



CABINET

**IMMEDIATELY FOLLOWING CABINET SCRUTINY COMMITTEE
WEDNESDAY, 17 APRIL 2019**

COUNCIL CHAMBER - PORT TALBOT CIVIC CENTRE

Part 1

1. Appointment of Chairperson
2. Declarations of Interest
3. Minutes of Previous Meeting (*Pages 3 - 8*)
4. Forward Work Programme 2018/19 (*Pages 9 - 10*)
5. Swansea Bay City Deal (*Pages 11 - 70*)
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Report of the Assistant Chief Executive and Chief Digital Officer
7. Poverty Project - Low Income Families Tracker (*Pages 139 - 144*)
Report of the Assistant Chief Executive and Chief Digital Officer
8. Review of Polling Districts, Polling Places and Polling Stations
(*Pages 145 - 212*)
Report of the Assistant Chief Executive and Chief Digital Officer
9. Members Community Fund - Aberavon (*Pages 213 - 218*)
Report of the Head of Transformation
10. Members Community Fund - Bryncoch North and Bryncoch South
(*Pages 219 - 224*)
Report of the Head of Transformation

11. Members Community Fund - Sandfields West (*Pages 225 - 230*)
Report of the Head of Transformation
12. Urgent Items
Any urgent items (whether public or exempt) at the discretion of the Chairperson pursuant to Section 100b (4)(B) of the Local Government Act 1972

S.Phillips
Chief Executive

Civic Centre
Port Talbot

Thursday, 11 April 2019

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

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)

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

2018/19 FORWARD WORK PLAN

CABINET

Meeting Date	Agenda Items	Type (Decision/ Monitoring Or Information)	Rotation (Topical, Annual, Bi-Annual, Quarterly, Monthly)	Contact Officer/ Head of Service
8 May 2019	Annual Governance Statement 2018-19 (Including Corporate Governance Improvement Action Plan 2018/19 full year progress Report/Corporate Governance Improvement Action Plan 2019/20)	Monitoring	Annual	K.Jones/ C.Furlow
	Members Community Fund Application	Decision	Monthly	P.Hinder
	Port Talbot Waterfront Enterprise Zone	Decision	Topical	G.Nutt

Cabinet – Forward Work Programme

Meeting Date	Agenda Items	Type (Decision/ Monitoring Or Information)	Rotation (Topical, Annual, Bi-Annual, Quarterly, Monthly)	Contact Officer/ Head of Service
29 May 2019	Members Community Fund Application	Decision	Monthly	P.Hinder
	Risk Register Quarter 4 Update			
	Modern Slavery Statement	Decision	Topical	C.Griffiths

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 reviews¹ (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

¹ 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 Plan² 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;

² 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 Government³).
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 Wales⁴.

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

³ 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.

⁴ <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 equivalent⁵. 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

⁵ 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 21st 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*”⁶. However, as things stand, there is a process (one that has proved excessively

⁶ Recommendation 6 and Paragraph 3.4.5 respectively.

prescriptive in our opinion) for doing so as prescribed by the JWA⁷. 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

⁷ 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 response⁸. 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

⁸ 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 principles⁹ 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

⁹ 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 year¹⁰. 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 JWA¹¹. 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 Arbitration¹², 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

¹⁰ Clause 22 of the JWA.

¹¹ See Schedule 5.

¹² 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 groups¹³, 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).

¹³ 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

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 Deal¹ (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 20th 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.

¹ 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

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.

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 20th 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.

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 20th 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 20th 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

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 21st 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

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.

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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"> • Agreed risk appetite of the Partnership • Agreed risk management methodology; • Establishing the ethical values and framework; • Counter fraud, corruption & bribery procedures; • Due diligence and anti-money laundering arrangements; • Programme/project management methodology; and • 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)
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)

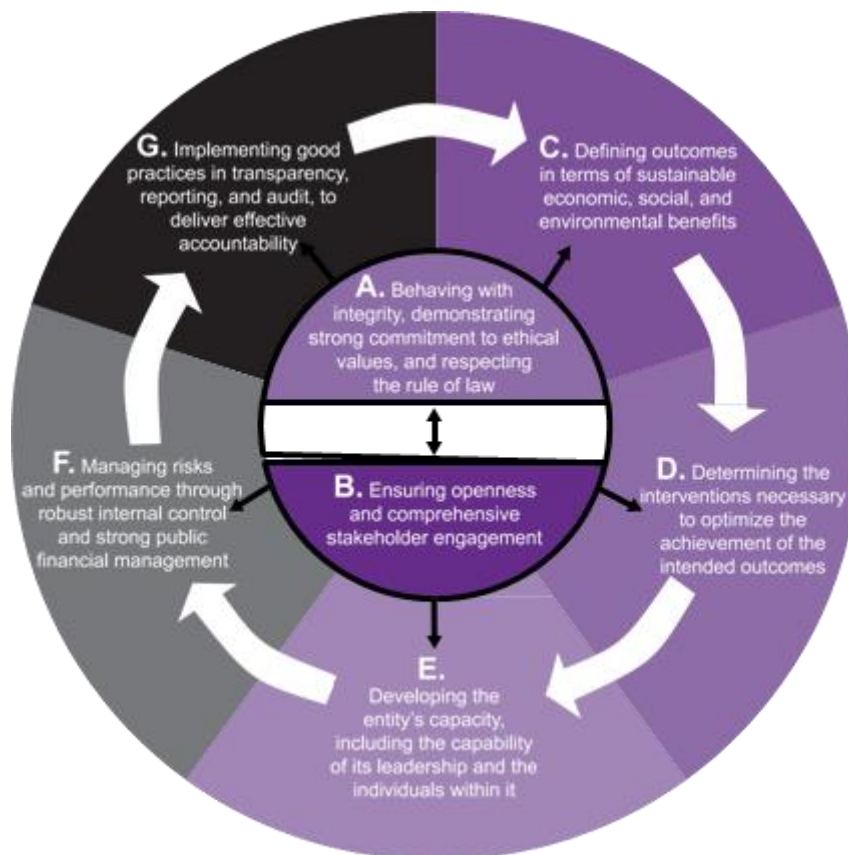
4.7.	The Programme Board, Economic Strategy Board (ESB) and Joint Committee should receive written assurance (in a format to be agreed) that each business case submitted for approval has been subject to the required checks and process as defined within the JCA, including approval by the Lead Local Authority. 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> <ul style="list-style-type: none"> 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 & 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. 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 & 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)

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

Ensuring openness and comprehensive stakeholder engagement.
Expected Actions & Behaviours: open culture based on trust; shared commitment for change; acceptance or robust challenge; transparent decision-making; engagement and consultation with all stakeholders.
Areas for Improvement: 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

Defining outcomes in terms of sustainable economic, societal & environmental benefits.
Expected Actions & Behaviours: clear vision and defined outcomes sustainable & deliverable within available resources.
Areas for Improvement: 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

Developing the Partnerships capacity, including the capability of its leadership and individuals within it.
--

Expected Actions & Behaviours: distinction between roles and responsibilities; specification of delegated decisions versus those reserved for the Joint Committee; reviewing operations, resources and performance to ensure effectiveness.
--

Areas for Improvement: independence, capacity and capability of the Regional Office to deliver the Project Management Office function.

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) ¹
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)

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

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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 24th 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:

Caryn Furlow, Strategic Manager, Policy and Democratic Services, Tel: 01630 763242 e-mail: c.furlow@npt.gov.uk

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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

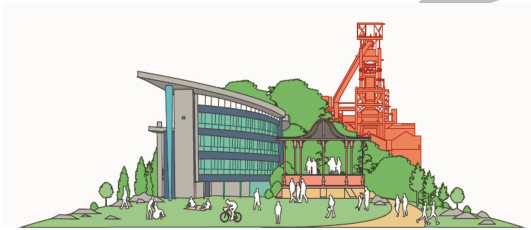
This Plan is produced to meet the requirements of the Well-being of Future Generations (Wales) Act 2015 (WBFG) and the Local Government (Wales) Measure 2009, by setting out our well-being objectives, improvement priorities, the steps we will take to achieve them and how we will measure progress.

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”*



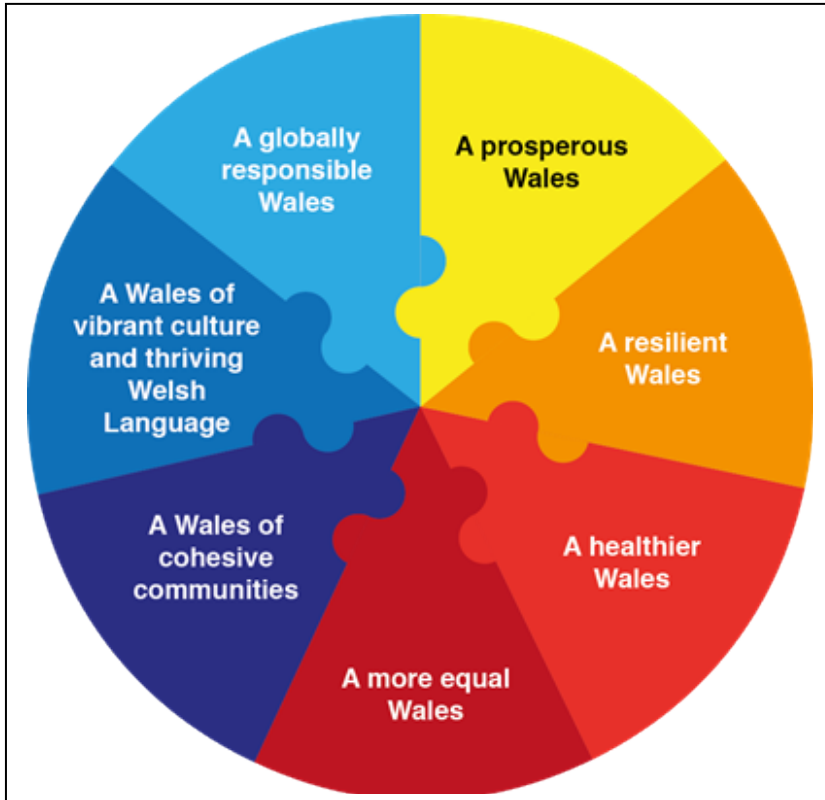
Well-being Objective 2: To improve the well-being of all adults who live in the county borough: *“Everyone participates fully in community life – socially and economically”*



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 (1st 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:





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

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

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

 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 21st 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 21st 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 2nd 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 2nd 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 st 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.

Well-being Objective 1 Improvement Priority	Step ref	The steps we will take to meet the improvement priority
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 st 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
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.

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.

Well-being Objective 2 Improvement Priority	Step Ref.	The steps we will take to meet the improvement priority
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

Well-being Objective 2 Improvement Priority	Step Ref.	The steps we will take to meet the improvement priority
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

Well-being Objective 2 Improvement Priority	Step Ref.	The steps we will take to meet the improvement priority
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:

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	<p>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.</p>

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Well-being Objective 3 Improvement Priority	Step Ref.	The steps we will take to meet the improvement priority
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

Well-being Objective 3 Improvement Priority	Step Ref.	The steps we will take to meet the improvement priority
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

Well-being Objective 3 Improvement Priority	Step Ref.	The steps we will take to meet the improvement priority
	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.

