



**REGENERATION AND SUSTAINABLE DEVELOPMENT CABINET  
BOARD**

**IMMEDIATELY FOLLOWING SCRUTINY COMMITTEE  
FRIDAY 14 May, 2021**

**VIA TEAMS**

**ALL MOBILE TELEPHONES TO BE SWITCHED TO SILENT FOR THE  
DURATION OF THE MEETING**

**PART 1**

1. Appointment of Chairperson
2. Welcome and Roll Call
3. Chair Announcements
4. Declarations of Interest
5. Minutes of Previous Meeting (*Pages 3 - 6*)
6. Proposed Waterfall Country Park and Ride Pilot (*Pages 7 - 24*)
7. Examination by Audit Wales into the Council's Regeneration Service as part of its Well Being Objectives (*Pages 25 - 58*)
8. Forward Work Programme 2021/2022 (*Pages 59 - 66*)
9. Urgent Items  
Any urgent items (whether public or exempt) at the discretion of the Chairman pursuant to Statutory Instrument 2001 No 2290 (as amended).
10. Access to Meetings

To resolve to exclude the public for the following items pursuant to Regulation 4(3) and (5) of Statutory Instrument 2001 No. 2290 and the relevant exempt paragraphs of Part 4 of Schedule 12A to the Local Government Act 1972.

**PART 2**

11. Port Talbot Peripheral Distributor Road Phase 2 - Payment of Compensation under the Provisions of Part 1 of the Land Compensation Act 1971 (Exempt under Paragraphs 12 & 14) *(Pages 67 - 80)*

**K.Jones**  
**Chief Executive**

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

**10 May, 2021**

**Regeneration and Sustainable Development Cabinet Board**  
**Members:**

Councillors. L.Jones and A.Wingrave

**EXECUTIVE DECISION RECORD**

**16 APRIL, 2021**

**REGENERATION AND SUSTAINABLE DEVELOPMENT CABINET  
BOARD**

**Cabinet Members:**

Councillors: A.Wingrave (Chairperson) and M.Harvey

**Officers in Attendance:**

S.Brennan, N.L.Thomas, N.Headon and C.Plowman

**Scrutiny Invitee:**

Councillor R.Taylor (Vice Chair)

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1. **APPOINTMENT OF CHAIRPERSON**

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

2. **CHAIR ANNOUNCEMENTS**

The Chair welcomed Councillor M.Harvey to the meeting.

3. **DECLARATIONS OF INTEREST**

No declarations of interest were received.

4. **MINUTES OF PREVIOUS MEETING**

That the minutes of the 5 February 2021 be approved.

5. **METAL DETECTING POLICY**

**Decisions:**

Having given due regard to the first stage Integrated Impact Assessment as detailed in the circulated report.

1. That the Council does not support Metal Detecting activities on its land;
2. That the Metal Detecting Policy, as detailed in Appendix 1 of the circulated report, in respect of metal detecting activities be adopted

**Reasons for Decisions:**

Due to the potential for damage to Council property, loss of historical information and damage to archaeology, together with the burden of administration, Metal detecting on Council land should not be supported.

**Implementation of Decisions:**

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

6. **COMMERCIAL PROPERTY GRANT: 44 VICTORIA GARDENS, NEATH, SA11 3BH**

**Decision:**

Having given due regard to the first stage Integrated Impact Assessment as detailed in the circulated report.

That under the Commercial Property Grant scheme, grant aid external improvement works to the commercial property 44 Victoria Gardens, Neath, SA11 3BH, as detailed in the circulated report, be approved.

**Reason for Decision:**

To implement the provisions of the Commercial Property Grant scheme in accordance with the criteria and terms of administration of the grant, in order to contribute to the regeneration of Neath town centre.

**Implementation of Decision:**

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

7. **FORWARD WORK PROGRAMME 2021/2022**

**Decision:**

That the Forward Work Programme be noted.

**CHAIRPERSON**

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Cyngor Castell-nedd Port Talbot  
Neath Port Talbot Council

**NEATH PORT TALBOT COUNTY BOROUGH COUNCIL  
REGENERATION AND SUSTAINABLE DEVELOPMENT  
COMMITTEE**

**14<sup>th</sup> May 2021**

**Report of the Head of Property and Regeneration  
Simon Brennan**

**Matter for Decision**

**Wards Affected:** Glynneath

Proposed Waterfall Country Park and Ride Pilot

**Purpose of the Report**

1. The purpose of this report is to seek approval from Members to implement a pilot project between July 2021 and September 2021 which aims to deliver a small scale visitor Park and Ride service between Glynneath and Pontneddfechan. The purpose of the pilot is to understand the impact of the intervention on the significant parking pressures within the village of Pontneddfechan and wider Waterfall Country.

**Executive Summary**

2. Neath Port Talbot CBC work alongside other public sector partners to deliver a co-ordinated approach to the management and future marketing of Waterfall Country.

3. Significant visitor pressures across Waterfall Country over the past 5-10 years have led to partners examining a range of options for easing visitor pressures. One such scheme is to deliver a pilot Park and Ride Service in the summer of 2021 between Glynneath and Pontneddfechan.
4. This report sets out the proposed location for the park and ride car park, details of the proposed service and the estimated costs for the pilot.
5. The report seeks Member's approval to proceed with delivering the park and ride pilot project between July 2021 and September 2021.

## **Background**

### Waterfall Country Visitor Pressures

6. Neath Port Talbot CBC sits on the Waterfall Country Partnership which aims to achieve a co-ordinated approach to the management and future promotion of the range of waterfalls which make up 'Waterfall Country'.
7. The partnership consists of a range of partners including; Brecon Beacons National Park, Natural Resources Wales, Neath Port Talbot Council, Powys County Council, Rhondda Cynon Taf Council and the new community organisation 'Waterfall Country Cymru' which includes members from the range of Community Council's which are located within the Waterfall Country boundary.
8. Over the past few years, parking pressures have created significant issues for residents within Pontneddfechan. The coronavirus pandemic; coupled with stay home/ local guidance and the popularity of visitor generated content on social media platforms, has further intensified visitor pressures.
9. In order to ease these issues the Waterfall Country Partnership has explored the feasibility of a range of large and small scale



measures to manage parking across the waterfalls area. One such measure which has been examined is the introduction of a Park and Ride service.

