Councillor Sheila Penry's allocation of £10,000, Councillor Sandra Miller's allocation of £10,000 and Councillor John Miller's allocation of £10,000 under the Members' Community Fund, be awarded.

**Reason for Decision:**

To approve the Application for funding received under the Members' Community Fund.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

6. **MEMBERS' COMMUNITY FUND - NEATH SOUTH**

(At this point Councillor P.A.Rees withdrew from the meeting and took no part in the discussion and voting thereon.)

**Decision:**

That the provision of improved amenities within the Mount Pleasant Bowling Green Pavilion, Hillside, Cimla, be approved and Councillor Peter Rees' allocation of £2,393.35, under the Members' Community Fund, be awarded.

**Reason for Decision:**

To approve the Application for funding received under the Members' Community Fund.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

After the decision was made, Councillor P.A.Rees re-joined the meeting.

7. **MEMBERS' COMMUNITY FUND - PONTARDAWE**

**Decision:**

That the procurement of an A3 flatbed scanner for the Swansea Valley History Society, The Cross Community Centre, High Street, Pontardawe, be approved and Councillor Purcell's allocation of £1,365.00 under the Members' Community Fund, be awarded.

**Reason for Decision:**

To approve the Application for funding received under the Members' Community Fund.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

8. **MEMBERS' COMMUNITY FUND - TONNA**

**Decision:**

That the procurement of a piano for the Tonna Male Voice Choir, based at Tonna Primary School Community Hall, Tonna, be approved and

Councillor Leanne Jones' allocation of £3,900.00 under the Members' Community Fund, be awarded.

**Reason for Decision:**

To approve the Application for funding received under the Members' Community Fund.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

9. **MEMBERS' COMMUNITY FUND - TREBANOS**

**Decision:**

That the provision of first floor toileting/baby change facilities to the Trebanos Rugby Football Club Community Changing Room Pavilion, Swansea Road, Trebanos, be approved and Councillor Rebeca Phillips' allocation of £2,850, under the Members' Community Fund, be awarded.

**Reason for Decision:**

To approve the Application for funding received under the Members' Community Fund.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

10. **WESTERN BAY YOUTH OFFENDING AND EARLY INTERVENTION SERVICE**

**Decision:**

That a Neath Port Talbot Youth Justice and Early Intervention Team be set up by the end of March 2019, and authority be granted to the Director of Social Services Health and Housing to take the necessary steps to enable this to happen.

**Reason for Decision:**

To ensure the Authority has a responsive and fit for purpose Youth Offending Service.

**Implementation of Decision:**

The decision will be implemented after the three day call in process.

11. **CONSULTATION RESPONSE TO WELSH GOVERNMENT - IMPROVING PUBLIC CONSULTATION**

Following recommendations from the earlier Scrutiny Committee, Cabinet Members requested the following amendments be made, as shown in **bold** at decision No. 1 below:-

**Decisions:**

1. That the responses to questions 1-21, as set out in the circulated report, be submitted to the Welsh Government, **subject to the response to question 16 being amended to 'Yes. However...'** and the response to question 17 being amended to **'Yes. This is...'**.
2. That the responses previously endorsed by the Registration and Licensing Committee to questions 22-38, as set out at Appendix 1 to the circulated report, be noted.

**Reason for Decisions:**

To inform Welsh Government Policy Development, with a view to improving public transport across Wales and within Neath Port Talbot County Borough Council.

**Implementation of Decisions:**

The decisions are for immediate implementation. The Chair of the Scrutiny Committee had agreed to this course of action, there would therefore be no call in of these decisions.

12. **ACCESS TO MEETINGS**

**RESOLVED:** that pursuant to Regulation 4(3) and (5) of Statutory Instrument 2001 No 2290, the public be excluded for the following item of business which involved the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

13. **MATERIAL RECOVERY AND ENERGY CENTRE (MREC) - IN HOUSE SERVICES**

**Decisions:**

1. That the acquisition of NPT Recycling Limited assets for £750,000, be approved, and that this amount be built into the Council's 2019/20 Capital Programme;
2. That the Heads of Terms setting out the proposed arrangements concerning the liquidation of NPT Recycling Ltd, and the indemnities and warranties as set out at Appendix 1 to the private, circulated report, be approved;
3. That the Chief Executive in consultation with the Leader of Council, be given delegated authority to finalise the legal agreement and any associated documentation (including but not limited to indemnities and warranties) to enable the transfer of the waste service from NPT Recycling Ltd to the Council;
4. That following registration of the environmental permit in the Council the Company Directors of NPT Recycling Ltd and NPT Waste Management Ltd arrange to appoint a Liquidator and to move each company into voluntary liquidation;
5. That the Council's Shareholder Representatives be authorised to make the appropriate directions to NPT Waste Management Ltd to move into Voluntary Liquidation and for NPT Waste Management to also instruct the same to NPT Recycling Ltd;
6. That the Chief Executive in consultation with the Leader of Council, be given delegated authority to finalise the legal agreements and any associated documentation (including but not limited to

indemnities and warranties) in relation to the liquidation of each company;

7. That a further report be prepared to decide the final operation of the MREC waste facility services following the end of the period of consultation with NPT Recycling Ltd.'s employees.

**Reason for Decisions:**

To enable progress on the transfer of waste services from NPT Recycling Ltd, to the Council in line with legalisation and the Cabinet decision of 25 July, 2018.

**Implementation of Decisions:**

The decisions will be implemented after the three day call in period.

**CHAIRPERSON**

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**EXECUTIVE DECISION RECORD**

**27 MARCH 2019**

**CABINET**

**Cabinet Members:**

Councillors: D.Jones, E.V.Latham (Chairperson), P.A.Rees and  
A.N.Woolcock

**Officers in Attendance:**

S.Phillips, H.Jenkins, A.Evans, G.Nutt, A.Jarrett, K.Jones, S.John, C.Griffiths,  
D.Giles, C.Davies and T.Davies

**Invitee:**

Councillor: L.C.Jones (Scrutiny Chair)

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1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Councillor E.V.Latham be appointed Chairperson for the meeting.

2. **DECLARATIONS OF INTEREST**

The following Members made declarations of interest at the commencement of the meeting:-

Councillor D.Jones

Re: Min No. 5 – Joint Report of the Chief Executive and the Director of Education, Leisure and Lifelong Learning - Education through Regional Working (ERW) – as she is a Governor at Cilfrew Primary and Llangatwg Community Schools.

Councillor E.V.Latham

Re: Min No. 5 – Joint Report of the Chief Executive and the Director of Education, Leisure and Lifelong Learning - Education through Regional Working (ERW) – as he is a Governor at Tywyn Primary School and Ysgol Bae Baglan.