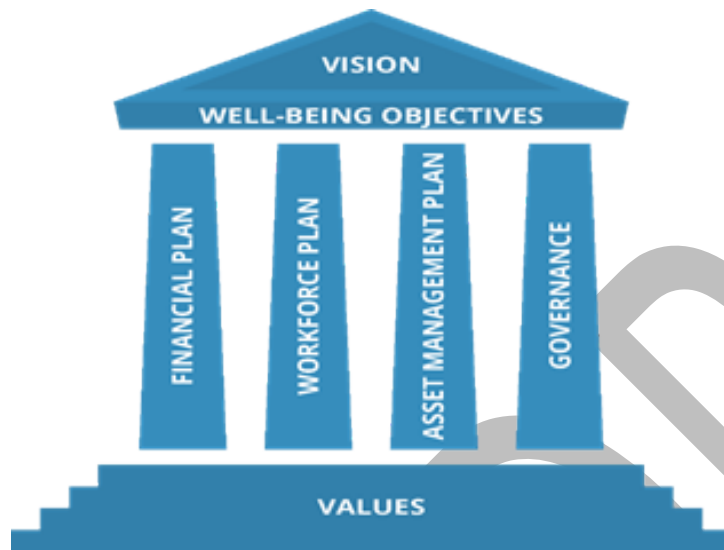
We also considered the well-being objectives that had been published to date by other public bodies and partners. In particular, we examined the Well-being Assessment published by the Neath Port Talbot Public Services Board (PSB) and the priorities set out in the PSB's Well-being Plan. We have also begun 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

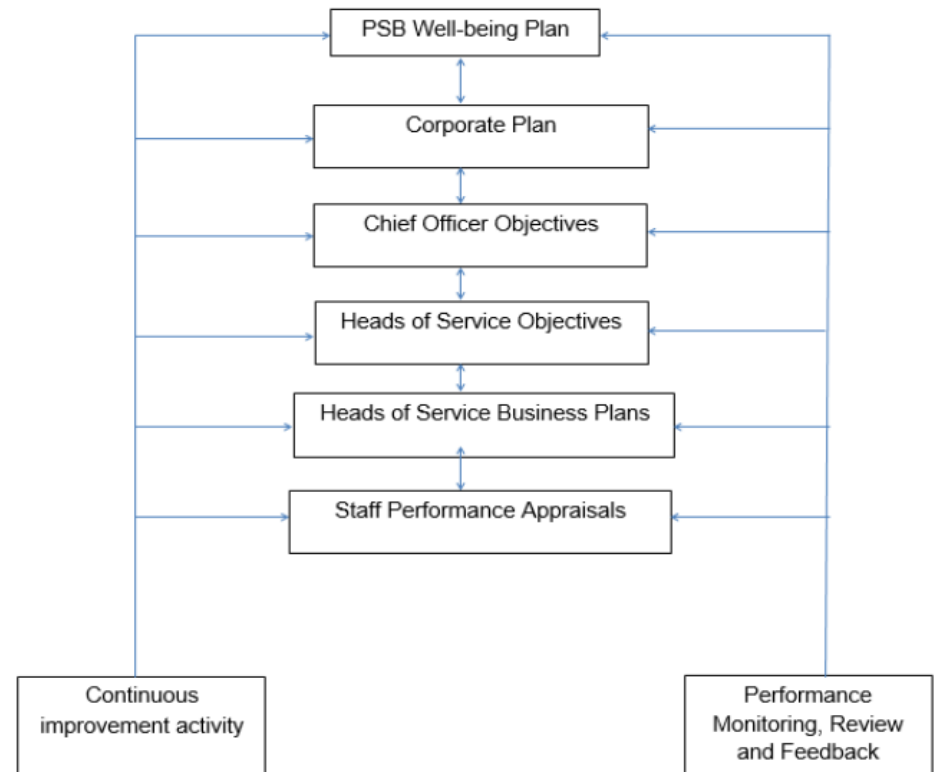
play an active role in procurement processes. Also, contracts and tender documents have now been simplified to allow all organisations regardless of size and experience in tendering to have the opportunity to take part in processes. In 2018-2019, the Council enhanced its procurement arrangements by signing 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

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



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

<https://www.facebook.com/NeathPortTalbotCBC>



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

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)

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

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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)

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)

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)

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

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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

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%

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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

Poverty Project - Low Income Families Tracker

Purpose of Report

1. To seek authority from Cabinet to commission Policy in Practice to develop a Low Income Families Tracker for Neath Port Talbot.

The tracker will help us identify and better understand the vulnerabilities of low income households, inform strategic planning and better target those in most need.

Background

2. The local authority and its partners have been working together to provide help and advice to those adversely affected by welfare reform since the host of benefit changes introduced under the Welfare Reform Act 2012.
3. The roll-out of Universal Credit, one of the biggest changes to the welfare system since its inception is having a significant impact on residents of Neath Port Talbot who may already be dealing with long term health problems, disability or unemployment.

4. To determine which Neath Port Talbot residents will be most significantly affected by the cumulative impact of these reforms we must introduce advanced data analytics to the Housing Benefit and Council Tax figures we currently hold. Using our data for predictive rather than descriptive purposes will enable improve the way social policy and welfare support is delivered across local communities.

Proposal

5. Commission Policy in Practice to develop a Low Income Family Tracker for Neath Port Talbot. Policy in Practice will collect our Council Tax and Housing Benefit administrative data four times during the year, introduce advanced data analytics and assess the cumulative impact of all policies combined. Linking this data over time we will be able to track living standards to identify who is able to escape poverty and who is not and what the impacts of this will be on public finances.
6. Policy in Practice use household level data to understand and track the impact of the welfare reforms on residents. Using data analytics they can track the winners and losers for each welfare change, including Universal Credit, as well as looking at the cumulative impacts on residents. The reports and data analysis they are able to provide will allow the Council to view these impacts at Ward and street level. The segmentation of the demographics, showing the impacts of reforms by household type, tenure and employment status inform strategic planning and armed with this knowledge policy and strategy can be better targeted to those in most need.
7. It is also possible to track changes in the cohort, so that factors that impact residents are better understood. Looking at all aspects of those impacted, including the working poor they can help us find hidden pockets of poverty by:
 - Identifying who is at risk
 - Engaging those at risk
 - Tracking what happens

Consultation

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

Financial Appraisal

9. The cost of engaging Policy in Practice to develop a Low Income Families Tracker will be £23,101 + VAT. There is an underspend in the departmental budget which would accommodate the cost of the work.

Integrated Impact Assessment

10. An Integrated Impact Assessment is not required.

Workforce Impact

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

Legal Duties

12. In terms of commissioning Policy in Practice, it is proposed that paragraph 2.2 of contract procedure rules be applied, which allows a direct award provided best value is obtained.

Risk Management

13. 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

14. It is recommended that:
 - i. That Cabinet authorises the Assistant Chief Executive and Chief Digital Officer to commission Policy in Practice to develop the tracker.

Reason for Proposed Decision

15. To ensure the Council are able to better identify and understand the vulnerabilities of residents in low income households. This in turn will help us to focus services and support where it is needed.

Implementation

16. The decision is proposed for implementation after the three day call in period.

Appendices

17. Appendix 1 – Poverty Project Briefing Paper

Background Papers

18. Welfare Reform Act 2012

Officer Reporting:

Karen Jones, Assistant Chief Executive and Chief Digital Officer, Tel: 01630 763284 e-mail: k.jones3@npt.gov.uk

Poverty Project – Briefing paper

Purpose

To determine which Neath Port Talbot residents will be most significantly affected by welfare reforms and whether existing services are sufficient to deal with the additional demand these changes may create.

By understanding the cumulative impact of welfare reforms on residents alongside existing service provision we will be able to target support to our residents that need it most.

Background

The roll-out of Universal Credit, one of the biggest changes to the welfare system since its inception is having a significant impact on residents of Neath Port Talbot who may already be dealing with long term health problems, disability or unemployment.

The local authority and its partners have been working together to provide help and advice to those adversely affected. However, in order, to ensure there is a full understanding of the profile of those in need of support, any changes in the needs of residents and the suitability and geographical placement of services further work has to be undertaken.

Method

Initially a desktop exercise will be undertaken to collate and analyse the information we have to better equip us to predict how the picture of need may change as Universal Credit is fully rolled-out.

The first stage of this work will help us understand:

- The profile of those currently accessing support and advice services

- Whether or not this profile is likely to change as more reforms are imposed
- What are the current levels of demand for support and advice services?
- How are existing services currently being funded (by the Council, third sector, Welsh Government)
- Are the Council's current policies and services adequate to meet increasing demand for support services?

The commissioning of additional analysis to inform our local understanding of the issues being faced will follow.

Legal must be consulted throughout this project to ensure full compliance with the General Data Protection Regulation (GDPR).

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

CABINET

17 April 2019

Report of the Chief Executive and Assistant Chief Executive & Chief Digital Officer – K.Jones

Review of Polling Districts, Polling Places and Polling Stations

Matter for Decision

Wards Affected: Aberavon, Briton Ferry West, Bryn and Cwmavon, Port Talbot, Sandfields East, Bryncoch South, Cwmllynfell and Ystalyfera.

Purpose of the Report

1. To recommend that no changes be made to Polling Districts and Polling Places. To inform members of the Returning Officer's decision regarding Polling Stations.

Background

2. Under the Representation of the People Act 1983, the Electoral Administration Act 2006 and the Review of Polling District & Polling Places (Parliamentary Elections) Regulations 2006, Neath Port Talbot County Borough Council has a duty to divide the district into polling districts and to designate a polling place for each polling district. It also has to keep these arrangements under review.
3. In order to comply with the above legislation Neath Port Talbot County Borough Council is required to complete a full review of all polling districts and polling places every five years. However this does not prevent changes being made at any time prior to the next review.

4. Section 17 of the Electoral Registration and Administration Act 2013 amended the 1983 Act to require a review to be carried and completed within the period of 16 months beginning with 1 October 2013 and subsequently every five years (intending to bring reviews in line with the new cycle of UK Parliamentary terms and boundary reviews).
5. The Returning Officer has personal responsibility for deciding on the number and location of Polling Stations within the County Borough. This is set out in each set of Election Rules e.g. Rule 25 of the Parliamentary Election Rules.
6. The Returning Officer has decided to conduct both Reviews (Review of Polling Districts and Polling Places and Review of Polling Stations) together so as to make it easier for people to respond to the process.

Definition of Terms

7. A Polling District is a geographical sub-division of an electoral area, i.e. a UK Parliamentary Constituency, a European Parliamentary Electoral Region or a local Electoral Division, commonly referred to as a Ward.
8. A Polling Place is a geographical area in which a Polling Station is located. It can be defined as tightly as a particular building or as widely as the entire Polling District.
9. The Polling Place shall be an area in the Polling District, except where special circumstances make it desirable to designate an area wholly or partly outside the Polling District.
10. A Polling Station is the actual area or specific room where the process of voting takes places i.e. where voters cast their votes. It must be located within the Polling Place designated for the particular Polling Station.