10. Local members for Glynneath have been consulted on the emerging Park and Ride proposals, and are keen to see a pilot service run during 2021 in order to alleviate some of the pressures that their communities are seeing in relation to visitor parking.

### Park and Ride Service

11. Brecon Beacons National Park (on behalf of the Waterfall Country Partnership) recently published a feasibility study which identifies transport options that could ease parking pressures across Waterfall Country. Within the report it is concluded that Glynneath offers particular potential as a base for a park and ride service serving Waterfall Country.
12. In addition to the convenient location of Glynneath, just off the A465; part of the motivation for basing a park and ride service at Glynneath would be to direct more footfall, and visitor spending, into the town centre.
13. The setting up of a large scale service covering all of Waterfall Country before the summer season of 2021 would not be feasible. However, the Waterfall Country Partnership are seeking to establish a small scale pilot service in order to obtain reliable data and examine the appeal of such a service during July and September 2021.
14. In summary the service would:
  - Start at Lancaster Close Car Park in Glynneath, stopping at each bus stop between this location and the Village Hall in Pontneddfechan (and back again).
  - Run half hourly between 9.30am and 5.30pm on Saturdays, Sundays and Bank Holiday Monday during the 2021 summer holidays (July to Sept).

- Be free to use in 2021 with the intention of starting to change parking behaviours. Research would be undertaken during the pilot to build up data on how the service is used and what charges would be tolerated in future years.

#### Proposed Park and Ride Base

15. Lancaster Close Car Park has been identified as the preferred base for the Park and Ride service in consultation with the local Members for Glynneath. This car park has been selected as it is generally under-utilised on Saturdays, Sundays and Bank Holidays.
16. Lancaster Close Car Park would offer approximately 40 spaces for the Park and Ride service. Should the service be deemed feasible in the long term there is potential (subject to planning permission and funding) to extend the car park onto NPTCBC owned land next to the car park.
17. Should Lancaster Close Car Park reach capacity during the course of the pilot, there is potential for visitors to use other public car parks within Glynneath and catch the Park and Ride service via specific bus stops along the route.
18. The previously noted Feasibility Study identified Glynneath Leisure Centre Car Park as the preferred base for the park and ride. However this car park would be unsuitable as it is likely that this facility will be busy during weekends and bank holidays and there would not be sufficient car parking capacity remaining.
19. In addition to the above considerations the Leisure Centre car park is not in the control of NPTCBC and as such it would be difficult to deliver the pilot service from this location.

#### Temporary Parking Restrictions in Pontneddfechan

20. Subject to further investigations with NPTCBC Highways colleagues and South Wales Police; it is intended that on street

parking in Pontneddfechan will need to be subject to temporary restrictions whilst the pilot is underway.

21. This would involve reducing 'on-street' parking capacity by approximately 20-30 spaces during the pilot. Such measures would ease issues for residents, discourage visitors from parking irresponsibly and encourage them to utilise the Park and Ride service.
22. It is not proposed to place any limits on off-street parking during the pilot project as the current parking provision within the layby at Pontneddfechan and the capacity created by the local farmer in his field during peak periods are very much seen as part of the overall solution to parking pressures at this location.

### Estimated Costs

23. A procurement exercise has been carried out by the NPTCBC Integrated Transport Team utilising the Transport Framework. This has identified costs in the region of £209 to £225 per day to run the pilot bus service.
24. To run the service on Saturday, Sunday and Bank Holiday Monday in July and September 2021 the total cost for the service would be in the region of £3,553 to £3,825.
25. Additional to this would be the cost of;
  - Temporary signage to direct cars to the car park
  - Temporary restrictions to parking in Pontneddfechan
  - Promotion of the service to visitors
  - Passenger research to ascertain future demand
  - Promotional activities for the service.
26. The above additional costs are estimated (subject to quotations from relevant NPTCBC departments) at approximately £4,000 to £6,000.

27. In total the estimated cost to run the Park and Ride pilot project is approximately £8,000 to £10,000 to deliver the service during the summer of 2021.

### **Financial Impacts**

28. Brecon Beacons National Park has indicated that they are able to cover the cost of the bus service itself (approximately £4,000).
29. NPTCBC would therefore need to cover the remainder of the costs (approximately £4,000 to £6,000).
30. It is intended that these costs will be redeemed through Welsh Government's Local Authority Hardship Fund. The Director of Finance has confirmed the eligibility of these costs against the fund.
31. In the longer term the service is intended to be self-sustaining by raising revenue through charges either for parking or for the bus service itself.
32. It is intended that by offering the pilot service free of charge for the summer of 2021 we will be able to gather invaluable data on usage and price tolerance for future delivery and expansion of the service to cover the whole of Waterfall Country.

### **Integrated Impact Assessment**

33. 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. The first stage assessment has indicated that a more in-depth assessment is not required.
34. The proposal will not have any adverse impacts on people with protected characteristics. The proposal has a positive impact on wellbeing objectives and sustainable development principles.

## **Valleys Communities Impacts**

35. The proposal will have a positive impact on the town of Glynneath.
36. The park and ride pilot will act to ease some of the weekend parking pressures in the village of Pontneddfechan during the summer of 2021.
37. Locating the pilot Park and Ride service within Glynneath town centre will encourage footfall into the town centre and encourage visitors to spend money within the local economy.

## **Workforce Impacts**

38. No impacts.

## **Legal Impacts**

39. No impacts.

## **Risk Management Impacts**

40. A detailed risk assessment will be carried out in relation to this running this service in close consultation with the NPTCBC Health and Safety Officers.

## **Consultation**

41. This proposal has been subject to consultation with the local Members for Glynneath who have expressed support for the proposals in order to ease significant pressures being experienced by residents of Pontneddfechan. In addition to this the proposed base at Lancaster Close Car Park has been identified by local members as the preferred location.

42. This proposal has been discussed with the new Waterfall Country Cymru community organisation during a recent Waterfall Country Partnership meeting. The representatives of this group are supportive of the proposed delivery of this scheme.

### **Recommendations**

43. Having had due regard to the first stage Integrated Impact Assessment, it is recommended that Members approve the delivery of the Waterfall Country Park and Ride Pilot project to run on Saturdays, Sundays and Bank Holiday Mondays during the 2021 school summer holiday period.