Councillor P.A.Rees

Re: Min No. 5 – Joint Report of the Chief Executive and the Director of Education, Leisure and Lifelong Learning - Education through Regional Working (ERW) – as he is a Member of the ERW Board, and a Governor at Cefn Saeson Comprehensive School and Crynallt Primary School.

Councillor A.N.Woolcock

Re: Min No. 6 - Report of the Head of Transformation - Members' Community Fund – Lower Brynaman, as it refers to his Community Fund. As his interest was prejudicial he withdrew from the room during discussion and voting thereon.

3. **MINUTES OF PREVIOUS MEETING**

**Decision:**

That the Minutes of the previous meetings of Cabinet, held on 13 February and 6 March, 2019, be approved.

4. **FORWARD WORK PROGRAMME 2018/19**

Noted by Committee.

5. **EDUCATION THROUGH REGIONAL WORKING (ERW)**

Following recommendations from the earlier Joint Education, Skills and Culture and Cabinet Scrutiny Committees, Cabinet Members requested the following additional decisions be made, as shown at decisions No. 2 and 3 below.

**Decisions:**

1. That the Leader of Neath Port Talbot County Borough Council write to the Chair of the Education through Regional Working (ERW) Joint Committee in terms of the draft letter, as detailed at Appendix 2 to the circulated report,
2. That a report be brought to a joint meeting of the Education, Skills and Culture and Cabinet Scrutiny Committees if/when any significant change/s occur on the factors that have led to decision No. 1 above,
3. That prior to the expiry of the notice period, a full report be brought to a joint meeting of the Education, Skills and Culture and Cabinet Scrutiny Committees addressing all issues as a consequence of the Council exiting the Education through Regional Working (ERW) consortium.

**Reason for Decisions:**

To address the deficiencies in current arrangements surrounding the regional school improvement consortium.

**Implementation of Decisions:**

The decisions are for immediate implementation. The Chair of the Joint Scrutiny Committee had agreed to this course of action, there would therefore be no call in of these decisions.

6. **DIGITAL DELIVERY PROGRAMME - INITIAL PHASE**

**Decision:**

That the Neath Port Talbot County Borough Council Digital Delivery Programme developed to implement Smart and Connected, as detailed at Appendix 1 to the circulated report, be endorsed.

**Reason for Decision:**

To implement the Council's Digital Strategy – Smart and Connected.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

**Consultation:**

This item has been subject to external consultation.

7. **COUNCIL TAX EXEMPTION - DISCOUNT FOR CARE LEAVERS**

**Decision:**

That the report be noted.

8. **MEMBERS' COMMUNITY FUND - ABERAVON**

**Decision:**

That the purchase of a mobile cricket cover for Port Talbot Town Cricket Club, Fenbrook Close, Port Talbot, as detailed in the circulated report, be approved and Councillor Stephan ApDafydd's allocation of £1,000.00 under the Members' Community Fund, be awarded.

**Reason for Decision:**

To approve the Application for funding received under the Members' Community Fund.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

9. **MEMBERS' COMMUNITY FUND - LOWER BRYNAMAN**

(At this point Councillor A.N.Woolcock withdrew from the meeting and took no part in the discussion and voting thereon.)

**Decision:**

That the provision of a fully accessible link path around the perimeter of the Tai'rgwaith Trotting Track, Ammanford, as detailed in the circulated report, be approved, and that Councillor Arwyn Woolcock's allocation of £2,790, under the Members' Community Fund, be awarded.

**Reason for Decision:**

To approve the Application for funding received under the Members' Community Fund.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

After the decision was made, Councillor A.N.Woolcock re-joined the meeting.

10. **MEMBERS' COMMUNITY FUND - MARGAM**

**Decision:**

That the purchase and installation of an Automated External Defibrillator (AED) for the village of Coed Hirwaun (to be sited near the Premier Stores at Ffordd Derwen, Coed Hirwaun) as detailed in the circulated report, be approved, and that Councillor Rob Jones' allocation of £2,636.26, under the Members' Community Fund, be awarded.

**Reason for Decision:**

To approve the Application for funding received under the Members' Community Fund.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

11. **MEMBERS' COMMUNITY FUND - PONTARDAWE**

**Decision:**

That the purchase of 3 metal 'Tommy' sculptures for the Royal British Legion, Pontardawe Branch (to be positioned in prominent places at Pontardawe Library, Pontardawe Leisure Centre and Pontardawe Heritage and Visitor Centre) be approved, and that Councillor Linet Purcell's allocation of £2,328.82, under the Members' Community Fund, be awarded.

**Reason for Decision:**

To approve the Application for funding received under the Members' Community Fund.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

12. **URGENCY ACTION - NO 0373**

**Decision:**

That the following urgency action taken by the Director of Finance and Corporate Services in consultation with the requisite Members, be noted:-

Officer Urgency Action No 0373 re: Provision of Teacher's Pension Funding to Schools.

**CHAIRPERSON**

**EXECUTIVE DECISION RECORD**

**17 JANUARY 2019**

**EDUCATION, SKILLS AND CULTURE CABINET BOARD**

**Cabinet Members:**

Councillors: A.R.Lockyer and P.A.Rees (Chairperson)

**Officers in Attendance:**

C.Millis, M.Shaw, G.White, C.Davies and J.Woodman-Ralph

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1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Councillor P.A.Rees be appointed Chairperson for the meeting.

2. **FORWARD WORK PROGRAMME 18/19**

That the Forward Work Programme for 2018/19 be noted.

3. **YOUTH SERVICE UPDATE**

**Decision:**

That the report be noted.

4. **CHILDCARE FACILITIES WITHIN SCHOOLS IN NEATH PORT TALBOT**

**Decisions:**

1. That approval be granted for the development of childcare facilities on school sites with the terms and conditions to be agreed by the Head of Property and Regeneration;

2. That the Head of Participation be granted delegated authority to authorise child-care developments on school sites and to report to Members on an annual basis.

**Reason for Decisions:**

To support the Governing Bodies of schools in supporting the request for childcare facilities to be developed on schools sites. Thus also supporting the Local Authority in meeting the statutory duties placed on it in the Childcare Act 2006. This will in turn support the Child Poverty agenda in enabling parents the time to enter training or employment opportunities, or to access employment or training within the childcare sector.

**Implementation of Decisions:**

The decisions will be implemented after the 3 day call in period.

5. **SAFEGUARDING UPDATE**

Members noted that they would receive an update on Safeguarding on an Annual basis.

**Decision:**

That the report be noted.

6. **PUPIL ATTENDANCE UPDATE**

**Decision:**

That the report be noted.

7. **ADDITIONAL LEARNING NEEDS STATUTORY PROCESSES**

**Decision:**

That the report be noted.