Aim of the Polling Districts and Polling Places Review

11. Local Authorities must seek to ensure that:
 - a) All electors in the constituency have such reasonable facilities for voting as are practicable in the circumstances;
 - b) So far as is reasonable and practicable, all Polling Places are accessible to all their electors, including those with disabilities;
12. The Polling Districts and Polling Places Review does not cover the following areas:
 - a) The boundaries of UK Parliamentary Constituencies;
 - b) The borders, names and electoral areas of Local Authorities.

Polling District and Polling Places Review Procedure

13. The Review Procedure to be followed by a Local Authority is summarised below:
14. Stage 1 - The Authority gives public notice of its intention to undertake a review and invites comments and submissions from any interested parties;
15. Stage 2 - The Authority considers all submissions received and formulates draft recommendation for the new Polling Districts and Polling Places structure. However, there is no requirement to change any existing arrangements.
16. Stage 3 - The Authority produces final proposals for the new Polling Districts and Polling Places.
17. Stage 4 - The Council must agree on the final proposals, and then publish the outcome of the review.

18. The Polling Station Review Procedure is carried out based on the Initial Recommendations set out by the Returning Officer. Feedback submissions have been considered by the Returning Officer and decisions taken accordingly.

Joint Review of Polling Districts, Polling Places and Polling Stations

19. Stage 1 commenced on 14 January 2019 with the publication of the Notice of Review of Polling Districts, Polling Places and Polling Stations on the Council Website and on a public noticeboard. The notice invited comments and submissions in writing on the existing arrangements and the Returning Officers Initial Recommendations (Appendix 1) by 15 March 2019. An online consultation form for the review was also present on the Council's Website.
20. Concurrently, emails inviting feedback on the current arrangements and on the Returning Officers Initial Recommendations were sent to:
 - a) All Councillors, MEPs, MPs, AMs and Community / Town Councils representing the area of Neath Port Talbot; and
 - b) Groups who represent protected characteristics, such as Black and Minority Ethnic (BME) Communities, Lesbian, Gay, Bisexual and Transgender (LGBT), and Disability via NPT CVS.
21. The submissions received during this stage are summarised in Appendix 2 "Summary of Consultation Responses Received".

Proposals following the Joint Review

22. The Returning Officer considered those responses as set out in Appendix 2. These assisted in the formulation of the final proposals relating to Polling Districts and Polling Places which are set out in Appendix 3 of the report. Appendix 3 also shows the determinations of the Returning Officer in relation to Polling Stations.
23. Once Council agrees Polling Districts and Polling Places, all relevant stakeholders will be informed.

24. Polling Districts will be further reviewed following the outcome of the Local Democracy and Boundary Commission for Wales Electoral Review of Neath Port Talbot.

Financial Impact

25. None.

Integrated Impact Assessment

26. A first stage impact assessment has been undertaken 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.
27. Following the First Stage Impact Assessment it was determined that it was not necessary for a Full Impact Assessment to be conducted due to the predominately low impact and risk associated with changing the location of polling stations within some areas of the County Borough.

Furthermore, while it is accepted that in some instances electors may have a slightly longer journey to their polling station, all electors will be notified of the changes at the earliest possible opportunity and be reminded of the facility to apply for a postal or proxy vote should they deem the location of the new polling station to be inconvenient for them.

While we accept there are some drawbacks with the proposals in terms of accessibility issues with mobile stations we have done everything we can to minimise this disruption and seek alternatives where possible.

Workforce Impacts

28. None.

Consultation

29. This item has been subject to external consultation.
30. The publication of the Notice of Review of Polling Districts, Polling Places and Polling Stations on the Council Website and on a public noticeboard on 14 January invited comments and submissions in writing on the existing arrangements and the Returning Officers Initial Recommendations. Submissions were required to be made by 15 March 2019. An online consultation form for the review was also present on the Council's Website.
31. Concurrently, emails inviting feedback on the current arrangements and on the Returning Officers Initial Recommendations were sent to:
 - a) All Councillors, MEPs, MPs, AMs and Community / Town Councils representing the area of Neath Port Talbot; and
 - b) Groups who represent protected characteristics, such as Black and Minority Ethnic (BME) Communities, Lesbian, Gay, Bisexual and Transgender (LGBT), and Disability via NPT CVS.
32. The submissions received during the consultation are summarised in Appendix 2 "Summary of Consultation Responses Received". These assisted in the formulation of the final proposals relating to Polling Districts and Polling Places which are set out in Appendix 3 of the report.

Recommendations

33. The Cabinet endorses the Returning Officer's conclusion that there be no changes to any of the Polling Districts and Polling Places within the County Borough;
34. That the Cabinet notes the changes the Returning Officer intends to make to locations of Polling Stations;

Reasons for Proposed Decision

35. The decisions provide for the effective management of the electoral process within the County Borough and to discharge the various legal duties referenced in the report which are placed on the Council and the Returning Officer.

Implementation of Decision

36. The decision is proposed for immediate implementation because of the potential imminent European Parliamentary Elections.

Appendices

37. Appendix 1 - Returning Officers Initial Recommendations
38. Appendix 2 – Summary of Consultation Responses Received
39. Appendix 3 – Final Recommendations of the Returning Officer in relation to Polling Districts, Polling Places and Polling Stations.

Background Papers

40. First Stage Integrated Impact Assessment

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Appendix One

Review of Polling Districts, Polling Places and Polling Stations

Electoral Divisions,
Communities and Polling
Stations
Aberavon Constituency



* Double Station

Register Code	Electoral Division (Polling District)	Community (Polling Place)	Polling Station	Electorate	Access	Suitability	Venue	Recommendations
AA1	Aberavon	Aberavon	St. Mary's Centre	539	Access via temporary ramp. Parking close by. Located close to community	Good facilities and services.	Good	No Change
AA2		Aberavon	St. Joseph's Comprehensive School	1037	Adequate parking and access. Located close to community. Although Polling Station located at rear of school which some electors have difficulty locating.	Good facilities and services.	Good	PROPOSED: Aberavon Community Centre

AA3		Aberavon						
AA4		Aberavon	Sandfields Primary School	500	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change
AA5		Baglan Moors	Bulldogs Development Centre	111	Adequate parking and access. Located close to community.	Good facilities and services.	Good	No Change
AA6		Baglan Moors		7				
AB1	Baglan	Baglan	Ebenezer Chapel Vestry	452	Good parking and access.	Good facilities and services.	Good	No Change
AB2		Baglan	Church Hall Church Road	1191	Adequate parking and access. Located close to community.	Good facilities and services.	Good	No Change

AB3		Baglan	Blaen Baglan Primary School	9 0 5	Good parking and access. Located close to community.	Good facilities and services.	G o o d	No Change
AB4		Baglan	Baglan Community Centre	1 5 1	Good parking and access. Located close to community.	Good facilities and services.	G o o d	No Change
AB5		Baglan		2				
AC1	Briton Ferry East	Briton Ferry (Craig-Y- Darren Ward)	Ty Llansawel Day Centre	5 8 5	On-street parking and good access. Located close to community.	Good facilities and services.	G o o d	No Change
AC2		Briton Ferry (Cwrt Sart Ward)	Briton Ferry Community Hall	1 1 0	On-street parking and good access. Located close to community.	Good facilities and services.	G o o d	No Change
AC3		Briton Ferry (Cwrt Sart Ward)		0				
AD1	Briton Ferry West	Briton Ferry (Brynhyfryd Ward)	Ysgol Tyle'r Ynn	3 4 9	Adequate parking and access. Located close to community.	Good facilities and services.	G o o d	No Change

AD2		Briton Ferry (Brynhyfryd Ward)	Brynhyfryd Primary School *	453	Adequate parking and access. Located close to community.	Good facilities and services.	Closed	PROPOSED: Ysgol Tyle'r Ynn
AD3		Briton Ferry (Shelone Wood Ward)	Llansawel Primary School	591	On-street parking. Located close to community. Poor disabled access as a result of main gates remaining locked on polling day.	Good facilities and services.	Closed	PROPOSED: Currently seeking an alternative venue
AD4		Briton Ferry (Shelone Wood Ward)	Brynhyfryd Primary School *	256	On-street parking and good access. Located close to community.	Good facilities and services.	Closed	PROPOSED: Currently seeking an alternative venue
AE1		Cwmavon	The Library, Cwmavon *	1066	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AE2	Bryn and Cwmavon	Cwmavon	Bethany Apostolic Church	818	On-street parking close to station. Poor access - no ramp at front entrance. Rear entrance has disabled access but reached via unlit path in poor condition. Door threshold also causes difficulties for electors. Located close to community.	Building has closed since previous election and is no longer available for use as a polling station	Closed	PROPOSED: Currently seeking an alternative venue

AE3		Cwmavon	Booth At Heol Mabon	348	Adequate parking. Access poor for disabled elector - unable to attach ramp to mobile station. Located close to community.	Poor facilities and services: mobile polling station, portaloos required.	Poor	PROPOSED: Currently seeking an alternative venue
AE4		Cwmavon	Seion Bethania Chapel Vestry	635	Adequate parking. Temporary ramp required for access to station. Located close to community.	Good facilities and services.	Good	No Change
AE5		Cwmavon	Rock Chapel Vestry *	219	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change
AE6		Bryn	Bryn Village Hall	580	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AE7		Cwmavon	The Library, Cwmavon *	201	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AE8		Cwmavon	Rock Chapel Vestry *	127	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change

AF1	Coedffranc Central	Coedffranc (East Central Ward)	Salvation Army Community Hall	914	Good parking facilities next to station. Access poor for wheelchair bound electors - single door on ground level not accessible for wheelchair. Located close to community.	Good facilities and services.	Adequate	No Change
AF2		Coedffranc (Central Ward)	Caewathan Community Centre	1248	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change
AF3		Coedffranc (Central Ward)		978	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change
AG1	Coedffranc North	Coedffranc (North Ward)	The Community Hall, Church of Latter Day Saints	438	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AG2		Coedffranc (North Ward)	Mission Hall, Lonlas	400	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AH1	Coedffranc West	Coedffranc (West Central Ward)	Carnegie Community Centre	872	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AH2		Coedffranc (West Central Ward)	Skewen R.F.C					

AH3	Coedffranc (West Ward)	Llandarcy Academy of Sport	518	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AH4		Crymlyn Primary School	385	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AH5		Crymlyn Burrows Community Centre	304	On-street parking and good access. Located close to community. Size of electorate has doubled since previous polling district review as a result of Swansea University Bay Campus.	Adequate facilities and services.	Adequate	PROPOSED: Swansea University Bay Campus in addition to Crymlyn Burrows Community Centre due to busy dual carriageway
A11	Cymmer	Glyncorrwg (Cymmer Ward)	73	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change
A12		Afan Lodge	246	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change
A13		Croeserw Community Enterprise Centre	705	Good parking and access. Located close to community.	Good facilities and	Good	No Change