### **Reasons for Proposed Decision**

44. By delivering this pilot project we will be able to establish if these measures offer significant opportunities to relieve parking pressures within the village of Pontneddfechan.
45. Relieving these pressures have the potential to improve the quality of life of local residents and improve the visitor experience within Waterfall Country.

### **Implementation of Decision**

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

### **Appendices**

47. Appendix 1: Map indicating Lancaster Close Car Park and proposed route.
48. Appendix 2: First Stage IIA Screening Form

### **List of Background Papers**

49. First Stage IIA Screening Form: Proposed Waterfall Country Park and Ride Pilot

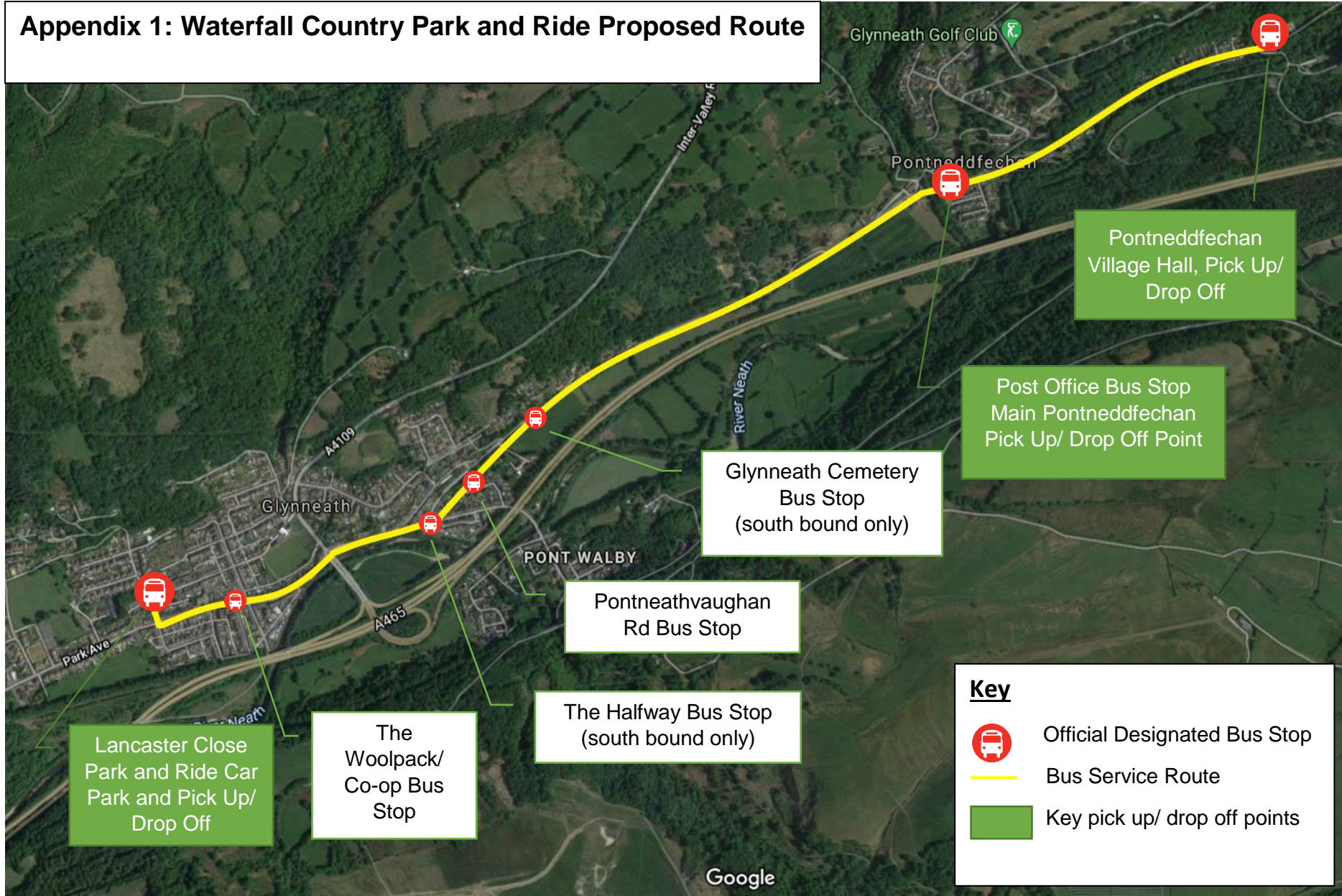
**Officer Contact**

50. Karleigh Davies, Tourism Manager, [k.davies16@npt.gov.uk](mailto:k.davies16@npt.gov.uk)
51. Peter Jackson, Integrated Transport Manager, [p.jackson@nnpt.gov.uk](mailto:p.jackson@nnpt.gov.uk)

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# Appendix 1: Waterfall Country Park and Ride Proposed Route



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## Impact Assessment - First Stage

### 1. Details of the initiative

**Initiative description and summary:** Waterfall Country Park and Ride Pilot Project

This pilot project aims to deliver a small scale visitor park and ride service between Glynneath and Pontneddfechan. The purpose of the pilot is to attempt to ease the significant parking pressures within the village of Pontneddfechan and wider Waterfall Country.

**Service Area:** Tourism, Regeneration and Economic Development

**Directorate:** Environment

### 2. Does the initiative affect:

	Yes	No
Service users	x	
Staff		x
Wider community	x	
Internal administrative process only		x

### 3. Does the initiative impact on people because of their:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
Age		X				The proposal will have no impact
Disability	X				L	The proposal includes the provision of low floor buses which comply with the Passenger Services Vehicle Access Regulations 2000, this will enable passengers with access needs to use the service to access the eateries and facilities in Pontneddfechan village. However, it should be noted that access along the Sgwd

						Gwladys waterfall walk at Pontneddfechan is unavoidably limited due to the very nature of the pathways and waterfalls as geological features; the pathways are steep, narrow, muddy and uneven in places. Within wider Waterfall Country (outside the village of Pontneddfechan) there are accessible options available for visitors, such as Aberdulais Falls (subject to National Trust plans for reopening post lockdown).
Gender Reassignment		X				The proposal will have no impact
Marriage/Civil Partnership		X				The proposal will have no impact
Pregnancy/Maternity		X				The proposal will have no impact
Race		X				The proposal will have no impact
Religion/Belief		X				The proposal will have no impact
Sex		X				The proposal will have no impact
Sexual orientation		X				The proposal will have no impact

#### 4. Does the initiative impact on:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence used) / How might it impact?
People's opportunities to use the Welsh language			x		L	The proposals will have no impact, all signage and promotional materials will be produced bilingually as standard.
Treating the Welsh language no less favourably than English			x		L	The proposals will have no impact, all signage and promotional materials will be produced bilingually as standard.