**CHAIRPERSON**

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**EXECUTIVE DECISION RECORD**

**28 FEBRUARY 2019**

**EDUCATION, SKILLS AND CULTURE CABINET BOARD**

**Cabinet Members:**

Councillors: A.R.Lockyer and P.A.Rees (Chairperson)

**Officers in Attendance:**

H.Lewis, P.Walker, S.James, J.Woodman-Ralph and C.Davies.

**Invitees:**

Councillor: A.L.Thomas (Scrutiny Chairperson)

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1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Councillor P.A.Rees be appointed Chairperson for the meeting.

2. **MEMBERS DECLARATIONS**

Councillor A.R.Lockyer Report of the Head of Transformation re; Admissions to Community Schools 2020/2021 as his son is the Head of Music at Dwr-y-Felin, Comprehensive School.

Councillor P.A.Rees Report of the Head of Transformation re: Admissions to Community Schools 2020/2021 as he has grandchildren who attend school in Neath Port Talbot.

3. **MINUTES OF PREVIOUS MEETING**

**Decision:**

That the minutes of the 17 January 2019 be approved.

4. **FORWARD WORK PROGRAMME 18/19**

That the Forward Work Programme for 2018/19 be noted.

5. **SCHOOL ADMISSIONS POLICY 21/22**

**Decision:**

That the item be deferred to **9am, 6 March 2019** where the meeting would be reconvened. The reason for deferment was due to Cabinet Members' Interests.

6. **SCHOOL TERMS AND HOLIDAY DATES 21/22**

**Decision:**

That the School Term Dates for 2021/2022 be approved for consultation, as detailed in Appendix A to the circulated report.

**Reason for Decision:**

To enable the Authority to meet its statutory duties.

**Implementation of Decision:**

The decision will be implemented after the three day call-in period.

7. **WELSH PUBLIC LIBRARIES STANDARDS ANNUAL REPORT**

**Decisions:**

1. That approval be granted for the Annual Report to be submitted to the Welsh Government;
2. That the contents of the Annual Assessment Report 2017-18 be noted.

**Reason for Decisions:**

To enable the Council to comply with its statutory duty of providing a library service in Neath Port Talbot.

**Implementation of Decisions:**

The decisions will be implemented after the three day call in period.

8. **LOCAL AUTHORITY PARTNERSHIP AGREEMENT SPORTS WALES**

**Decision:**

That the report be noted.

9. **QUARTERLY PERFORMANCE MANAGEMENT DATA 2018-2019 -  
QUARTER 3 PERFORMANCE (1ST APRIL 2018 - 31ST DECEMBER  
2018)**

**Decision:**

That the report be noted.

10. **ACCESS TO MEETINGS**

**Decision:**

That pursuant to Regulation 4 (3) and (5) of Statutory Instrument 2001 No. 2290, the public be excluded for the following item of business which involved the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of Schedule 12A to the Local Government Act 1972.

11. **CELTIC LEISURE 6 MONTHS PERFORMANCE REVIEW 17/18  
(EXEMPT UNDER PARAGRAPH 14)**

**Decision:**

That the report be noted.

**At this point the meeting was adjourned to 9am, 6 March 2019**

**CHAIRPERSON**

**EXECUTIVE DECISION RECORD**

**6 MARCH 2019  
(RECONVENED FROM THE 28 FEBRUARY 2019)**

**EDUCATION, SKILLS AND CULTURE CABINET BOARD**

**Cabinet Members:**

Councillors: A.R.Lockyer and P.A.Rees (Chairperson)

**Officers in Attendance:**

H.Lewis and J.Woodman-Ralph

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1. **DECLARATIONS OF INTEREST**

The following Members made declarations of interest at the commencement of the meeting:-

Councillor P.A. Rees re: Report of the Head of Transformation re: Admissions to Community Schools 2020/2021 as he has grandchildren who attend schools in Neath Port Talbot and confirmed his dispensation to speak and vote.

Councillor A.R.Lockyer re: Report of the Head of Transformation re: Admissions to Community Schools 2020/2021 as his son is Head of Music at Dwr y Felin and he has grandchildren who attend schools in Neath Port Talbot, and confirmed his dispensation to speak to vote.

2. **SCHOOL ADMISSION POLICY**

**Decision:**

That, having given due regard to the equality impact assessment, approval be granted, in line with School Admissions Code, 2013 and The Education (Determination of Admission Arrangements) (Wales) Regulations 2006 for the admission arrangements for community schools in relation to the 2020/2021 academic year, as detailed in Appendix A to the circulated report.

**Reason for Decision:**

To enable the Council to meet its statutory duties and good practice guidelines in respect of the admission of pupils to community schools.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

**Consultation:**

Consultation has taken place as required in the Welsh Government's School Admissions Code.

**CHAIRPERSON**

**EXECUTIVE DECISION RECORD**  
**EDUCATION, SKILLS AND CULTURE CABINET BOARD**  
**27 MARCH, 2019**

**Cabinet Members:**

Councillors: A.R.Lockyer, P.A.Rees and R.G.Jones

**Officers in Attendance:**

K.Gilbert and A.Manchipp

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1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Councillor P.A.Rees be appointed Chairperson for the meeting.

2. **APPOINTMENT AND REMOVAL OF LA GOVERNOR REPRESENTATIVES**

**Decisions:**

That, in line with the approved policy, the following changes be approved to the Local Authority Governor representatives to existing vacancies and vacancies that will arise up to and including the end of the Summer Term 2018/19 as detailed in the circulated report.

**Blaengwrach Primary School**

Appoint Mrs. Sharon Davies

**Coed Hirwaun Primary School**

Re-appoint Mr.Kenneth Robbins

Re-appoint Mrs. Beverley Bolton

**Cwmnedd Primary School**

Re-appoint Mrs.Janet Gregory

**Dwr Y Felin Comprehensive School**

Appoint Mr. Andrew Wong

**Eastern Primary School**

Appoint Mr. Kenneth Tucker

**Gnoll Primary School**

Re-Appoint Mrs. Linda P. Rees

(Councillor A.R.Lockyer declared an interest in the above item and withdrew from the room during the discussion and voting thereon. Councillor R.G.Jones substituted for this item only)

**Sandfields Primary School**

Appoint Mrs. Victoria Griffiths

Re-appoint Mrs. Susan Harvey

**Tairgwaith Primary School**

Appoint Mr. Stephen Wadley

**Tonnau Primary School**

Appoint Mr. Robert Miller

**Wauanceirch Primary School**

Appoint Mr. Richard Brown

**YGG Cwmllynfell**

Appoint Mr. Julian Davies

Appoint Mr. Martin Caddell

**Ysgol Gymraeg Ystalyfera Bro Dur**

Appoint Mr. Tudor Jones

That the consideration of appointment of Local Authority Representatives to the following schools, be deferred:

**Catwg Primary**

1 Vacancy

**Coedffranc Primary School**

1 Vacancy



**Gnoll Primary School**

1 Vacancy

**Llangatwg Community School**

2 Vacancies

**Rhos Primary**

1 Vacancy

**Sandfields Primary School**

1 Vacancy

**St Joseph's Catholic Infant**

1 Vacancy

**YGG Trebannws**

1 Vacancy

**Ynysfach Primary School**

1 Vacancy

**Ysgol Bae Baglan**

2 Vacancies

**Ysgol Hendrefelin**

1 Vacancy

**Reason for Decisions:**

To enable the Council to contribute to effective school governance through representation on school governing bodies.