AI4		Glyncorrwg (Cymmer Ward)				services.	d	
AI5		Glyncorrwg (Cymmer Ward)	Cymmer Afan Community Library	5 3 2	Good parking and access. Located close to community.	Good facilities and services.	G o o d	No Change
AJ1	Glyncorrwg	Glyncorrwg (Glyncorrwg Ward)	Noddfa Community Centre	6 4 3	Good parking and access. Located close to community.	Poor facilities and services.	P o o r	PROPOSED: Currently seeking an alternative venue
AK1	Gwynfi	Glyncorrwg (Gwynfi Ward)		6 5 8	Good parking and access. Located close to community.	Good facilities and services.	G o o d	No Change
AK2		Glyncorrwg (Gwynfi Ward)	Pen Afan Primary School					
AL1	Margam	Margam		8 7 4	Good parking and access. Located close to community.	Good facilities and services.	G o o d	No Change
AL2		Margam	Coed Hirwaun Primary School					
AL3		Margam	Round Chapel Vestry					

AL4		Margam	Bertha Community Centre	295	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change
AM1	Port Talbot	Port Talbot	Central Junior School	1388	Good parking and access via permanent ramp. Located close to community	Good facilities and services.	Good	No Change
AM2		Port Talbot						
AM3		Port Talbot	Riverside Baptist Church	849	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AM4		Port Talbot	Ysgol Hendre Felin	1042	Good parking and access via permanent ramp. Located close to community	Good facilities and services.	Good	PROPOSED: Riverside Baptist Church
AN1	Sandfields East	Sandfields East	Booth at Vivian Memorial Car Park *	592	Adequate parking. Access poor for disabled elector - unable to attach ramp to mobile station. Located close to community.	Poor facilities and services: mobile polling station, portaloos required.	Poor	PROPOSED: Dalton Road Community Centre
AN2		Sandfields East	The Scout Hall, Darwin Road Playing Fields	674	Good parking and access via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change

AN3		Sandfields East	Aberavon Leisure and Fitness Centre	818	Good parking and access. However, parking limited at peak periods. Located close to community.	Good facilities and services.	Good	No Change	
AN4		Sandfields East	Booth at Vivian Memorial Car Park *	740	Adequate parking. Access poor for disabled elector - unable to attach ramp to mobile station. Located close to community.	Poor facilities and services: mobile polling station, portaloos required.	Poor	PROPOSED: Dalton Road Community Centre	
AN5		Sandfields East	Awel-Y-Mor Primary School - Community Room	908	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change	
AO1		Sandfields West	Sandfields West	Tir Morfa	1317	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AO2			Sandfields West	Mozart Drive Community Centre	1095	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AO3	Sandfields West		Sandfields Methodist Church	1231	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change	
AO4	Sandfields West								

AP1	Taibach	Taibach	Operatic Society Headquarters	561	Good parking and access via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change
AP2		Taibach	Wesley Church Schoolroom	432	Good parking and access. Located close to community.	Good facilities and services.	Good	
AP3		Taibach	Taibach Community Centre	807	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change
AP4		Taibach	St. David's Church Hall	861	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change
AP5		Taibach	Booth Adjacent To St. Peter's Church	260	Adequate parking. Access poor for disabled elector - unable to attach ramp to mobile station. Located close to community.	Poor facilities and services: mobile polling station, portaloos required.	Poor	No Change - to be kept under review

Total	
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38815

Review of Polling Districts, Polling Places and Polling Stations

Electoral Divisions, Communities
and Polling Stations
Neath Constituency



* Double Station

Register Code	Electoral Division (Polling District)	Community (Polling Place)	Polling Station	E l e c t o r a t e	Access	Suitability	V e n u e	Recommendations
NA1	Aberdulais	Blaenhonddan (Aberdulais Ward)	Cilfrew Community Centre	5 7 7	Good parking and access to polling station. Located close to community.	Good facilities and services.	G o o d	No Change
NA2		Blaenhonddan (Cilfrew Ward)	National Trust Hall, Aberdulais Falls	7 2 2	Good parking and access to polling station. Located close to community.	Good facilities and services.	G o o d	No Change

NB1	Alltwen	Cilybebyll (Alltwen Ward)	Capel Yr Alltwen	1 5 9 2	On-street parking. Access via temporary ramp. Polling station located on a steep hill.	Good facilities and services.	A d e q u a t e	PROPOSED: Alltwen Community Centre
NC1	Blaengwrach	Glynneath (West Central Ward)	Pensioners Hall, Glynneath	4 7 6	Good parking and access to polling station. Located close to community.	Good facilities and services.	G o o d	No Change
NC2		Blaengwrach	Cwmgwrach Welfare Memorial Hall	6 5 1	Good parking and access via permanent ramp. Located close to community.	Good facilities and services.	G o o d	No Change
ND1	Bryncoch North	Blaenhonddan (Bryncoch North Ward)	Ainon Baptist Church	1 3 3 3	Good parking and access to polling station. Located close to community.	Good facilities and services.	G o o d	No Change

ND2		Blaenhonddan (Bryncoch North Ward)						
NE1	Bryncoch South	Blaenhonddan (Bryncoch South Ward)	Caewern Community Centre	6 5 3	On-road parking. Access via polling station. Alternative entrance for disabled electors. Located close to community.	Good facilities and services.	Good	No Change
NE2		Blaenhonddan (Bryncoch South Ward)	Wauanceirch Community Hall*	4 1 2	On-road parking. Access via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change
NE3		Blaenhonddan (Bryncoch South Ward)	Owain Glyndwr Community Centre	9 5 7	Good parking and access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NE4								
NE5		Blaenhonddan (Bryncoch South Ward)	Wauanceirch Community Hall*	6 0 1	On-road parking. Access via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change

NE6		Blaenhonddan (Bryncoch South Ward)	Booth At Lidl's Car Park	1081	Adequate parking. Access poor for disabled elector - unable to attach ramp to mobile station. Located close to community.	Poor facilities and services: mobile polling station, portaloos required.	Poor	PROPOSED: Caewern Community Centre
NF1	Cadoxton	Blaenhonddan (Cadoxton Ward)	Cadoxton Community Centre	1039	Good parking and access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NF2		Blaenhonddan (Cadoxton Ward)						
NG1	Cimla	Neath (Cefn Saeson Ward)	Cimla Community Centre *	1510	Limited car parking leading to queueing on main road. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NG2		Neath (Crynalit Ward)	Cimla Community Centre *	749	Limited car parking leading to queueing on main road. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change

NH1	Crynant	Crynant	Crynant Community Centre	1 1 5 6	Good parking and access to polling station. Located close to community.	Good facilities and services.	G o o d	No Change
NI1	Cwmllynfell	Cwmllynfell (Cwmllynfell Ward)	Cwmllynfell Hall	5 1 4	Good parking and access to polling station. Located close to community.	Good facilities and services.	G o o d	No Change
NI2		Cwmllynfell (Penrhiwfawr Ward)	Booth at Ysgol Gynradd Rhiwfawr	1 8 7	Adequate parking. Access poor for disabled elector - unable to attach ramp to mobile station. Located close to community.	Poor facilities and services: mobile polling station, portaloo required.	P o o r	PROPOSED: Community Hall, Rhiwfawr
NJ1	Dyffryn	Dyffryn Clydach	Traherne Court	6 1 2	Good parking and access to polling station. Located close to community.	Good facilities and services.	G o o d	No Change

NJ2		Dyffryn Clydach	Booth At The Playground, Highlands	4 2 3	Adequate parking. Access poor for disabled elector - unable to attach ramp to mobile station. Located close to community.	Poor facilities and services: mobile polling station, portalo required.	P o o r	No Change - to be kept under review
NJ3		Dyffryn Clydach	Dyffryn Clydach Memorial Hall	7 3 6	Good parkind and access via permanent ramp. Located close to community.	Good facilities and services.	G o o d	No Change
NK1	Glynneath	Glynneath (East Ward)	Wesleyan Chapel Vestry	5 5 8	On-road parking and access via temporary ramp. Located close to community.	Good facilities and services.	G o o d	No Change
NK2		Glynneath (Central Ward)	Glynneath Town Hall	8 7 1	Good parking and access via permanent ramp. Located close to community.	Good facilities and services.	G o o d	No Change

NK3		Glynneath (West Ward)	M & C.W. Clinic	553	Limited on street parking and access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NL1	Godre'rgraig	Ystalyfera (Godre'rgraig Ward)	Godre'rgraig Primary School	437	Good parking within school grounds. Access via temporary ramp. Located close to community.	Good facilities and services.	Good	No Change
NL2		Ystalyfera (Godre'rgraig Ward)	Booth Near To No.6 & No.8 Graig Newydd	602	Adequate parking. Access poor for disabled elector - unable to attach ramp to mobile station. Located close to community.	Poor facilities and services: mobile polling station, portaloos required.	Poor	No Change - to be kept under review
NM1	Gwaun Cae Gurwen	Gwaun Cae Gurwen (Gwaun Cae Gurwen Ward)	Community Hall, New Road	1032	Good parking and access via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change

NM2		Gawun Cae Gurwen (Cwmgors Ward)	The Community Hall, Cwmgors	663	Ample parking close to station. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NN1	Lower Brynamman	Gwaun Cae Gurwen (Tai'r Gwaith Ward)	The Community Hall, Tairgwaith	279	Good parking and access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NN2		Gwaun Cae Gurwen (Lower Brynamman Ward)	Ebenezer Chapel, Lower Brynamman	515	On-road parking close to polling station. Good access to station. Located close to community.	Good facilities and services.	Good	No Change
NO1	Neath East	Neath (Melincrythan Ward)	The Scout Hall	445	Car parking available on site of car park next door. Access via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change

NP1	Neath North	Neath (Castle Ward)	Neath Civic Centre *	3 7 1	Limited on-road parking close to polling station. Good access to station. Located close to community.	Good facilities and services.	G o o d	No Change
NP2		Neath (Llantwit Ward)	Neath Civic Centre *	7 3 5	Limited on-road parking close to polling station. Good access to station. Located close to community.	Good facilities and services.	G o o d	No Change
NP3		Neath (Llantwit Ward)	Y.M.C.A., Neath	1 0 5 0	Limited on-road parking. Access via permanent ramp. Located close to community.	Good facilities and services.	G o o d	No Change
NQ1	Neath South	Neath (Gnoll Ward)	Scout Hall, Cimla Crescent	6 7 5	Parking available close to polling station. Access via permanent ramp. Floor in polling station slopes downwards. Located close to community.	Good facilities and services.	G o o d	No Change

NQ2		Neath (Mount Pleasant Ward)	St. Peter & Paul Church Hall	1 1 4 5	Parking available at mini supermarket next door to polling station. Good access into polling station. Located close to community.	Good facilities and services.	G o o d	No Change
NQ3		Neath (Mount Pleasant Ward)	St. Joseph's R.C. Church Hall	5 4 5	On-road parking. Good access into polling station. Located close to community.	Good facilities and services.	G o o d	No Change
NQ4		Neath (Mount Pleasant Ward)	Siloh Church Hall	4 8 4	Limited on-road parking. Step into polling station. Located close to community.	Good facilities and services.	A d e q u a t e	No Change
NR1	Onllwyn	Onllwyn	Pantyyffordd Community Centre	1 8 5	Good parking and access to polling station. Located close to community.	Good facilities and services.	G o o d	No Change