**5. Does the initiative impact on biodiversity:**

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence) / How might it impact?
To maintain and enhance biodiversity		X				The proposal will have no impact
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment, such as air quality, flood alleviation, etc.			X		L	The scheme is designed to manage the number of cars travelling through the village of Pontneddfechan, there may therefore be a small positive environmental impact. However, as this is a short term pilot project the impacts are negligible. If the pilot shows that the park and ride service is sustainable in the long term, expanding the service could have significant environmental benefits.

**6. Does the initiative embrace the sustainable development principle (5 ways of working):**

	Yes	No	Details
<b>Long term</b> - how the initiative supports the long term well-being of people	x		For a number of years visitor parking pressures have created significant issues for residents within Pontneddfechan.  The aim of the pilot park and ride service is to establish the impact that such a scheme can have, both on the quality of life of local residents (by easing these pressures), and the overall visitor experience within Waterfall Country.
<b>Integration</b> - how the initiative impacts upon our wellbeing	x		The proposal will enhance opportunities to take part in outdoor activities which in turn enhances health and wellbeing within the local community.

objectives			The tourism economy within Neath Port Talbot creates jobs and investment opportunities for local people. However, the quality of the visitor experience at Waterfall Country is constrained by a lack of appropriate infrastructure which limits the potential of the area as a visitor destination and impacts negatively on local communities. The park and ride pilot is part of a range of proposals being brought forward by the Waterfall Country Partnership to manage visitors more effectively and limit the negative impact of visitors within local communities.
<b>Involvement</b> - how people have been involved in developing the initiative	x		<p>The proposal has been developed through a feasibility study conducted by the Waterfall Country Partnership. The partnership consists of; Brecon Beacons National Park, Natural Resources Wales, Neath Port Talbot Council, Powys County Council, Rhondda Cynon Taf Council and the new community organisation 'Waterfall Country Cymru' which includes members from the range of Community Council's which are located within the Waterfall Country boundary.</p> <p>Local members for Glynneath have been consulted on the emerging park and ride proposals, and are keen to see a pilot service run during 2021 in order to alleviate some of the pressures that their communities are seeing in relation to visitor parking. Local members assisted in identifying Lancaster Close Car Park as the preferred base for the pilot project.</p>
<b>Collaboration</b> - how we have worked with other services/organisations to find shared sustainable solutions	x		<p>The proposal has been developed through a feasibility study conducted by the Waterfall Country Partnership. The partnership consists of; Brecon Beacons National Park, Natural Resources Wales, Neath Port Talbot Council, Powys County Council, Rhondda Cynon Taf Council and the new community organisation 'Waterfall Country Cymru' which includes members from the range of Community Council's which are located within the Waterfall Country boundary.</p>
<b>Prevention</b> - how the initiative will	X		The pilot project will help to establish if a park and ride service is feasible

prevent problems occurring or getting worse			<p>and practical at this location. At the centre of this pilot project is an attempt to alleviate some of the parking pressures at Pontneddfechan, in the longer term (if feasible) the intention would be to widen the geographical area which is covered by the service to benefit wider communities within Waterfall Country where similar visitor pressures are being felt.</p> <p>Research will be conducted with users of the service and their feedback will shape the future design of the service.</p>
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**7. Declaration - based on above assessment (tick as appropriate):**

A full impact assessment (second stage) <b>is not</b> required	x
Reasons for this conclusion	
<p>The proposal to deliver a pilot park and ride service between Glynneath and Pontneddfechan will not have any adverse impacts on people with protected characteristics.</p> <p>The project has a positive impact on wellbeing objectives and sustainable development principles.</p>	

A full impact assessment (second stage) <b>is</b> required	
Reasons for this conclusion	

	Name	Position	Date
Completed by	Karleigh Davies	Tourism Manager	29/04/2021

Signed off by	Simon Brennan	Head of Property & Regeneration	29/04/2021
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## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### Regeneration and Sustainable Development Cabinet Board

#### Report of the Head of Property & Regeneration Simon Brennan

14<sup>th</sup> May 2021

**MATTER FOR : Information**

**WARD(S) AFFECTED: All**

#### **Examination by Audit Wales into the Council's Regeneration Service as part of its Well Being Objectives**

#### **Purpose of Report**

To inform Members of the findings and recommendations of the Audit Wales report.

#### **Executive Summary**

To inform Members of the examination undertaken by Audit Wales, and the subsequent Action Plan submitted by the Council.

#### **Background**

As part of the Well Being of Future Generations (Wales) Act 2015, Audit Wales undertook an examination for the Audit year 2019/20 into the Council's Well-Being Objective '**We Will Deliver Strategic Regeneration Programmes**'

Following fieldwork undertaken by Audit Wales, the main findings were as follows: -

- The Council is seeking to deliver long term improvements to well-being through its Regeneration projects, but it could clarify its ambition and identify measures of success.
- The Council is designing its Regeneration activity to help tackle Social, Economic, Cultural and Environmental decline.

- The Council is seeking to deliver a range of benefits through its Regeneration activity, but could strengthen the links with the Public Services Board's well being objectives.
- The Council is actively looking to work with partners when it delivers its Regeneration projects, but it needs to assess the effectiveness of its collaborations going forward.
- The Council has taken steps to engage with some stakeholders, but it needs to enhance and extend its approach to involvement.

In response to this the Council identified a number of Actions and submitted its **Action Plan** to Audit Wales, which was accepted and approved by the latter.

**The full Audit Wales report, together with the Council's Action Plan is attached as Appendix 1.**

### **Financial Impact**

The examination undertaken by Audit Wales has been delivered within the budget allocated for audit and inspection work.

### **Integrated Impact Assessment:**

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.

The first stage assessment has indicated that a more in-depth assessment is not required. The Assessment is attached as an appendix.

### **Workforce Impact**

There are no workforce impacts associated with this report.

### **Legal Impact**

Under the Local Government (Wales) Measure 2009 (the Measure) and Well Being of Future Generations (Wales) Act 2015, the Auditor General for Wales is required to carry out audit work of the Council's business as

agreed in the audit programme, and to assess whether the Council has made proper arrangements for securing economy, efficiency and effectiveness in the use of its resources.