**Implementation of Decisions:**

The decision will be implemented after the three day call in period.

**CHAIRPERSON**

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**EXECUTIVE DECISION RECORD**

**22 FEBRUARY 2019**

**STREETSCENE AND ENGINEERING CABINET BOARD**

**Cabinet Members:**

Councillors: A.Wingrave and E.V.Latham (Chairperson)

**Officers in Attendance:**

D.Griffiths, M.Roberts, P. Jackson and N.Headon

**Invitees:**

Councillor S.Pendry (Scrutiny Chairperson)

Councillor S.Ap.Dafydd (Scrutiny Vice Chairperson)

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1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Councillor E.V.Latham be appointed as Chairperson for the meeting.

2. **MINUTES OF THE PREVIOUS STREETSCENE AND ENGINEERING CABINET BOARD HELD ON 11 JANUARY, 2019**

**Decision:**

That the Minutes of the 11 July 2019, be approved.

3. **FORWARD WORK PROGRAMME 2018/2019**

Noted by Committee.

4. **HOUSEHOLD WASTE RECYCLING CENTRE, LOWER CWMTWRCH**

**Decisions:**

1. That Members endorse the Head of Terms with Powys County Council (Powys) for sharing their facility at Lower Cwmtwrch, as detailed in Appendix 1 of the circulated report;
2. That the Head of Streetcare, in consultation with the Head of Legal Services be given delegated authority to finalise and enter into the Inter-Authority Agreement;
3. That Officers continue dialogue with Powys regarding maximising the use of Lower Cwmtwrch going forward, with respect to the utilisation of vehicles operating in the upper Swansea Valley.

**Reason for Decisions:**

To deliver the previously agreed savings strategy with respect to Household Waste Recycling Centre (HWRC) provision in the upper Swansea Valley.

**Implementation of Decisions:**

The decisions will be implemented after the three day call in period.

**Consultation:**

The item has been subject to internal and public consultation as part of the Council's Forward Financial Plan process.

5. **FORSTER ROAD PERMIT SCHEME**

**Decision:**

That the new off-street Car Parking Order for Forster Road, Neath (as detailed in Appendix A of the circulated report) be advertised, and subject to there being no objections, the Order be implemented with enforcement from Monday to Sunday.

**Reason for Decision:**

To stop indiscriminate parking.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

**Consultation:**

Consultation will take place when the legal process is complete and the Off-Street Order is advertised.

6. **PROGRAMME OF MAINTENANCE OF BUS SHELTERS**

That the report be noted.

7. **KEY PERFORMANCE INDICATORS 2018/2019 - QUARTER 3 PERFORMANCE (1 APRIL - 31 DECEMBER, 2018)**

The Head of Engineering and Transport to liaise with Officers to review the PI's.

That the report be noted.

8. **DISAGGREGATION OF SURPLUS BUS SERVICES SUPPORT GRANT (BSSG)**

**Decisions:**

1. That the funding of £35k additional Welsh Government Bus Services Support Grant (BSSG) be shared as requested by the schemes and the remaining surplus shared equally between D.A.N.S.A., Shop Mobility and Neath Port Talbot Community Transport, as detailed in the circulated report;
2. If any organisation fails the financial verification the remaining BSSG be shared equally between the two remaining organisations.

**Reason for Decisions:**

By sharing the available monies as requested by the organisations, each scheme can update their computers, software and phone systems. The monies can also be used to update web sites and develop social media platforms.

**Implementation of Decisions:**

The decision will be implemented after the three day call in period.

9. **HARBOURSIDE CAR PARK - WELSH LANGUAGE STANDARD**

**Decision:**

That the expenditure for the upgrade of Pay and Display Machines within the authority's car parks, as detailed in the circulated report, for the financial years 2019/20 and 2020/21, in order to comply with the Welsh Language Measures (Wales) 2011, be approved.

**Reasons for Decision:**

To comply with the Welsh Language Commissioner's determination on this matter.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

10. **VEHICLE AND HEAVY PLANT FLEET PROCUREMENT PROGRAMME 2019/20**

**Decision:**

That the Fleet Procurement Programme for 2019/20, as detailed in Appendix A of the circulated report, be approved.

**Reason for Decision:**

The replacement vehicles and plant will have a higher euro standard which will enable the fleet to be more fuel efficient by producing better MPGs and reducing the carbon footprint of the Council by lower emissions. Integrated Transport has also undertaken a vehicle efficiency exercise to establish

vehicle/plant usage within sections with the possibility of introducing full electric and Ultra Low Emission vehicles (ULEV) and plant into the fleet to further reduce carbon emissions emitted from Authority Fleet vehicles. This will be done in conjunction with future infrastructure improvements within the Authority and through partnership working with other Local Authorities and companies.

The specifications are developed to accommodate the Authority's Health and Safety requirements and will be discussed with user sections, manufacturers and health and safety section to ensure the correct vehicles are procured.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

11. **LIST OF APPROVED CONTRACTORS - SWARCO TRAFFIC LIMITED**

**Decision:**

That the following Contractor be included on the Approved List of Contractors in the categories below:-

<u>Firm</u>	<u>Category</u>
SWARCO Traffic Ltd.	111

**Reason for Proposed Decision:**

To keep the Approved List up to date and as far as possible ensure a competitive procurement process and for the purpose of supplying a List of Contractors for invitation to tender within the relevant category.

**Implementation of Decision:**

The decision will be implemented after the three-day call-in period.

**Consultation:**

The Approved List of Contractors is promoted on Neath Port Talbot web pages through local events.

12. **LIST OF APPROVED CONTRACTORS - D.G. CARVELL  
GROUNDWORKS LTD**

**Decision:**

That the following Contractor be included on the Approved List of Contractors in the categories below:-

<u>Firm</u>	<u>Categories</u>
D.G.Carvell Groundworks Ltd	15, 16, 71, 76, 85

**Reason for Decision:**

To keep the Approved List up to date and as far as possible ensure a competitive procurement process and for the purpose of supplying a List of Contractors for invitation to tender within the relevant category.

**Implementation of Decision:**

The decision will be implemented after the three-day call-in period.

**Consultation:**

The Approved List of Contractors is promoted on Neath Port Talbot web pages through local events.