NR2		Onllwyn	Onllwyn Miners Welfare Hall Lounge	53	Good parking and access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NR3		Onllwyn	Maesmarchog Primary School	453	Parking available on school grounds. Access to polling station via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change
NS1	Pelenna	Pelenna (Tonmawr Ward)	Pelenna Community Centre	317	Good parking and access via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change
NS2		Pelenna (Pontrhydyfren Ward)	Pontrhydyfen Community Centre	361	On road parking. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change

NT1	Pontardawe	Pontardawe (Pontardawe Ward)	Llangiwg Primary School	527	Parking available on school grounds but limited on street parking. Good access to polling station. Located close to community.	Good facilities and services.	Adequate	No Change
NT2		Pontardawe (Pontardawe Ward)	Tabernacle Chapel	945	Limited on-road parking. Good access to polling station. Located close to community.	Good facilities and services.	Adequate	PROPOSED: Neath Port Talbot One Stop Shop
NT3		Pontardawe (Pontardawe Ward)	Alltycham & Rhydyfro Community Hall	872	Good parking and access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NT4		Pontardawe (Pontardawe Ward)	Neath Port Talbot One Stop Shop	441	On-road parking. Access via lift for disabled electors at back of building. Located close to community.	Good facilities and services.	Good	No Change

NT5		Pontardawe (Rhyd-y-fro Ward)	Rhydyfro Primary School	3 9 9	Parking available on school grounds. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NU1	Resolven	Clyne & Melincourt	Pensioners Hall, Melincourt	2 3 4	Car parking available across the road from polling station. Steep ramp to access polling station. Located close to community.	Good facilities and services.	Adequate	No Change
NU2		Clyne & Melincourt	Clyne Community Centre	2 4 1	Limited parking and access to polling station. Located close to community.	Good facilities and services.	Adequate	No Change
NU3		Resolven (South Ward)	Resolven Building Blocks	4 6 8	On-road parking. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change

NU4		Resolven (Abergarwed Ward)	Sardis Chapel Vestry *	1 5 8	On-road parking. Access via temporary ramp. Located close to community.	Good facilities and services.	G o o d	No Change
NU5		Resolven (North Ward)	Sardis Chapel Vestry *	8 0 4	On-road parking. Access via temporary ramp. Located close to community.	Good facilities and services.	G o o d	No Change
NV1	Rhos	Cilybebyll (Rhos Ward)	The Community Centre, Rhos*	1 2 2 3	Good parking and access to polling station. Located close to community.	Adequate facilities and services. Roof prone to leaking.	G o o d	No Change
NV2		Cilybebyll (Gellinudd Ward)	The Community Centre, Rhos*	2 8 5	Good parking and access to polling station. Located close to community.	Adequate facilities and services. Roof prone to leaking.	G o o d	No Change

NW1	Seven Sisters	Seven Sisters	Dulais Valley Primary Care Centre	226	Car park available at centre. Good access via automated doors in polling station. Located close to community.	Good facilities and services.	Good	No Change
NW2		Seven Sisters	Seven Sisters Community Hall	918	Good parking and access via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change
NX1	Tonna	Tonna	Noddfa Newydd Baptist Church	144	Parking available. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NX2		Tonna						
NY1	Trebanos	Pontardawe (Trebanos Ward)	Community Hall Trebanos	829	Limited on-road parking. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change

NZ1	Ystalyfera	Ystalyfera (Ystalyfera Ward)	Beulah Chapel Vestry	41	On-road parking. Good access to polling station. Located close to community.	Adequate facilities and services. Toilet located across the road from polling station.	Adequate	No Change
NZ2		Ystalyfera (Ystalyfera Ward)	Y Wern Primary School	713	Parking available on school grounds and on main road. Good access to polling station. Located close to community.	Good facilities and services.	Closed	PROPOSED: The Community Hall, Ystalyfera
NZ3		Ystalyfera (Ystalyfera Ward)	The Community Hall, Ystalyfera	739	Parking available on site. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change

Total	4
	2
	8
	1
	3

Appendix Two

Review of Polling Districts, Polling Places and Polling Stations Representations, Suggestions and Observations

Organisation/Name	Register Code(s)	Points made in Representation
Resolven Community Council	NU3 – NU5	<ul style="list-style-type: none"> Sardis Church Vestry is a suitable location with parking facilities and disabled access. Resolven Community Centre has on street parking, disabled access and toilet facilities.
Clyne and Melincourt Community Council	NU1 – NU2	<ul style="list-style-type: none"> Only issue is the limited parking for Clyne Community Hall SA11 4BP.
Cllr. Matthew Crowley	AN1 – AN5	<ul style="list-style-type: none"> These have been used for many many years and have been suitable it only when the council make changes there is a problem.
Robin Castley	AP5	<ul style="list-style-type: none"> Ideal central location for local community, many of whom are elderly. Ample roadside parking at most times. Not ideal for disabled access but certainly possible.
Cllr. Nicola Davies	AJ1	<ul style="list-style-type: none"> This is in the centre of the village with easy access for all most people are able to walk to the polling station and it has easy access for individuals with mobility issues there are no other suitable premises in Glyncorrwg with easy access for all. Noddda has always been the polling station for Glyncorrwg without any issues to move or take away this polling station will have a detrimental effect on the community as people will find difficulty in accessing a polling station situated in another area.
Blaenhonddan Community Council	NE6	<ul style="list-style-type: none"> Council does not support the withdrawal of this Polling Station. Requiring electors to travel to Caewern, which is some distance away, served by narrow roads and limited car parking, will deter electors and is not a satisfactory alternative.
Pontardawe Town Council	NT2	<ul style="list-style-type: none"> Council is concerned that Pontardawe Ward will loose on polling station following the reorganisation.
Neath Town Council	NG1 – NG2, NP1 – NP3	<ul style="list-style-type: none"> The Council feel that the three locations listed above are an important part of ensuring engagement in the community. They are very well located for all residents who wish to 'go out' and vote rather than use the postal voting service.
Cllr. Linet Purcell	NT1 – NT5	<ul style="list-style-type: none"> I am satisfied with the current provision of polling booths in Pontardawe .
Cllr. Carolyn Edwards	NC1 – NC2	<ul style="list-style-type: none"> I'm not aware of any issues with the two polling booths in my ward apart from the fact that we have lost the Old Age in the lamb and now use the leisure centre. Some of the older people do have a bit of a problem getting there.

Cllr. Anthony John Richards	NT1 – NT5	<ul style="list-style-type: none"> I am happy with the current provisions.
Cllr. Sian Harris	NH1	<ul style="list-style-type: none"> I am happy with our current provision and it meets all the needs.
Cllr. Mike Harvey	AG1 – AG2	<ul style="list-style-type: none"> I am happy!
Cllr. Del Morgan	NK1 – NK3	<ul style="list-style-type: none"> I have no issues in relation to the locations and access arrangements for our Glynneath Division polling stations, other than perhaps the issue that has sometimes arisen with regard to the way in which tellers and supporters have behaved in recent times. I guess that this does not really fit into your particular remit for the review, but nevertheless I thought that it would be worth mentioning to you!
Dyffryn Clydach Community Council	NJ1 – NJ3	<ul style="list-style-type: none"> The matter has been considered by the Community Council and I have been asked to convey to you their view that a number of properties currently included in Register NJ1 would, for the convenience of electors, be better placed in Register NJ2 - thus enabling the electors concerned to use the polling station at The Highlands rather than having to travel to Traherne Court at Cwrt Herbert. The properties suggested for transfer from NJ1 are those at Drummau Road and those at Hill Road. The Community Council will be grateful if you will consider this request in your review.
Cllr. Alun Llewelyn	NZ1 – NZ3 NL1 – NL2	<ul style="list-style-type: none"> Cwmtwrch, Beulah vestry - I am pleased that its retention is recommended. Although it has a small electorate this area would be very isolated without a booth. Community Hall Ystalyfera - I agree with its retention, and it is a good facility. Ysgol Y Wern - this is the most problematic booth. The school, as noted, has closed and there is no other public building in the immediate vicinity. However, the loss of the boot/ will leave a large hillside area isolated. I have had two suggestions - Ystalyfera Development Trust (Commercial Street) and Capel y Wern (Wern Road). I would be grateful if these could be assessed. In the event of the booth being closed, every effort should be made to inform people of the options for postal votes. Godre'rgraig Ward - I support the retention of both current polling stations as it is a widespread area.
Cilybebyll Community Council	NB1	<ul style="list-style-type: none"> Members did not think this was a particularly good idea due to Dyffryn Road not being suitable for the amount of traffic generated (it is very narrow with numerous pot holes). It was also stated that the Chapel is in the centre of the village and more suitable for the polling booths.

Appendix Three

Review of Polling Districts, Polling Places and Polling Stations

Electoral Divisions, Communities and
Polling Stations
Aberavon Constituency



* Double Station

Register Code	Electoral Division (Polling District)	Community (Polling Place)	Polling Station	Electorate	Access	Suitability	Venue	Recommendations
AA1	Aberavon	Aberavon	St. Mary's Centre	539	Access via temporary ramp. Parking close by. Located close to community	Good facilities and services.	Good	No Change
AA2		Aberavon	St. Joseph's Comprehensive School	1037	Adequate parking and access. Located close to community. Although Polling Station located at rear of school which some electors have difficulty locating.	Good facilities and services.	Good	PROPOSED: Aberavon Community Development Centre

AA3		Aberavon					
AA4		Aberavon	Sandfields Primary School	500	On-street parking and good access. Located close to community.	Good facilities and services.	Good No Change
AA5		Baglan Moors	Bulldogs Development Centre	1117	Adequate parking and access. Located close to community.	Good facilities and services.	Good No Change
AA6		Baglan Moors					
AB1	Baglan	Baglan	Ebenezer Chapel Vestry	452	Good parking and access.	Good facilities and services.	Good No Change

AB2		Baglan	Church Hall Church Road	1 1 9 1	Adequate parking and access. Located close to community.	Good facilities and services.	G o o d	No Change
AB3		Baglan	Blaen Baglan Primary School	9 0 5	Good parking and access. Located close to community.	Good facilities and services.	G o o d	No Change
AB4		Baglan	Baglan Community Centre	1 5 1 2	Good parking and access. Located close to community.	Good facilities and services.	G o o d	No Change
AB5		Baglan						
AC1		Briton Ferry East	Briton Ferry (Craig-Y-Darren Ward)	Ty Llansawel Day Centre	5 8 5	On-street parking and good access. Located close to community.	Good facilities and services.	G o o d
AC2	Briton Ferry (Cwrt Sart Ward)		Briton Ferry Community Hall	1 1 0 0	On-street parking and good access. Located close to community.	Good facilities and services.	G o o d	No Change
AC3	Briton Ferry (Cwrt Sart Ward)							