### **Risk Management**

There are no risk management issues associated with this report.

### **Consultation**

No external consultation has been required.

### **Valleys Communities Impacts**

No Implications.

### **Recommendations**

Having had due regard to the first stage of the Integrated Impact Assessment, it is recommended that Members note the findings of the Audit Wales' examination and the Council's subsequent Action Plan.

### **Reasons for Proposed Decision**

In order that the Council is compliant with its obligations to the Auditor General for Wales.

### **Implementation of Decision**

The decision will be implemented after a 3 day call in period.

### **Appendices**

The Audit Wales Examination Report.  
IIA.

### **List of Background Papers**

None.

## **Officer Contact**

For further information on this report, please contact Andrew Collins, Regeneration & Economic Development Manager on 07771 674706 or e-mail [a.collins@npt.gov.uk](mailto:a.collins@npt.gov.uk)

## Well-being of Future Generations an examination: 'We will deliver strategic regeneration programmes' – Neath Port Talbot Council

Audit year: 2019-20

Date issued: August 2020

Document reference: 1964A2020-21

This document has been prepared for the internal use of Neath Port Talbot Council as part of work performed in accordance with the Well-being of Future Generations Act (Wales) 2015.

No responsibility is taken by the Auditor General or the staff of Audit Wales in relation to any member, director, officer or other employee in their individual capacity, or to any third party.

In the event of receiving a request for information to which this document may be relevant, attention is drawn to the Code of Practice issued under section 45 of the Freedom of Information Act 2000. The section 45 Code sets out the practice in the handling of requests that is expected of public authorities, including consultation with relevant third parties. In relation to this document, the Auditor General for Wales and Audit Wales are relevant third parties. Any enquiries regarding disclosure or re-use of this document should be sent to Audit Wales at [info.officer@audit.wales](mailto:info.officer@audit.wales).

We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

Mae'r ddogfen hon hefyd ar gael yn Gymraeg. This document is also available in Welsh.

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The Council is designing its regeneration projects to improve well-being but there are opportunities to strengthen its application of the sustainable development principle.

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# Summary report

## Summary

### Why we undertook the examination

- 1 In accordance with the Well-being of Future Generations (Wales) Act 2015 (the Act) the Auditor General for Wales (the Auditor General) is statutorily required to examine public bodies to assess the extent to which they have acted in accordance with the sustainable development principle when:
  - a setting their well-being objectives; and
  - b taking steps to meet them.
- 2 The Act defines the sustainable development principle as acting in a manner: ‘...which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs’.
- 3 The Auditor General must provide a report on his examinations to the National Assembly for Wales at least a year before each Assembly election. The first such report must be published by 2020, before the 2021 Assembly election.
- 4 The Auditor General has undertaken examinations across the 44 bodies covered by the Act to inform his report to the National Assembly during 2018-19 and 2019-20.
- 5 The findings in this report are based on fieldwork that we undertook during the period September 2019 to November 2019.
- 6 This report sets out our findings from our examination of ‘we will deliver strategic regeneration programmes’, a step the Council is taking to meet its Well-being Objectives.
- 7 It also sets out the Council’s initial response to our findings.

### What we examined

- 8 We examined the extent to which the Council is acting in accordance with the sustainable development principle in delivering its strategic regeneration programmes.
- 9 In order to act in accordance with the sustainable development principle public bodies must take account of the following ‘ways of working’:



## Exhibit 1: the ‘five ways of working’

The table below sets out the ‘five ways of working’ as defined in the Welsh Government’s **Well-being of Future Generations (Wales) Act 2015 The Essentials**<sup>1</sup> document.

The Five Ways of Working
<b>Long term</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs.
<b>Prevention</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.
<b>Integration</b> Considering how the public body’s well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
<b>Collaboration</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
<b>Involvement</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

- 10 Our examination found that The Council is designing its regeneration projects to improve well-being but there are opportunities to strengthen its application of the sustainable development principle.

<sup>1</sup> Welsh Government, **Well-being of Future Generations (Wales) Act 2015 The Essentials**, 2015.

# Detailed report

## Part One: Examination Findings

The Council is designing its regeneration projects to improve well-being but there are opportunities to strengthen its application of the sustainable development principle

**The Council is seeking to deliver long term improvements to well-being through its regeneration projects, but it could further clarify its ambition and identify measures of success**

### What we looked for

- 11 We looked for evidence of:
- a thorough understanding of current and long term needs and the associated challenges and opportunities;
  - planning over an appropriate timescale;
  - resources allocated to ensure long term benefits; and
  - appropriate monitoring and review.
- 12 Our examination was also informed by the positive indicators for the 'long term' that we have identified and used as part of this examination.<sup>2</sup>

### What we found

- 13 We identified the following strengths:
- regeneration is a key objective for the Council as clearly stated in its third well-being objective which is, 'To develop the local economy and environment so that the well-being of people can be improved'.
  - there is strong political support for regeneration in Neath Port Talbot Council, as exemplified by match-funding support and reinvestment in the tourism team. The Council state long term thinking is at the heart of regeneration in Neath Port Talbot. The Council is aiming to create value-added jobs that are sustainable in the long term. The Council is looking to diversify the economy away from over-reliance on its one, main industry sector. However, the Council has identified current funding from Welsh Government and the

<sup>2</sup> See **Appendix 1**

Welsh European Funding Office (WEFO) is short term in nature, which does not help the Council in planning and delivering for the long term. An example of this is Welsh Government has recently provided additional funding to the Council but requires it to be spent by the end of the financial year. In order to be able to respond to this situation the regeneration team would like to have more projects on the shelf, ready to go, but there is a lack of capacity and funding for preparatory work for potential projects. Preparing additional work that may not proceed or be funded would expose the Council to additional financial risk.

- the Council states that its employability projects have been designed to reduce unemployment in order to secure long term benefits in improving well-being.
- the Council provided examples where it has designed projects based on an understanding of long term need. In Neath town centre the Council chose to take a longer-term view by adding leisure to the existing retail offer, based on its understanding of future market trends. The development of the Baglan Energy Park was designed for delivery over a twenty year period.
- the Council is taking a long term view of regeneration with its partners through other key plans such as: the City Deal, the draft Decarbonisation Strategy, and its transport plans.