13. **TRAFFIC ORDER/S: A474 PENYWERN ROAD, BLAENWERN,  
LEIROS PARC DRIVE AND RAVENSWOOD CLOSE, BRYNCOCH,  
NEATH**

**Decisions:**

1. That the request to extend the proposed Traffic Regulation Order on Ravenswood Close, Neath be rejected, and the resident in question be informed accordingly;
2. That the above objection be overruled in part, and a section of the proposed Prohibition of Waiting at Any Time Order be reduced as



indicated in Appendix B of the circulated report, and the objector be informed accordingly;

3. That the Traffic Order be amended as above and implemented on site.

**Reason for Decisions:**

To prevent indiscriminate parking in the interest of highway safety.

**Implementation of Decisions:**

The decisions will be implemented after the three-day call-in period.

**Consultation:**

A consultation exercise was undertaken in November/December 2018.

14. **TRAFFIC ORDER: B4434 GNOLL PARK ROAD, NEATH**

**Decision:**

That the Traffic Regulation Order for Gnoll Park Road, Neath (Appendix A of the circulated report), be advertised, and subject to there being no objections, the Order be implemented.

**Reason for Decision:**

To prevent indiscriminate parking in the interest of highway safety.

**Implementation of Decision:**

The decision will be implemented after the three-day call-in period.

**Consultation:**

A consultation exercise will be carried out when the scheme is advertised.

15. **TRAFFIC ORDER: WATER STREET, NEATH**

**Decision:**

That the Legal Order for Water Street, Neath (Appendix A of the circulated report), be advertised, and subject to there being no objections the Order be implemented.

**Reason for Decision:**

To prevent indiscriminate parking and provide a school bus in the interest of highway safety.

**Implementation of Decision:**

The decision will be implemented after the three-day call-in period.

**Consultation:**

A consultation exercise will be carried out when the scheme is advertised.

16. **TRAFFIC ORDER/S: WATER STREET AND FAIRFIELD WAY, NEATH**

**Decision:**

That the revocation of the Legal Traffic Regulation Orders at Water Street and Fairfield Way, Neath (Appendix A to the circulated report), be advertised, and subject to there being no objections the revocations be implemented.

**Reason for Decision:**

To assist with the stopping-up of Fairfield Way and implement Water Street as a two-way street in the interest of highway safety.

**Implementation of Decision:**

The decision will be implemented after the three-day call-in period.

**Consultation:**

A consultation exercise will be carried out when the scheme is advertised.

17. **URGENT ITEMS**

Because of the need to deal now with the matters contained in Minute No. 18 and 19 below, the Chairperson agreed that these could be raised at today's meeting as urgent items pursuant to Statutory Instrument 2001 No. 2290 (as amended).

**Reason:**

Due to the time element

18. **TRAFFIC ORDER - EXPERIMENTAL PROHIBITION OF DRIVING ORDER: ROAD ADJACENT TO 63 AND 65 BEECHWOOD ROAD, MARGAM**

**Decision:**

That the Traffic Regulation Order for experimental Prohibition of Driving Order, on the road adjacent to 63 and 65 Beechwood Road, Margam (Appendix A to the circulated report), be advertised and the Order be in place for a maximum of 18 months.

**Reason for Decision:**

The Traffic Order be implement to provide a safe route for pedestrians in the interest of road and pedestrian safety.

**Implementation of Decision:**

The decision is urgent and for immediate implementation. The Chairperson had agreed to this course of action and therefore there would be no call-in of this decision.

19. **CONCESSIONARY BUS TRAVEL SCHEME**

**Decision:**

That the Chief Executive and the Director of Environment are granted delegated power to determine whether or not the Authority should enter into agreement with Welsh Government, for the purpose of the reissue of concessionary cards, and to execute such agreement with Welsh Government following any such determination to do so.

**Reason for Decision:**

To allow the bulk re-issue of bus passes.

**Implementation of Decision:**

The decision will be implemented after the three-day call-in period.

**CHAIRPERSON**

**EXECUTIVE DECISION RECORD**

**5 APRIL 2019**

**STREETSCENE AND ENGINEERING CABINET BOARD**

**Cabinet Members:**

Councillors: E.V.Latham (Chair) and P.D.Richards

**Officers in Attendance:**

M.Roberts, A.Lewis and N.Headon

**Invitee:**

Councillor: S.M. Pendry (Scrutiny Chair)

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1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Councillor E.V.Latham be appointed as Chairperson for the meeting.

2. **FORWARD WORK PROGRAMME 2018/19**

Noted by Committee.

3. **COMBINED HIGHWAYS AND NEIGHBOURHOOD WORKS PROGRAMME 2019/2020**

**Decision:**

That the Highways and Neighbourhood Works Programme expenditure for 2019/2020, as set out in Appendix A of the circulated report, be approved.

**Reason for Decision:**

To maintain assets for which the Council is responsible and address community concerns in relation to same.

**Implementation of Decision:**

The decision will be implemented after the three-day call-in period.

**Consultation:**

Consultation has taken place with Local Ward Members as part of developing the programme.

4. **NEW FIXED PENALTY NOTICE IN RESPECT OF FLY TIPPING**

**Decisions:**

1. That the adoption of the use of Fixed Penalty Notices for The Householders Duty of Care Regulations (Wales) 2019 in accordance with the Environmental Protection Act 1990 Section 34ZB, be approved.
2. That delegated authority be granted to the Director of Environment and the Head of Streetcare to issue Fixed Penalty Notices under the new legislation, and to appoint named competent Waste Enforcement Officers to issue such Fixed Penalty Notices on their behalf.
3. That an early payment incentive of £150 (reduced from £300) be offered if payment was settled within ten days of the Fixed Penalty Notice being issued.

**Reason for Decisions:**

The adoption of Fixed Penalty Notice's for "Householders Duty of Care" with respect to small scale fly tipping of household waste will improve the Authority's effectiveness in tackling fly tipping and allow officers to deal with small scale fly tipping more proportionately and efficiently. Any monies accrued as a result of issuing notices will help to offset the associated investigatory costs/removal costs of fly-tipped waste and reduce the amount of case files submitted to the Authority's Legal Section.

**Implementation of Decisions:**

The decisions will be implemented after the three-day call-in period.

5. **STREET LIGHTING ENERGY SAVING PROJECT**

**Decision:**

That approval be granted to spend the £982,172.40 Salix funding from Welsh Government, and proceed with the public lighting energy saving project.

**Reason for Decisions:**

To reduce energy usage and reduce further costs.

**Implementation of Decision:**

The decision will be implemented after the three-day call-in period.

6. **LIST OF APPROVED CONTRACTORS - KELTBRAY LTD.**

**Decision:**

That the following Contractor be included on the Approved List of Contractors in the category below:-

<u>Firm</u>	<u>Category</u>
Keltbray Ltd	31 – Asbestos

**Reason for Decision:**

To keep the Approved List up to date and as far as possible ensure a competitive procurement process and for the purpose of supplying a List of Contractors for invitation to tender within the relevant category.