AD1	Briton Ferry West	Briton Ferry (Brynhyfryd Ward)	Ysgol Tyle'r Ynn	349	Adequate parking and access. Located close to community.	Good facilities and services.	Good	No Change
AD2		Briton Ferry (Brynhyfryd Ward)	Brynhyfryd Primary School *	453	Adequate parking and access. Located close to community.	Good facilities and services.	Classified	PROPOSED: Ysgol Tyle'r Ynn
AD3		Briton Ferry (Shelone Wood Ward)	Llansawel Primary School	591	On-street parking. Located close to community. Poor disabled access as a result of main gates remaining locked on polling day.	Good facilities and services.	Classified	PROPOSED: Me, Myself & I Neath Port Talbot Former Brynhyfryd Primary School
AD4		Briton Ferry (Shelone Wood Ward)	Brynhyfryd Primary School *	256	On-street parking and good access. Located close to community.	Good facilities and services.	Classified	PROPOSED: Me, Myself & I Neath Port Talbot Former Brynhyfryd Primary School
AE1	Bryn and Cwmavon	Cwmavon	The Library, Cwmavon *	1066	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change

AE2		Cwmavon	Bethany Apostolic Church	8 1 8	On-street parking close to station. Poor access - no ramp at front entrance. Rear entrance has disabled access but reached via unlit path in poor condition. Door threshold also causes difficulties for electors. Located close to community.	Building has closed since previous election and is no longer available for use as a polling station	C l o s e d	PROPOSED: Tabernacle Chapel
AE3		Cwmavon	Booth At Heol Mabon	3 4 8	Adequate parking. Access poor for disabled elector - unable to attach ramp to mobile station. Located close to community.	Poor facilities and services: mobile polling station, portaloo required.	P o o r	PROPOSED: Tabernacle Chapel
AE4		Cwmavon	Seion Bethania Chapel Vestry	6 3 5	Adequate parking. Temporary ramp required for access to station. Located close to community.	Good facilities and services.	C l o s e d	PROPOSED: The Library, Cwmavon
AE5		Cwmavon	Rock Chapel Vestry *	2 1 9	On-street parking and good access. Located close to community.	Good facilities and services.	G o o d	No Change

AE6		Bryn	Bryn Village Hall	580	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AE7		Cwmavon	The Library, Cwmavon *	201	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AE8		Cwmavon	Rock Chapel Vestry *	127	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change
AF1	Coedffranc Central	Coedffranc (East Central Ward)	Salvation Army Community Hall	914	Good parking facilities next to station. Access poor for wheelchair bound electors - single door on ground level not accessible for wheelchair. Located close to community.	Good facilities and services.	Adequate	No Change
AF2		Coedffranc (Central Ward)	Caewathan Community Centre	1248	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change

AF3		Coedffranc (Central Ward)						
AG1	Coedffranc North	Coedffranc (North Ward)	The Community Hall, Church of Latter Day Saints	978	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change
AG2		Coedffranc (North Ward)	Mission Hall, Lonlas	438	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AH1	Coedffranc West	Coedffranc (West Central Ward)	Carnegie Community Centre	400	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AH2		Coedffranc (West Central Ward)	Skewen R.F.C	872	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AH3		Coedffranc (West Ward)	Llandarcy Academy of Sport	518	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AH4		Coedffranc (West Ward)	Crymlyn Primary School	385	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change

AH5		Coedffranc (West Ward)	Crymlyn Burrows Community Centre	304	On-street parking and good access. Located close to community. Size of electorate has doubled since previous polling district review as a result of Swansea University Bay Campus.	Adequate facilities and services.	Adequate	No Change
AI1	Cymmer	Glyncorrwg (Cymmer Ward)	Afan Christian Fellowship	73	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change
AI2		Glyncorrwg (Cymmer Ward)	Afan Lodge	246	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change
AI3		Glyncorrwg (Cymmer Ward)	Croeserw Community Enterprise Centre	705	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AI4		Glyncorrwg (Cymmer Ward)						

AI5		Glyncorrwg (Cymmer Ward)	Cymmer Afan Community Library	5 3 2	Good parking and access. Located close to community.	Good facilities and services.	G o o d	No Change
AJ1	Glyncorrwg	Glyncorrwg (Glyncorrwg Ward)	Noddfa Community Centre	6 4 3	Good parking and access. Located close to community.	Poor facilities and services.	P o o r	No Change
AK1	Gwynfi	Glyncorrwg (Gwynfi Ward)	Pen Afan Primary School	6 5 8	Good parking and access. Located close to community.	Good facilities and services.	G o o d	No Change
AK2		Glyncorrwg (Gwynfi Ward)						
AL1	Margam	Margam	Coed Hirwaun Primary School	8 7 4	Good parking and access. Located close to community.	Good facilities and services.	G o o d	No Change
AL2		Margam						
AL3		Margam						

AL4		Margam	Bertha Community Centre	295	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change
AM1	Port Talbot	Port Talbot	Central Junior School	1388	Good parking and access via permanent ramp. Located close to community	Good facilities and services.	Good	No Change
AM2		Port Talbot						
AM3		Port Talbot	Riverside Baptist Church	849	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AM4		Port Talbot	Ysgol Hendre Felin	1042	Good parking and access via permanent ramp. Located close to community	Good facilities and services.	Good	PROPOSED: Riverside Baptist Church
AN1	Sandfields East	Sandfields East	Booth at Vivian Memorial Car Park *	592	Adequate parking. Access poor for disabled elector - unable to attach ramp to mobile station. Located close to community.	Poor facilities and services: mobile polling station, portaloos required.	Poor	PROPOSED: NSA Afan Employment Academy

AN2		Sandfields East	The Scout Hall, Darwin Road Playing Fields	674	Good parking and access via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change
AN3		Sandfields East	Aberavon Leisure and Fitness Centre	818	Good parking and access. However, parking limited at peak periods. Located close to community.	Good facilities and services.	Good	No Change
AN4		Sandfields East	Booth at Vivian Memorial Car Park *	740	Adequate parking. Access poor for disabled elector - unable to attach ramp to mobile station. Located close to community.	Poor facilities and services: mobile polling station, portaloo required.	Poor	PROPOSED: NSA Afan Employment Academy
AN5		Sandfields East	Awel-Y-Mor Primary School - Community Room	908	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AO1	Sandfields West	Sandfields West	Tir Morfa	1317	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change

AO2		Sandfields West	Mozart Drive Community Centre	1095	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AO3		Sandfields West		1231	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AO4		Sandfields West	Sandfields Methodist Church					
AP1	Taibach	Taibach	Operatic Society Headquarters	561	Good parking and access via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change
AP2		Taibach	Wesley Church Schoolroom	432	Good parking and access. Located close to community.	Good facilities and services.	Good	No Change
AP3		Taibach	Taibach Community Centre	807	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change
AP4		Taibach	St. David's Church Hall	861	On-street parking and good access. Located close to community.	Good facilities and services.	Good	No Change

AP5		Taibach	Booth Adjacent To St. Peter's Church	260	Adequate parking. Access poor for disabled elector - unable to attach ramp to mobile station. Located close to community.	Poor facilities and services: mobile polling station, portaloo required.	P o o r	No Change - to be kept under review
Total				38815				

Review of Polling Districts, Polling Places and Polling Stations

Electoral Divisions,
Communities and Polling
Stations
Neath Constituency



* Double Station

Register Code	Electoral Division (Polling District)	Community (Polling Place)	Polling Station	Electoral rate	Access	Suitability	Venue	Recommendations
NA1	Aberdulais	Blaenhonddan (Aberdulais Ward)	Cilfrew Community Centre	577	Good parking and access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NA2		Blaenhonddan (Cilfrew Ward)	National Trust Hall, Aberdulais Falls	722	Good parking and access to polling station. Located close to community.	Good facilities and services.	Good	No Change

NB1	Alltwen	Cilybebyll (Alltwen Ward)	Capel Yr Alltwen	1592	On-street parking. Access via temporary ramp. Polling station located on a steep hill.	Good facilities and services.	Adequate	No Change
NC1	Blaengwrach	Glynneath (West Central Ward)	Pensioners Hall, Glynneath	476	Good parking and access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NC2		Blaengwrach	Cwmgwrach Welfare Memorial Hall	651	Good parking and access via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change
ND1	Bryncoch North	Blaenhonddan (Bryncoch North Ward)	Ainon Baptist Church	1333	Good parking and access to polling station. Located close to community.	Good facilities and services.	Good	No Change

ND2		Blaenhonddan (Bryncoch North Ward)							
NE1	Bryncoch South	Blaenhonddan (Bryncoch South Ward)	Caewern Community Centre	653	On-road parking. Access via polling station. Alternative entrance for disabled electors. Located close to community.	Good facilities and services.	Good	No Change	
NE2		Blaenhonddan (Bryncoch South Ward)	Wauanceirch Community Hall*	412	On-road parking. Access via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change	
NE3									
NE4		Blaenhonddan (Bryncoch South Ward)	Owain Glyndwr Community Centre		957	Good parking and access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NE5		Blaenhonddan (Bryncoch South Ward)	Wauanceirch Community Hall*		601	On-road parking. Access via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change

NE6		Blaenhonddan (Bryncoch South Ward)	Booth At Lidl's Car Park	1081	Adequate parking. Access poor for disabled elector - unable to attach ramp to mobile station. Located close to community.	Poor facilities and services: mobile polling station, portaloo required.	Poor	PROPOSED: Caewern Community Centre
NF1	Cadoxton	Blaenhonddan (Cadoxton Ward)	Cadoxton Community Centre	1039	Good parking and access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NF2		Blaenhonddan (Cadoxton Ward)						
NG1	Cimla	Neath (Cefn Saeson Ward)	Cimla Community Centre *	1510	Limited car parking leading to queueing on main road. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NG2		Neath (Crynallt Ward)	Cimla Community Centre *	749	Limited car parking leading to queueing on main road. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change

NH1	Crynant	Crynant	Crynant Community Centre	1 1 5 6	Good parking and access to polling station. Located close to community.	Good facilities and services.	G o o d	No Change
NI1	Cwmllynfell	Cwmllynfell (Cwmllynfell Ward)	Cwmllynfell Hall	5 1 4	Good parking and access to polling station. Located close to community.	Good facilities and services.	G o o d	No Change
NI2		Cwmllynfell (Penrhiwfawr Ward)	Booth at Ysgol Gynradd Rhiwfawr	1 8 7	Adequate parking. Access poor for disabled elector - unable to attach ramp to mobile station. Located close to community.	Poor facilities and services: mobile polling station, portaloo required.	P o o r	PROPOSED: Community Hall, Rhiwfawr
NJ1	Dyffryn	Dyffryn Clydach	Traherne Court	6 1 2	Good parking and access to polling station. Located close to community.	Good facilities and services.	G o o d	No Change

NJ2		Dyffryn Clydach	Booth At The Playground, Highlands	4 2 3	Adequate parking. Access poor for disabled elector - unable to attach ramp to mobile station. Located close to community.	Poor facilities and services: mobile polling station, portaloo required.	P o o r	No Change - to be kept under review
NJ3		Dyffryn Clydach	Dyffryn Clydach Memorial Hall	7 3 6	Good parking and access via permanent ramp. Located close to community.	Good facilities and services.	G o o d	No Change
NK1	Glynneath	Glynneath (East Ward)	Wesleyan Chapel Vestry	5 5 8	On-road parking and access via temporary ramp. Located close to community.	Good facilities and services.	G o o d	No Change
NK2		Glynneath (Central Ward)	Glynneath Town Hall	8 7 1	Good parking and access via permanent ramp. Located close to community.	Good facilities and services.	G o o d	No Change