14 We identified the following areas for improvement:

- the Council, for its strategic regeneration plan, is using the Swansea Bay City Region Economic Regeneration Strategy 2013-2030. The Council does not have its own specific regeneration plan. There is an opportunity to consider if it would be beneficial to have a strategy that:
  - sets out the overall direction and ambition for regeneration in Neath Port Talbot;
  - establishes the outcomes and impacts the Council wants to deliver in the long and short term from its regeneration work;
  - considers the five ways of working in the Act; and
  - shows how funding is being invested to balance short and long term needs.
- the property and regeneration service has had some additional officer resource (quantity surveyors), but it has identified that there are risks associated with capacity and resilience in the team, and there is a lack of succession planning.
- the Council has created a Local Project Board to oversee its regeneration programme, but this is a new arrangement and the reporting arrangements to the board are yet to be agreed. Currently long term and short term outcomes are not being measured or reported.
- whilst there are performance indicators in place for the Council's third well-being objective, they are largely activity-based and do not measure

outcomes. The only performance indicator in the Corporate Plan that relates directly to regeneration is 'the number of jobs created/safeguarded as a result of financial support by the local authority'. There is an opportunity for the regeneration team to review its measures of success.

- currently, the Council does not measure its performance against the baseline measures in the Swansea Bay City Region Economic Regeneration Strategy 2013-2030, which the Council states is its overriding plan for regeneration.

## The Council is designing its regeneration activity to help tackle social, economic, cultural, and environmental decline

### What we looked for

15 We looked for evidence of:

- thorough understanding of the nature and type of problem the step could help prevent from occurring or getting worse;
- resources allocated to ensure preventative benefits will be delivered; and
- monitoring and review of how effectively the step is preventing problems from occurring or getting worse.

16 Our examination was also informed by the positive indicators for 'prevention' that we have identified and used as part of this examination.<sup>3</sup>

### What we found

17 We identified the following strengths:

- The Council has identified and is seeking to deliver a range of preventative benefits through its regeneration work. This includes preventing:
  - unemployment;
  - businesses leaving the area;
  - business stagnation;
  - decline of the local economy;
  - social decline;
  - environmental decline;
  - a reliance on one sector within the economy i.e. the steel industry;
  - poverty.

<sup>3</sup> See **Appendix 1**

- The Council has a clear focus on well-being. The Council's key priority is on economic development to provide jobs to prevent social, economic and environmental decline.
- The Council is able to provide a narrative account of the successes it has achieved under its regeneration projects. Officers are able to describe how prevention is a driving force behind their regeneration work.
- The Council has considered the preventative benefits associated with its regeneration projects and this predates the Well-being of Future Generations Act.

18 We identified the following areas for improvement:

- The Council reports a number of regeneration performance indicators to the Regeneration and Sustainable Development Cabinet Board. Whilst the Council is aware of the wider preventative impact of regeneration, the metrics for individual projects and the overall regeneration programme do not reflect these wider, preventative factors.

## **The Council is seeking to deliver a range of benefits through its regeneration activity but could strengthen the links with the Public Services Board's well-being objectives**

### **What we looked for**

19 We looked for evidence of consideration of:

- how this step could contribute to the seven national well-being goals;
- how delivery of this step will impact on the Council's well-being objectives and wider priorities; and
- how delivery of this step will impact on other public bodies' well-being objectives.

20 Our examination was also informed by the positive indicators for 'integration' that we have identified and used as part of this examination.<sup>4</sup>

### **What we found**

21 We identified the following strengths:

- the Council is aware of the various national, regional, and local strategies it has to deliver against. The Council refers to these strategies and their relevance in its regeneration documents.
- the Council's Corporate Plan 2019-22 includes a short overview to show how the well-being objective 'to develop the local economy and environment

<sup>4</sup> See **Appendix 1**

so that the well-being of people can be improved' supports the seven national well-being goals.

- the Council is designing its regeneration activity to build links between its physical regeneration projects and its employability projects.
- the Council is seeking to maximise community benefits from its major capital projects, including supporting local employment and the local supply chain. The Council has invested in a community benefits officer post to help deliver these opportunities.

22 We identified the following areas for improvement:

- the Council recognises the opportunity to better articulate how its regeneration projects integrate with the seven national well-being goals. For new grants (eg Buildings for the Future) this is a requirement of the application, but the Council's submission in this area is light. There is no monitoring or reporting against these goals as the project progresses.
- the Council's work on regeneration is not clearly integrated with the well-being objectives of the Public Services Board.
- the Council recognised the integration between employability projects could be better, and is taking steps to resolve this.
- the Council identified that it would be beneficial to consider community benefits earlier in the process when it is planning regeneration projects. For example, it would be beneficial for the Council to actively consider community benefits at the application stage.

## **The Council is actively looking to work with partners when it delivers its regeneration projects, but it needs to assess the effectiveness of its collaborations going forward**

### **What we looked for**

23 We looked for evidence that the Council:

- has considered how it could work with others to deliver the step (to meet its well-being objectives, or assist another body to meet its well-being objectives);
- is collaborating effectively to deliver the step; and
- is monitoring and reviewing whether the collaboration is helping it or its stakeholders meet well-being objectives.

24 Our examination was also informed by the positive indicators for 'collaboration' that we have identified and used as part of this examination.<sup>5</sup>

<sup>5</sup> See **Appendix 1**

## What we found

25 We identified the following strengths:

- the Council reports a positive relationship with Welsh Government and WEFO, and a track record of securing funding.
- the Council is working regionally to deliver the City Deal agenda.
- the Council is collaborating locally in delivering regeneration projects, including collaborations with:
  - businesses (the Flexis Steel Innovation Centre, 'Business Bootcamps', and 'Meet the Buyer' events);
  - universities (the Innovation Campus);
  - registered social landlords (Aberafan House and Glan Afan School); and
  - third sector (the YMCA and the Plaza Cinema project).
- the Workstation in Port Talbot is an example of collaboration, bringing employability schemes together in one place. This includes schemes run by: the Department for Work and Pensions, third sector organisations, and the Council.
- the Council has recently created a Local Project Board which is responsible for local partner engagement, project assessment, and local financial and output monitoring. This Board also acts as the Local Project Board for the Welsh Government's Targeted Regeneration Investment programme. The Local Project Board is a partnership comprising representatives from the public, private and third sectors working together to maximise the benefits of regeneration projects to improve the economic prosperity of the county borough.
- there is also a Neath Port Talbot Employer Support Group (ESG). This group's aim is to create more employment opportunities within the local area by providing an effective service to employers. The ESG aims to encourage a collaborative approach to both strategic planning and operational procedures and provide a forum for sharing best practice through discussion of project developments and labour market trends.
- the Council has also created the Neath Port Talbot Engagement Provider Group. This group's aims are to share information on what each support organisation is able to offer participants, ensure effective referral processes are in place, and ensure the group is kept up-to-date with welfare changes.
- there is strong collaboration with businesses in the Council's work in driving community benefits from contracts on major projects.
- the Council has, for many years, had an internal group called the Strategic Funding Forum. This group aims to co-ordinate authority-wide expertise and capacity to obtain grant aid and external funding. The terms of reference for this group include:

- ensuring all funding secured is linked to the Council’s corporate aims and objectives;
- being a cross-directorate resource to provide advice and information on external funding; and
- ensuring corporate awareness of potential funding schemes, forthcoming grant submissions, and the relevance of proposed bids to the Council’s current/planned priorities.

26 We identified the following areas for improvement:

- the Council identified the collaboration between some sections within the Council could be better, eg biodiversity and regeneration services;
- the Council continues to engage with partners on its regeneration programme but reports that it is difficult to include all partners as they are at different stages of readiness to be involved in projects; and
- the Council needs to decide how it will assess the effectiveness of its collaborations to strengthen them going forward.

## The Council has taken steps to engage with some stakeholders, but it needs to enhance and extend its approach to involvement

### What we looked for

27 We looked for evidence that the Council has:

- identified who it needs to involve in designing and delivering the step;
- effectively involved key stakeholders in designing and delivering the step;
- used the results of involvement to shape the development and delivery of the step; and
- sought to learn lessons and improve its approach to involvement.

28 Our examination was also informed by the positive indicators for ‘involvement’ that we have identified and used as part of this examination.<sup>6</sup>

### What we found

29 We identified the following strengths:

- the Council is involving and listening to businesses through initiatives such as Meet the Buyer events, Enterprise Clubs, and Business Bootcamps.
- the Council is listening to local businesses to understand their needs and provide premises that meet these requirements.

<sup>6</sup> See **Appendix 1**



- the Council has set up the Local Project Board as a way of involving other partners. The Council defines the purpose of the Neath Port Talbot Local Project Board as a partnership comprising of representatives from the public, private, and third sectors working together to maximise the benefits of regeneration projects to improve the economic prosperity of the County Borough.
- for some projects, the Council has undertaken involvement with the community, eg the Plaza Group (a local group was established to look at options for the future of the Plaza Cinema).

30 We identified the following areas for improvement:

- the Council is developing a new Corporate Communications Strategy (including setting up a new Citizens' Panel), however there is no overall plan to involve stakeholders in regeneration work.
- the Council has not identified resources within regeneration to undertake involvement work.
- the Council recognises that it could consult externally earlier on its plans for regeneration.
- the Council reported that tight timescales for funding mean that large scale citizen involvement was difficult, so it only focussed on talking with local councillors to gather opinion, which is limited.
- the Council needs to take steps to improve its approach to involvement, including:
  - setting out how involvement will inform the Council's regeneration work;
  - ensuring involvement work covers the full diversity of the community;
  - undertaking involvement at each stage of the process, including design, development, delivery, and review; and
  - regularly reviewing its consultation and engagement arrangements to enhance future involvement work.

## Part Two: Council's response

31 Following the conclusion of our fieldwork we presented our findings to the Council at a workshop in November 2019 that was attended by Council officers. At this workshop the Council began to consider its response to our findings and as a result of discussions at the workshop and further reflection on our findings the Council has developed an action plan. The Council's action plan is attached in **appendix 2**.

32 We will continue to monitor the Council's progress in implementing these actions, and the extent to which they address the issues we have identified in our findings.

# Appendix 1

## Positive Indicators of the Five Ways of Working

### Exhibit 2: Positive Indicators of the Five Ways of Working

The table below sets out 'positive indicators' for each of the five ways of working that we have identified. We have not used the indicators as a checklist. They should be viewed as indicators. They helped us to form conclusions about the extent to which a body is acting in accordance with the sustainable development principle in taking steps to meet its Well-being Objectives.

#### What would show a body is fully applying the long term way of working?

- There is a clear understanding of what 'long term' means in the context of the Act.
- They have designed the step to deliver the well-being objective/s and contribute to their long term vision.
- They have designed the step to deliver short or medium-term benefits, which are balanced with the impact over the long term (within the project context).
- They have designed the step based on a sophisticated understanding of current and future need and pressures, including analysis of future trends.
- Consequently, there is a comprehensive understanding of current and future risks and opportunities.
- Resources have been allocated to ensure long term as well as short-term benefits are delivered.
- There is a focus on delivering outcomes, with milestones/progression steps identified where outcomes will be delivered over the long term.
- They are open to new ways of doing things which could help deliver benefits over the longer term.
- They value intelligence and pursue evidence-based approaches.

#### What would show a body is fully applying the preventative way of working?

- The body seeks to understand the root causes of problems so that negative cycles and intergenerational challenges can be tackled.
- The body sees challenges from a system-wide perspective, recognising and valuing the long term benefits that they can deliver for people and places.
- The body allocates resources to preventative action that is likely to contribute to better outcomes and use of resources over the longer term, even where this may limit the ability to meet some short-term needs.
- There are decision-making and accountability arrangements that recognise the value of preventative action and accept short-term reductions in performance and resources in the pursuit of anticipated improvements in outcomes and use of resources.

### **What would show a body is taking an 'integrated' approach?**

- Individuals at all levels understand their contribution to the delivery of the vision and well-being objectives.
- Individuals at all levels understand what different parts of the organisation do and proactively seek opportunities to work across organisational boundaries. This is replicated in their work with other public bodies.
- Individuals at all levels recognise the cross-organisation dependencies of achieving the ambition and objectives.
- There is an open culture where information is shared.
- There is a well-developed understanding of how the well-being objectives and steps to meet them impact on other public sector bodies.
- Individuals proactively work across organisational boundaries to maximise their contribution across the well-being goals and minimise negative impacts.
- Governance, structures and processes support this, as do behaviours.