**Implementation of Decision:**

The decision will be implemented after the three-day call-in period.

**Consultation:**

The Approved List of Contractors is promoted on Neath Port Talbot web pages through local events.

7. **TRAFFIC ORDER: FFOREST HILL, GER-YR-AFON, ABERDULAIS**

**Decision:**

That the Traffic Regulation Order for Fforest Hill, Ger-Yr-Afon, Aberdulais, Appendix A of the circulated report, be advertised, and subject to there being no objections, the Order be implemented.

**Reason for Decision:**

To prevent indiscriminate parking in the interest of highway safety.

**Implementation of Decision:**

The decision will be implemented after the three-day call-in period.

**Consultation:**

A consultation exercise will be carried out when the scheme is advertised.

8. **TRAFFIC ORDER: 20 BRYN MORGRUG, ALLTWEN**

**Decision:**

That the Traffic Regulation Order for 20 Bryn Morgrug, Alltwen, Appendix A of the circulated report, be advertised, and subject to there being no objections, the Order be implemented.

**Reason for Decision:**

To prevent indiscriminate parking in the interest of highway safety.

**Implementation of Decision:**

The decision will be implemented after the three-day call-in period.



**Consultation:**

A consultation exercise will be carried out when the scheme is advertised.

**CHAIRPERSON**

Mae'r dudalen hon yn fwriadol wag

**EXECUTIVE DECISION RECORD**

**10 JANUARY 2019**

**SOCIAL CARE, HEALTH AND WELLBEING CABINET BOARD**

**Cabinet Members:**

Councillors: P.A.Rees and P.D.Richards (Chairperson)

**Invitees:**

Councillors: L.M.Purcell (Scrutiny Chairperson)  
S.Freeguard (Scrutiny Vice Chairperson)

**Officers in Attendance:**

A.Jarrett, A.Thomas,J.Hodges, Ms.K.Warren, J. Woodman-Ralph and  
N. Jones

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1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Councillor P.D.Richards be appointed Chairperson for the meeting.

2. **MINUTES OF PREVIOUS MEETING**

That the Minutes of the meeting held on the 6 December 2018 be noted by Committee.

3. **FORWARD WORK PROGRAMME 18/19**

Noted by Committee

4. **COMMISSIONING OF CARE AND SUPPORT SERVICES IN A SUPPORTED LIVING SCHEME**

**Decisions:**

1. That, approval be granted for the Head of Adult Services to undertake a procurement exercise to commission care and support services to people living in the supported living scheme;
2. That, following the procurement process, the Head of Adult Services be granted delegated authority to enter into a contract with the bidder evaluated as offering the most economically advantageous tender (taking into account the quality and cost of the bids), for the provision of care and support to people residing in the supported living scheme.

**Reason for Decisions:**

To enable the authority to undertake a procurement exercise for the delivery of care and support services within the supported living scheme will ensure that the Council is legally compliant when purchasing these services. In addition, this will ensure that the Council is best placed to continue meeting the needs and demands of those that require these services through the purchasing of high quality and financially sustainable services.

**Implementation of Decisions:**

The decisions will be implemented after the three day call in period.

5. **WESTERN BAY CARERS PARTNERSHIP - VALUING CARERS ANNUAL REPORT 2017/18**

**Decision**

That the report be noted.

6. **ACCESS TO MEETINGS**

**Decision:**

That pursuant to Regulation 4 (3) and (5) of Statutory Instrument 2001 No. 2290, the public be excluded for the following item of business which involved the likely disclosure of exempt information as defined in Paragraphs 13 and 14 of Part 4 of Schedule 12A to the Local Government Act 1972.

7. **CONTRACTUAL ARRANGEMENTS FOR SHARED LIVES SUPPORT SERVICE**

**Decisions:**

1. That, the requirements of competition be excluded and Rule 2.1 of the Contract Procurement Rules be suspended;
2. That, the Head of Adult Services be granted Delegated Authority to enter into a contract with Ategi, for the provision of a Shared Lives Support Service for Adults until 30 April 2020;
3. That, the Head of Adult Services be granted Delegated Authority to, if required, undertake a public consultation in regard to arrangements after the 30 April 2020.

**Reason for Decisions:**

To enable the Council to enter into a new contract with Ategi which will provide the Council with a legally binding agreement setting out the approved terms of working. This will offer protection to the Council in the event of a dispute and ensure that the provider delivers in line with the Council's expectations.

Permission to enter into a new contractual term with Ategi will ensure this vital service is not disrupted whilst Officers undertake an analysis of service demand and develop an optimal service model in order to undertake a procurement exercise.

If the arrangements after the 30 April 2020 results in a change to the type and level of service, entering into public consultation will ensure that the views and opinions of the public inform the Council's decision making.

**Implementation of Decisions:**

The decisions will be implemented after the three day call in period.

8. **THE MANAGER'S REPORT ON HILLSIDE SECURE CHILDREN'S HOME**

**Decision:**

That the report be noted.

**CHAIRPERSON**

**EXECUTIVE DECISION RECORD**

**7 FEBRUARY 2019**

**SOCIAL CARE, HEALTH AND WELLBEING CABINET BOARD**

**Cabinet Members:**

Councillors: A.R.Lockyer (Chairperson) and P.D.Richards

**Invitees:**

Councillor: S.Freeguard (Scrutiny Vice Chairperson)

**Officers in Attendance:**

A.Jarrett, J.Hodges, J.Woodman-Ralph and N.Headon

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1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Cllr. A.R. Lockyer be appointed Chairperson for the meeting.

2. **HOUSING OPTIONS SERVICE**

**Decision:**

That the report be noted.

3. **FORWARD WORK PROGRAMME 2018/19**

Noted by Committee.

4. **ACCESS TO MEETINGS**

**Decision:**

That pursuant to Regulations 4 (3) and (5) of Statutory Instrument 2001 No. 2290, the public be excluded for the following item of business which involved the likely disclosure of exempt information as defined in Paragraph 13 of Part 4 of Schedule 12A to the Local Government Act 1972.

5. **THE REGULATED SERVICE (SERVICE PROVIDERS AND RESPONSE INDIVIDUALS) (WALES) REGULATIONS 2017 (EXEMPT UNDER PARAGRAPH 13)**

**Decision:**

That the report be noted.

6. **THE MANAGER'S REPORT ON HILLSIDE SECURE CHILDREN'S HOME (EXEMPT UNDER PARAGRAPH 13)**

**Decision:**

That the report be noted.