NK3		Glynneath (West Ward)	M & C.W. Clinic	5 5 3	Limited on street parking and access to polling station. Located close to community.	Good facilities and services.	G o o d	No Change
NL1	Godre'rgraig	Ystalyfera (Godre'rgraig Ward)	Godre'rgraig Primary School	4 3 7	Good parking within school grounds. Access via temporary ramp. Located close to community.	Good facilities and services.	G o o d	No Change
NL2		Ystalyfera (Godre'rgraig Ward)	Booth Near To No.6 & No.8 Graig Newydd	6 0 2	Adequate parking. Access poor for disabled elector - unable to attach ramp to mobile station. Located close to community.	Poor facilities and services: mobile polling station, portaloo required.	P o o r	No Change - to be kept under review
NM1	Gwaun Cae Gurwen	Gwaun Cae Gurwen (Gwaun Cae Gurwen Ward)	Community Hall, New Road	1 0 3 2	Good parking and access via permanent ramp. Located close to community.	Good facilities and services.	G o o d	No Change

NM2		Gawun Cae Gurwen (Cwmgors Ward)	The Community Hall, Cwmgors	663	Ample parking close to station. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NN1	Lower Brynamman	Gwaun Cae Gurwen (Tai'r Gwaith Ward)	The Community Hall, Tairgwaith	279	Good parking and access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NN2		Gwaun Cae Gurwen (Lower Brynamman Ward)	Ebenezer Chapel, Lower Brynamman	515	On-road parking close to polling station. Good access to station. Located close to community.	Good facilities and services.	Good	No Change
NO1	Neath East	Neath (Melincrythan Ward)	The Scout Hall	445	Car parking available on site of car park next door. Access via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change

NO2		Neath (Melincrythan Ward)		1 0 9 4	Good parking and access to polling station. Located close to community.	Good facilities and services.	G o o d	No Change
NO3		Neath (Melincrythan Ward)						
NO4		Neath (Penrhiwtyn Ward)	Baptist Chapel Vestry*	8 5 6	On-road parking. Good access to polling station. Located close to community.	Good facilities and services.	G o o d	No Change
NO5		Neath (Penrhiwtyn Ward)	St.Catherine's Church Hall	3 6 2	On-road parking. Good access to polling station. Located close to community.	Good facilities and services.	G o o d	No Change
NO6		Neath (Penrhiwtyn Ward)	Baptist Chapel Vestry*	6 8 4	On-road parking. Good access to polling station. Located close to community.	Good facilities and services.	G o o d	No Change

NP1	Neath North	Neath (Castle Ward)	Neath Civic Centre *	371	Limited on-road parking close to polling station. Good access to station. Located close to community.	Good facilities and services.	Good	No Change
NP2		Neath (Llantwit Ward)	Neath Civic Centre *	735	Limited on-road parking close to polling station. Good access to station. Located close to community.	Good facilities and services.	Good	No Change
NP3		Neath (Llantwit Ward)	Y.M.C.A., Neath	1050	Limited on-road parking. Access via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change
NQ1	Neath South	Neath (Gnoll Ward)	Scout Hall, Cimla Crescent	675	Parking available close to polling station. Access via permanent ramp. Floor in polling station slopes downwards. Located close to community,	Good facilities and services.	Good	No Change

NQ2		Neath (Mount Pleasant Ward)	St. Peter & Paul Church Hall	1 1 4 5	Parking available at mini supermarket next door to polling station. Good access into polling station. Located close to community.	Good facilities and services.	G o o d	No Change
NQ3		Neath (Mount Pleasant Ward)	St. Joseph's R.C. Church Hall	5 4 5	On-road parking. Good access into polling station. Located close to community.	Good facilities and services.	G o o d	No Change
NQ4		Neath (Mount Pleasant Ward)	Siloh Church Hall	4 8 4	Limited on-road parking. Step into polling station. Located close to community.	Good facilities and services.	A d e q u a t e	No Change
NR1	Onllwyn	Onllwyn	Pantyffordd Community Centre	1 8 5	Good parking and access to polling station. Located close to community.	Good facilities and services.	G o o d	No Change

NR2		Onllwyn	Onllwyn Miners Welfare Hall Lounge	53	Good parking and access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NR3		Onllwyn	Maesmarchog Primary School	453	Parking available on school grounds. Access to polling station via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change
NS1	Pelenna	Pelenna (Tonmawr Ward)	Pelenna Community Centre	317	Good parking and access via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change
NS2		Pelenna (Pontrhydyfren Ward)	Pontrhydyfen Community Centre	361	On road parking. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change

NT1	Pontardawe	Pontardawe (Pontardawe Ward)	Llangiwg Primary School	527	Parking available on school grounds but limited on street parking. Good access to polling station. Located close to community.	Good facilities and services.	Adequate	No Change
NT2		Pontardawe (Pontardawe Ward)	Tabernacle Chapel	945	Limited on-road parking. Good access to polling station. Located close to community.	Good facilities and services.	Adequate	No Change
NT3		Pontardawe (Pontardawe Ward)	Alltycham & Rhydyfro Community Hall	872	Good parking and access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NT4		Pontardawe (Pontardawe Ward)	Neath Port Talbot One Stop Shop	441	On-road parking. Access via lift for disabled electors at back of building. Located close to community.	Good facilities and services.	Good	No Change

NT5		Pontardawe (Rhyd-y-fro Ward)	Rhydyfro Primary School	399 Parking available on school grounds. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NU1	Resolven	Clyne & Melincourt	Pensioners Hall, Melincourt	234 Car parking available across the road from polling station. Steep ramp to access polling station. Located close to community.	Good facilities and services.	Adequate	No Change
NU2		Clyne & Melincourt	Clyne Community Centre	241 Limited parking and access to polling station. Located close to community.	Good facilities and services.	Adequate	No Change
NU3		Resolven (South Ward)	Resolven Building Blocks	468 On-road parking. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change

NU4		Resolven (Abergarwed Ward)	Sardis Chapel Vestry *	158	On-road parking. Access via temporary ramp. Located close to community.	Good facilities and services.	Good	No Change
NU5		Resolven (North Ward)	Sardis Chapel Vestry *	804	On-road parking. Access via temporary ramp. Located close to community.	Good facilities and services.	Good	No Change
NV1	Rhos	Cilybebyll (Rhos Ward)	The Community Centre, Rhos*	1223	Good parking and access to polling station. Located close to community.	Adequate facilities and services. Roof prone to leaking.	Good	No Change
NV2		Cilybebyll (Gellinudd Ward)	The Community Centre, Rhos*	285	Good parking and access to polling station. Located close to community.	Adequate facilities and services. Roof prone to leaking.	Good	No Change

NW1	Seven Sisters	Seven Sisters	Dulais Valley Primary Care Centre	226	Car park available at centre. Good access via automated doors in polling station. Located close to community.	Good facilities and services.	Good	No Change
NW2		Seven Sisters	Seven Sisters Community Hall	918	Good parking and access via permanent ramp. Located close to community.	Good facilities and services.	Good	No Change
NX1	Tonna	Tonna	Noddfa Newydd Baptist Church	1444	Parking available. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change
NX2		Tonna						
NY1	Trebanos	Pontardawe (Trebanos Ward)	Community Hall Trebanos	829	Limited on-road parking. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change

NZ1	Ystalyfera	Ystalyfera (Ystalyfera Ward)	Beulah Chapel Vestry	41	On-road parking. Good access to polling station. Located close to community.	Adequate facilities and services. Toilet located across the road from polling station.	Adequate	No Change
NZ2		Ystalyfera (Ystalyfera Ward)	Y Wern Primary School	713	Parking available on school grounds and on main road. Good access to polling station. Located close to community.	Good facilities and services.	Closed	PROPOSED: Ystalyfera Development Trust
NZ3		Ystalyfera (Ystalyfera Ward)	The Community Hall, Ystalyfera	739	Parking available on site. Good access to polling station. Located close to community.	Good facilities and services.	Good	No Change
			Total	42813				

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Cabinet

17 April 2019

Report - Head of Transformation - A.Thomas

Matter for Decision

Wards Affected:

Aberavon

Project Proposal made to the Members Community Fund

Purpose of the Report

1. To seek Cabinet approval to fund a project proposal that requests financial support under the Members Community Fund. The project has been submitted by one of the respective Ward Members.

Executive Summary

2. The Members Community Fund was approved in its present form at Cabinet Board on the 16.05.18 and was launched at an All Members Seminar on the 14.06.18. The Fund is to be used to address local needs and to support projects and initiatives that will contribute towards creating vibrant and sustainable communities.

The Project Development & Funding Unit (PDFU) within ELLL is charged with the governance of the Fund and will act as the Grant Management Organisation.

Bids can be made for projects that enhance existing Council services, assist voluntary sector provision or form part of a larger initiative that is in need of additional financial support.

Eligible projects will include those that enrich the environment, promote non - statutory education and learning, assist Health & Well Being, and promote culture and / or recreation in all its forms.

Another project proposal now seeks funding and has been formally submitted to the PDFU. The bid has been checked for completeness, accuracy and deliverability and is 'fit for purpose' and ready for determination by Cabinet.

Project Proposal

3. To supply and install an Automated External Defibrillator (AED) at The Bulldogs Boxing and Community Activities, Fenbrook Close, Port Talbot.

This bid has been developed to 'Assist Voluntary Sector providers.'

The Bulldogs Boxing and Community Activities is a lively hub which provides not only a boxing provision, but also numerous community activities such as pilates, walking to wellness, employment support (assistance with job applications and CVs) and a community gym. The Bulldogs building is in close proximity to Port Talbot Town Cricket Club and the Port Talbot Harriers.

The funding will be used to procure an AED through the Registered Charity, 'Welsh Hearts.' The quotation includes for a heated stainless steel cabinet which will be used to attach the AED to the exterior of the building so it is available for wider community use. The defibrillator will be easy to use, featuring a full-colour display with vivid rescue images, Cardiopulmonary Resuscitation (CPR) cycle timer and a gauge that shows CPR compression depth. It is suitable to be used on individuals of any age. 'Welsh Hearts' will make arrangements for a volunteer from the Welsh Ambulance Service to provide free basic life support training and defibrillator training to

members of The Bulldogs, Port Talbot Town Cricket Club and the Port Talbot Harriers.

The need for this initiative has come to the attention of one of the local Ward Members. In partnership with the local PCSO, Cllr Steffan Ap Dafydd has conducted a mapping exercise to identify areas of the Aberavon Ward which do not have access to this lifesaving equipment. An AED at The Bulldogs would serve the Westerly portion of the Ward including Baglan Moors. Statistics provided by 'Welsh Hearts' indicate that 8,000 people suffer a cardiac arrest outside of the hospital environment every year in Wales, and at present the survival rate is just 3%, but with immediate treatment using an AED many lives can be saved. In the unfortunate event of a cardiac arrest the provision of an AED would allow persons in the vicinity to perform emergency medical treatment whilst waiting for the Emergency Services to respond.

The request for Grant aid from the Members Community Fund is for £1,490.00 which is the full cost of procuring the defibrillator, the stainless steel cabinet and the associated training (no match funding). This is the second proposal received to the Members Community Fund from Cllr Ap Dafydd and if it prevails £7,510.00 will remain in his Members Fund allocation to develop further priority projects.

Financial Impact

4. In order to win favour in Cabinet all projects must be sustainable. Projects must have a robust exit strategy that places no additional revenue or financial burden on the Council.

The defibrillator will be the responsibility of The Bulldogs Boxing and Community Activities, who have made an ongoing commitment to ensuring that it is appropriately insured and maintained for the foreseeable future. The defibrillator comes with a 7 year warranty from 'Welsh Hearts.'

This scheme has no financial implications for NPTCBC.

Equality Impact Assessment

5. There is no requirement under the Constitution for an Equality Impact Assessment on this item.

Workforce Impacts

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

Legal Impacts

7. The delivery of the Members Community Fund will come within the purview of the Local Government Act 2000 which introduced well-being powers which enable every Local Authority to have capacity to do anything which it considers likely to promote an improvement to economic, social or environmental well-being in the area. Under section 56 of the Local Government (Wales) Measure 2011 sanction is given for both Executive and Non - Executive Members to invest within their own Ward.

The Council's Constitution should be referred to for explicit guidance on governance.

Risk Management

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

Consultation

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

Recommendations

10. That the project proposal for supply and installation of an Automated External Defibrillator (AED) at The Bulldogs Boxing and Community Activities, Fenbrook Close, Port Talbot be approved and that Cllr Ap Dafydd's allocation of £1,490.00 under the Members Community Fund be awarded.

Reasons for Proposed Decision

11. To approve the Application for funding that has been received under the Members Community Fund. The Members Community Fund will continue to receive bids until the due deadline date of 31.03.2020.

Implementation of Decision

12. The decision is proposed for implementation after the three day call in period.

List of Background Papers

13. This Aberavon initiative has been developed from the Members Community Fund Application Form submitted by Councillor Ap Dafydd. The Constitution, Audited Accounts, Quote, Bank Account details and Insurance documentation for 'The Bulldogs Boxing and Community Activities' have been retained for future reference.

14. Officer Contact

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Cabinet

17 April 2019

Report - Head of Transformation - A.Thomas

Matter for Decision

Wards Affected:

Bryncoch North and Bryncoch South

Project Proposal made to the Members Community Fund

Purpose of the Report

1. To seek Cabinet approval to fund a project proposal that requests financial support under the Members Community Fund. The project has been submitted by the Ward Members for Bryncoch North and Bryncoch South.

Executive Summary

2. The Members Community Fund was approved in its present form at Cabinet Board on the 16.05.18 and was launched at an All Members Seminar on the 14.06.18. The Fund is to be used to address local needs and to support projects and initiatives that will contribute towards creating vibrant and sustainable communities.

The Project Development & Funding Unit (PDFU) within ELLL is charged with the governance of the Fund and will act as the Grant Management Organisation.

Bids can be made for projects that enhance existing Council services, assist voluntary sector provision or form part of a larger initiative that is in need of additional financial support.

Eligible projects will include those that enrich the environment, promote non - statutory education and learning, assist Health & Well Being, and promote culture and / or recreation in all its forms.

Another project proposal now seeks funding and has been formally submitted to the PDFU. The bid has been checked for completeness, accuracy and deliverability and is 'fit for purpose' and ready for determination by Cabinet.

Project Proposal

3. Purchase of essential items of capital equipment for the 5th Neath Bryncoch Scout Group.

This bid has been developed to 'Assist Voluntary Sector providers.'

The funding will be used to purchase items that will facilitate camping trips and jamborees, and assist the Scouts, Cubs and Beavers when working towards their achievement badges. Equipment to be purchased includes camping chairs, camp beds, sleeping bags, a trailer, a mess tent, camping stoves and kitchen utensils.

The need for the equipment has been brought to the attention of the Ward Members for Bryncoch North and Bryncoch South via the Scout Leader. In order to sustain the current membership and support the growing number of 6-14 year olds joining the Scout Group, additional equipment is necessary. The items will be used when undertaking activities that further the Scouts objective of equipping young people with skills for life, and it will allow all members of the Scout group to participate in camping activities and away days regardless of economic hardship.

The long term community benefits associated with the project include more individuals becoming involved in the Scouting movement, additional opportunities for children to take part in outdoor activities

and helping to instil in the young people the Scouts core values of teamwork, leadership and resilience.

The total cost of the items is £4,424.71. The request for Grant aid from the Members Community Fund is £3,107.71, divided equally between Cllr Wyndham Griffiths, Cllr Joanne Hale and Cllr Chris Williams allocations (a contribution of £1,035.90 each). The remaining £1,317.00 needed to purchase the equipment has been raised by the Scout Group via a Tesco Bag Pack and a Beach Clean event.

Financial Impact

4. In order to win favour in Cabinet all projects must be sustainable. Projects must have a robust exit strategy that places no additional revenue or financial burden on the Council.

The equipment will be the responsibility of the 5th Neath Bryncoch Scout Group, who have made an ongoing commitment to ensuring that it is appropriately cared for and maintained for the foreseeable future. The equipment will be stored in a secure, lockable unit adjacent to the 5th Neath Scout Hut, Woodview Terrace, Bryncoch.

This scheme has no financial implications for NPTCBC.

Equality Impact Assessment

5. There is no requirement under the Constitution for an Equality Impact Assessment on this item.

Workforce Impacts

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

Legal Impacts

7. The delivery of the Members Community Fund will come within the purview of the Local Government Act 2000 which introduced well-being powers which enable every Local Authority to have capacity to do anything which it considers likely to promote an improvement to economic, social or environmental well-being in the area. Under section 56 of the Local Government (Wales) Measure 2011 sanction

is given for both Executive and Non - Executive Members to invest within their own Ward.

The Council's Constitution should be referred to for explicit guidance on governance.

Risk Management

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

Consultation

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

Recommendations

10. That the project proposal for the purchase of essential items of capital equipment for the 5th Neath Bryncoch Scout Group be approved and that £1,035.90 of Cllr Griffith's allocation, £1,035.90 of Cllr Hale's allocation and £1,035.90 of Cllr William's allocation under the Members Community Fund be awarded.

Reasons for Proposed Decision

11. To approve the Application for funding that has been received under the Members Community Fund. The Members Community Fund will continue to receive bids until the due deadline date of 31.03.2020.

Implementation of Decision

12. The decision is proposed for implementation after the three day call in period.

List of Background Papers

13. This Bryncoch North initiative has been developed from the Members Community Fund Application Form submitted by Councillor Wyndham Griffiths, Councillor Jo Hale and Councillor Chris Williams. The Constitution, Audited Accounts, Quotes, Bank Account details

and Insurance documentation for '5th Neath Bryncoch Scout Group' have been retained for future reference.

14. Officer Contact

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Cabinet

17 April 2019

Report - Head of Transformation - A.Thomas

Matter for Decision

Wards Affected:

Sandfields West

Project Proposal made to the Members Community Fund

Purpose of the Report

1. To seek Cabinet approval to fund a project proposal that requests financial support under the Members Community Fund. The project has been submitted by the Ward Members for Sandfields West.

Executive Summary

2. The Members Community Fund was approved in its present form at Cabinet Board on the 16.05.18 and was launched at an All Members Seminar on the 14.06.18. The Fund is to be used to address local needs and to support projects and initiatives that will contribute towards creating vibrant and sustainable communities.

The Project Development & Funding Unit (PDFU) within ELLL is charged with the governance of the Fund and will act as the Grant Management Organisation.

Bids can be made for projects that enhance existing Council services, assist voluntary sector provision or form part of a larger initiative that is in need of additional financial support.

Eligible projects will include those that enrich the environment, promote non - statutory education and learning, assist Health & Well Being, and promote culture and / or recreation in all its forms.

Another project proposal now seeks funding and has been formally submitted to the PDFU. The bid has been checked for completeness, accuracy and deliverability and is 'fit for purpose' and ready for determination by Cabinet.

Project Proposal

3. To establish a Health & Well Being initiative (a 'Good Neighbour Scheme') in the Ysbryd y Mor Care Home, Sandfields West.

This bid has been developed by 'NPT Age Connects' following consultation with residents.

The proposal is to provide weekly visits over a six month period to help those that suffer anxiety, isolation and issues that can be attributed loneliness. Research conducted with residents suggests that ill health and a lack of social confidence can lead to feelings of being written out of the script, by not feeling part of the community and this adversely affects mental well-being.

The project will assist as many people as possible through self - referral, referral through family members or friends or through medical, health and social care professionals. The initiative will 'plug the gap' in current missing services and provide a free 'Good Neighbour Scheme' which will include one to one visits, social activities and completing practical tasks such as collection of prescriptions, shopping and generally re- building opportunities to interact.

The long term sustainable benefits associated with this proposal include improving the quality of life for people aged 50 plus,

alleviating feelings of loneliness and isolation and helping to maintain strong bonds with the immediate community.

The total cost of this scheme is £6,062.30 .Councillor Paddison would wish to invest £2,271.15 and Councillor Davies would also wish to invest £2,271.15 in order to make this project a reality. £1,520 is being match funded by 'NPT Age Connects'. (This, the third investment from the Members Community Fund in the Sandfields West Ward, will affectively complete the allocation of the Members Community Fund within that Ward - the 3 x £10,000 made available to the Fund and to Sandfields West on the 14.06.18 being fully expended).

Financial Impact

4. In order to win favour in Cabinet all projects must be sustainable. Projects must have a robust exit strategy that places no additional revenue or financial burden on the Council.

The project will be sustained by making best use of a volunteer workforce, income generated from activity costs, further grants and funding from the Care Home operators.

Equality Impact Assessment

5. There is no requirement under the Constitution for an Equality Impact Assessment on this item.

Workforce Impacts

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

Legal Impacts

7. The delivery of the Members Community Fund will come within the purview of the Local Government Act 2000 which introduced well-being powers which enable every Local Authority to have capacity to do anything which it considers likely to promote an improvement to economic, social or environmental well-being in the area. Under section 56 of the Local Government (Wales) Measure 2011 sanction is given for both Executive and Non - Executive Members to invest within their own Ward.

The Council's Constitution should be referred to for explicit guidance on governance.

Risk Management

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

Consultation

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

Recommendations

10. That the project proposal for the provision of a bespoke advocacy or 'Good Neighbour Scheme' is approved and that Councillor Suzanne Paddison's allocation of £2,271.15 and Councillor Oliver Davies' allocation of £2,271.15, under the Members Community Fund is awarded.

Reasons for Proposed Decision

11. To approve the Application for funding that has been received under the Members Community Fund. The Members Community Fund will continue to receive bids until the due deadline date of 31.03.2020.

Implementation of Decision

12. The decision is proposed for implementation after the three day call in period.

List of Background Papers

13. This Sandfields West initiative has been developed from the Members Community Fund Application Form submitted by Councillors Paddison and Davies. The Application has been made in association with a Third Sector Organisation and as a consequence the 'NPT Age Connects' Constitution, their Accounts, Bank Account details and the Insurance Policy generated to underpin the scheme have been retained for future reference.

14. Officer Contact

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