**CHAIRPERSON**



**EXECUTIVE DECISION RECORD**

**7 MARCH 2019**

**SOCIAL CARE, HEALTH AND WELLBEING CABINET BOARD**

**Cabinet Members:**

Councillors: A.R.Lockyer and P.D.Richards (Chairperson)

**Officers in Attendance:**

A.Jarrett, A.Thomas, J.Hodges and J.Woodman-Ralph

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1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Cllr.P.D.Richards be appointed Chairperson for the meeting.

2. **MINUTES OF PREVIOUS MEETING**

That the minutes of the meetings held on the 10 January 2019 and 7 February 2019 be approved.

3. **FORWARD WORK PROGRAMME 18/19**

Noted by Committee

4. **REVISED ADULT SERVICES ASSISTED TRANSPORT POLICY**

Members were supportive of the proposals suggested by the Social Care, Health and Wellbeing Scrutiny Committee held prior to this meeting as detailed below.

**Decision:**

Having given due regard to the Equality Impact Assessment, approval be granted to undertake a consultation on the Adult Services Equitability of Service Provision Policy as detailed in Appendix 1 to the circulated report subject to the following:

1. That an easy read version of the policy be created;
2. That the wording around accessibility to transport based on receipt of mobility allowance be clarified.

**Reason for Decision:**

To take into account the social care resources available when undertaking an assessment or reassessment of individuals' needs, to ensure a sustainable range of good quality adult social care services are available to meet the needs of the most vulnerable citizens of Neath Port Talbot, and contribute towards the budgetary savings identified in the Council's Forward Financial Plan.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

5. **ADULT SERVICES EQUITABILITY OF SERVICE PROVISION POLICY**

Members were supportive of the proposals suggested by the Social Care, Health and Wellbeing Scrutiny Committee held prior to this meeting as detailed below.

**Decision:**

Having given due regard to the Equality Impact Assessment, approval be granted to undertake consultation on the Adult Services Equitability of Service Provision Policy as detailed in Appendix 1 to the circulated report. Subject to the creation of an Easy Read version of the Policy.

**Reason for Decision:**

To take into account the social care resources available when undertaking an assessment or reassessment of individuals' needs, to ensure a sustainable range of good quality adult social care services are available to meet the needs of the most vulnerable citizens of Neath Port Talbot, and contribute towards the budgetary savings identified in the Council's Forward Financial Plan.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

6. **CHILDREN AND YOUNG PEOPLE AND ADULT SERVICES - 3RD QUARTER (2018 - 19) PERFORMANCE REPORT**

**Decision:**

That the report be noted.

7. **ACCESS TO MEETINGS**

**Decision:**

That pursuant to Regulation 4 (3) and (5) of Statutory Instrument 2001 No. 2290, the public be excluded for the following item of business which involved the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of Schedule 12A to the Local Government Act 1972.

8. **ANNUAL UPDATE ON THE SUPPORTING PEOPLE LOCAL COMMISSIONING PLAN AND 2019/20 CONTRACTUAL ARRANGEMENTS FOR THE SUPPORTING PEOPLE PROGRAMME GRANT (EXEMPT UNDER PARAGRAPH 14)**

**Decisions:**

1. That the Supporting People Local Commissioning Plan Annual Update for 2019 be endorsed;
2. That the progress to date be noted;

3. That the Head of Adult Services be granted delegated authority to enter into new interim contractual arrangements with existing providers whose contracts expire on 31 March 2019 for a period of up to 12 months, subject to a 3 month notice period.
4. If required approval be granted for Officers to commence any public consultation to support the recommissioning and procurement of services;
5. That approval be granted to undertake competitive procurement exercises to re-commission the following Supporting People Programme Grant funded services. These would be in addition to both Mental Health and Domestic Abuse Services previously approved by Members:
  - Extra Care Services (working jointly with Social Services colleagues)
  - Substance Misuse Services (working jointly with Partnership and Community Cohesion colleagues)
6. That the Head of Adult Services be granted delegated authority to enter into new contracts with the bidder(s) evaluated as offering the most economically advantageous tender (taking into account the quality and cost of the bids) in respect of each of the Supporting People Programme Grant funded services that are competitively tendered.

**Reasons for Decisions:**

1. The Annual Review sets out the Council's strategic priorities in 2019 for key partners and stakeholders.
2. Permission to enter into new interim contractual arrangements with those providers who's contract will end on 31 March 2019 will ensure that there is a continuing contractual basis to make payment for these vital front-line support services whilst ongoing procurement exercises take place. This will ensure existing service user's provision is not disrupted.
3. Commencing procurement processes to re-commission services and entering into contracts with the successful bidder(s) will ensure that services purchased by the

Council are of high quality, strategically relevant to the requirements of the Supporting People Programme Grant conditions, best placed to meet changing needs and demands of the local population and achieves best value for money.

**Implementation of Decisions:**

The decision will be implemented after the three day call in period.

**CHAIRPERSON**

Mae'r dudalen hon yn fwriadol wag

**EXECUTIVE DECISION RECORD**

**18 JANUARY, 2019**

**REGENERATION AND SUSTAINABLE DEVELOPMENT CABINET BOARD**

**Cabinet Members:**

Councillors: A.Wingrave and P.D.Richards

**Officers in Attendance:**

N.Pearce, S.Brennan, M.Shaw, N.Headon and N. Jones

**Invitees:** Councillor S.K Hunt (Chairperson of the Scrutiny Committee)  
Councillor L. Jones (Vice Chairperson of the Scrutiny Committee)

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1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Councillor A.Wingrave be appointed Chairperson for the meeting.

2. **MINUTES OF PREVIOUS REGENERATION AND SUSTAINABLE DEVELOPMENT CABINET BOARD HELD ON 7 DECEMBER, 2018**

Noted by the Committee.

3. **FORWARD WORK PROGRAMME 2019**

**Decision:**

That the Forward Work Programme for 2019 be noted.

4. **NEATH PORT TALBOT COUNTY BOROUGH COUNCIL AND TAI TARIAN SHARED LETTINGS POLICY: LOCAL LETTINGS AGREEMENT - BUSH ROW**

Appreciation was given to Members for work undertaken in resolving the issues in regard to Bush Row and Homelessness Lettings.

**Decision:**

That the Local Lettings Policy - Bush Row, Melyn, as proposed by Tai Tarian and detailed in Appendix 1 of the circulated report, be approved.

**Reason for Decision:**

To enable Tai Tarian to implement the local lettings agreement required to create a balanced and sustainable community in the given instance where this may not otherwise occur.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

5. **URGENT ITEM**

Because of the need to deal now with the matter contained in Minute No. 7 below, the Chairperson agreed this could be raised at today's meeting as an urgent item pursuant to Statutory Instrument 2001 No.2290 (as amended).

Reason:

Due to the time element.

6. **ACCESS TO MEETINGS**

**RESOLVED:** That pursuant to Regulation 4(3) and (5) of Statutory Instrument 2001 No. 2290, the public be excluded for the following item of business which involved the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of Schedule 12A to the Local Government Act 1972.



7. **LANDSLIDE AFFECTING PROPERTIES AT CYFYNG ROAD,  
PANTEG, YSTALYFERA – DISCRETIONARY COMPENSATION  
PAYMENTS TO DISPLACED FORMER TENANTS OF CYFYNG ROAD**

**Decisions:**

1. That discretionary compensation payments be made to the two former tenants in the sums as contained within the private urgent report, subject to the following eligible persons criteria:
  - a. providing evidence to substantiate compliance with the eligibility criteria to the satisfaction of the Director of Environment;
  - b. and them signing an agreement that they have left the property and will not return to that or any other such affected property at any time in the future.
2. That a pro rata discretionary payment be made to the other former tenants in the sum as contained within the private urgent report and in accordance with the eligible persons criteria as detailed in 1(a) and 1(b) as above.

**Reason for Decisions:**

To enable Officers to make discretionary compensation payments to the displaced former tenants of the properties.

**Implementation of Decisions:**

The decisions will be implemented after the three day call in period.

**CHAIRPERSON**

Mae'r dudalen hon yn fwriadol wag

**EXECUTIVE DECISION RECORD**

**1 MARCH 2019**

**REGENERATION AND SUSTAINABLE DEVELOPMENT  
CABINET BOARD**

**Cabinet Members:**

Councillors: D.Jones and A.Wingrave (Chairperson)

**Officers in Attendance:**

N.Pearce, S.Brennan, N.Jones and J.Woodman-Ralph

**Invitees:**

Councillor: S.K.Hunt (Scrutiny Chairperson)

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1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Councillor A.Wingrave be appointed Chairperson for the meeting.

2. **MINUTES OF PREVIOUS MEETING HELD ON 18 JANUARY, 2019**

**Decision:**

That the minutes of the meeting held on 18 January, 2019 be approved.

3. **FORWARD WORK PROGRAMME 2018/19**

**Decision:**

That the Forward Work Programme be noted.

#### 4. **TOURISM UPDATE**

##### **Decisions:**

1. That the progress to date against the delivery of the Neath Port Talbot Destination Management Plan, be noted;
2. That the achievements of the new Tourism Team to date, and the priorities for the next six months be noted;
3. That a new Destination Management Plan be prepared and consultation be undertaken during 2019/2020 in readiness for launch in April 2020.

##### **Reason for Decisions:**

To deliver a cohesive Destination Management Plan from which to develop Neath Port Talbot as a visitor destination and ensure that the area continues to secure investment in the tourism economy via both public and private sector sources.

##### **Implementation of Decisions:**

The decisions will be implemented after the three day call in period.

##### **Consultation:**

The Destination Management Plan was subject to external consultation with the Neath Port Talbot Tourism Industry prior to publication.

#### 5. **KEY PERFORMANCE INDICATORS 2018/2019 - QUARTER 3 PERFORMANCE (1 APRIL 2018 - 31 DECEMBER 2018)**

##### **Decision:**

That the monitoring report be noted.

6. **ACCESS TO MEETINGS**

**RESOLVED:** That pursuant to Regulation 4(3) and (5) of Statutory Instrument 2001 No. 2290, 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 Local Government Act 1972.

7. **HOUSING RENEWAL AND ADAPTATION SERVICE REPAYMENT OF DISABLED FACILITY GRANT MONIES**

**Decision:**

That the full amount of grant monies, for the reasons detailed within the private, circulated report, be waived.

**Reason for Decision:**

To ensure the Authority exercises its discretion under the Housing Grants Construction and Regeneration Act 1996: Disabled Facilities Grant (Conditions relating to approval or payment of Grant) General Consent 2008.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

8. **URGENCY ACTION 0867 - HOUSING RENEWAL AND ADAPTATION SERVICE REPAYMENT OF DISABLED FACILITY GRANT MONIES (EXEMPT UNDER PARAGRAPH 14)**

**Decision:**

That the following urgency action taken by the Head of Adult Services in consultation with the requisite Members, be noted:-

Officer Urgency Action No 0867 re: Housing Renewal and Adaptation Service Repayment of Disabled Facility Grant Monies.

9. **URGENCY ACTION 1391 - COED DARCY SOUTHERN ACCESS ROAD AND FFORD AMAZON STAGE 2 (EXEMPT UNDER PARAGRAPH 14)**

**Decision:**

That the following joint urgency action taken by the Head of Property and Regeneration, the Head of Legal Services and the Head of Engineering and Transport in consultation with the requisite Members, be noted:-

Officer Urgency Action No 1391 re: Coed Darcy Southern Access Road and Fford Amazon Stage 2.

10. **FORMER CAEWERN UPPER RESPITE HOME, BRYNCOCH, NEATH**

**Decision:**

That following a verbal update at the meeting from the Head of Property and Regeneration, the offer be refused as it was not acceptable.

**Reason for Decision:**

The offer contained conditions that were not acceptable to the Council.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

11. **COED DARCY SOUTHERN ACCESS ROAD AND FFORD AMAZON STAGE 2 - COMPULSORY PURCHASE ORDER 2010**

**Decisions:**

1. That authorisation be granted for Officers (as detailed within the private, circulated report) to negotiate and agree a settlement up to a maximum figure of £200,000, to be paid to Gracelands Investments Limited for the acquisition of land and rights required as part of the Coed Darcy Southern Access Road and Ffordd Amazon Stage 2 highway scheme, as compensation and costs;

2. That any VAT applicable to the compensation and costs and any statutory interest applicable to the compensation be paid in addition to the above maximum sum.

**Reason for Decisions:**

To enable officers to negotiate to try and reach settlement prior to the Lands Tribunal hearing.

**Implementation of Decisions:**

The decisions will be implemented after the three day call in period.

12. **HARBOURSIDE STRATEGIC EMPLOYMENT SITE PORT TALBOT**

**Decision:**

That the terms and conditions for the acquisition of the land as detailed within the private, circulated report, and various rights required for the scheme, be approved.

**Reason for Decision:**

To facilitate the proposed flood mitigation measures as part of the Harbourside Strategic Employment Site scheme.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

**Consultation:**

The Local Member had been consulted and supported the proposal.

13. **PORT TALBOT PERIPHERAL DISTRIBUTOR ROAD PHASE 2 -  
EXTENSION OF STATUTORY PERIOD FOR THE CLAIM FROM  
ASSOCIATED BRITISH PORTS HOLDINGS LIMITED FOR  
COMPENSATION**

**Decision:**

That the time limit to negotiate the claim from Associated British Ports Holdings Ltd under Port Talbot PDR Phase 2, be extended to the 30 June 2019.

**Reason for Decision:**

To secure approval for the immediate action required in respect of claims under the Port Talbot Peripheral Distributor Road Phase 2 Scheme.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

**CHAIRPERSON**