### **What would show a body is collaborating effectively?**

- The body is focused on place, community and outcomes rather than organisational boundaries.
- The body has a good understanding of partners' objectives and their responsibilities, which helps to drive collaborative activity.
- The body has positive and mature relationships with stakeholders, where information is shared in an open and transparent way.
- The body recognises and values the contributions that all partners can make.
- The body seeks to establish shared processes and ways of working, where appropriate.

### **What would show a body is involving people effectively?**

- Having an understanding of who needs to be involved and why.
- Reflecting on how well the needs and challenges facing those people are currently understood.
- Working co-productively, working with stakeholders to design and deliver.
- Seeing the views of stakeholders as a vital sources of information that will help deliver better outcomes.
- Ensuring that the full diversity of stakeholders is represented and they are able to take part.
- Having mature and trusting relationships with its stakeholders where there is ongoing dialogue and information is shared in an open and transparent way.
- Ensure stakeholders understand the impact of their contribution.
- Seek feedback from key stakeholders which is used to help learn and improve.

# Appendix 2

## Delivering Strategic Regeneration Programmes – Well-being of Future Generations Examination

### Neath Port Talbot Council Action Plan

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	Recommendation	Target date	Action	Who	Status
1	<b>The Council will develop a Strategic Regeneration Plan in the format recommended in the WAO report</b>	October 2020	<p>The Council has previously linked its Regeneration programme to National and Regional Strategies. There is a recognition and a clear need for the Council to develop a Strategy that is owned by, and relates directly to Neath Port Talbot itself.</p> <p>The team has already begun work to implement this Strategy.</p> <p>On a national level it will relate to the Welsh Government Action Plan, and at a Regional level to the Swansea Bay City Region Economic Regeneration Strategy.</p> <p>However, it will be unique to, and reflective of, the economic conditions and circumstances within the Borough, and set out how the Regeneration Strategy will address and impact these. It will mirror the 7 National Well-Being Goals, and how these can benefit Neath Port Talbot itself, whilst also incorporating the Council's own Corporate Plan. In addition, it will be accountable to, and will demonstrate how it will resource and implement the 5 Ways of Working as set out in the Future Generations Act.</p> <p>The Strategy will form the basis of the Council's future Regeneration and Economic Development programmes.</p>	Regen. Team.	Ongoing

	Recommendation	Target date	Action	Who	Status
2	<b>The Council will undertake a review of resource, resilience and succession planning for the regeneration team</b>	July 2020	The Council has always recognised the importance of the Regeneration Programme and the work of the Regeneration team. However, the team is quite modest in size when compared to other neighbouring Authorities, and can often be stretched. The Authority is already addressing this, and two temporary posts have been created to specifically deal with the Welsh Government's Foundational Economy Project. In addition, in principle and subject to approval, at Corporate level, it has been discussed as to whether two further permanent members of staff are to be added to the team, in particular to support Town Centre Regeneration and Covid-19 Recovery. Furthermore, the Regeneration & Economic Development Manager is having discussions with members of both teams to explore how they can work across team boundaries in times of greatest demand.	Corporate Directors/ Head of Service/ Regen.& Econ.Dev. Manager.	Ongoing

	Recommendation	Target date	Action	Who	Status
3	<b>The Council will expand the role of the Local Project Board to oversee the regeneration programme and provide a basis for consultation and challenge</b>	July 2020	<p>The Local project Board has met several times and has been well attended. Particularly encouraging has been the attendance from outside bodies, and especially those from the private sector.</p> <p>To date their main input has been around the TRI projects, and their approval or otherwise, and they have challenged the Council in a constructive way around several of the projects that have been put in front of them for consideration.</p> <p>It is therefore extremely important going forward, that this group is suitably expanded to increase the number and diversity of outside attendees, to broaden the input. In addition, the remit of the Group will also be expanded, to cover a wider scope of projects.</p> <p>We will continue to review the group, and consult with them in order to shape our Regeneration programme going forward.</p>	Regen. Team	With immediate effect

	Recommendation	Target date	Action	Who	Status
4	<b>Council to review and expand measures of success and performance indicators for regeneration projects and performance – to be included in the Strategic Regeneration Plan</b>	Oct. 2020	<p>At present, the only performance indicator directly linked to Regeneration within the Corporate Plan is in respect of number of jobs created/safeguarded. We acknowledge that this is an inadequate tool of measurement, if we are truly going to monitor and assess our outputs, benefits and impacts on our communities as a consequence of our Programme and Strategy. We need our PI's to be far more wide ranging and holistic, whilst at the same time ensuring that they are truly measurable. They have to move away from just the blunt 'jobs created' indicator, and look more in depth at links between Regeneration projects and other less obvious benefits, that will reflect our wider impact, such as levels of inward investment, new start-ups, occupancy rates, social value captured through contracting etc</p> <p>Many of these PI's are already captured by the Council's Corporate Performance Management System, but they need to be more directly related to the Regeneration Strategy, and its evaluation.</p>	Regen. Team	Ongoing

	Recommendation	Target date	Action	Who	Status
5	<b>The contribution of individual regeneration projects to the Wellbeing goals will be assessed and monitored</b>	July 2020	<p>The 7 National Well-Being goals are essentially the fundamentals as to why we are promoting Regeneration as a primary objective in Wales, but just as importantly, in Neath Port Talbot. It is possible that in an endeavour to secure funding and deliver projects, that we can sometimes lose sight of these underlying objectives.</p> <p>Going forward, the 7 goals need greater prominence and form part of the reasoning and objectives of not only our overall programme, but of individual projects as well.</p> <p>In future, they will be a constant source of reference throughout every stage of the project, from inception, through to design, completion and beyond.</p> <p>We will ensure that they are critically assessed and monitored as part of the Project Management function of the team.</p>	Regen. Team	With immediate effect



	Recommendation	Target date	Action	Who	Status
6	<b>The Council will promote demonstrable integration of its regeneration programme with the wellbeing objectives of the Public Services Board</b>	July 2020	<p>As part of our more inclusive approach to Regeneration going forward, it will be essential that the team form closer links to the PSB, in order that we may share our proposals at an early stage, to both inform and gain critical appraisal. It will also ensure that we are aligned to our common objectives in terms our Well-Being goals and the Future Generations Act.</p> <p>As part of the Covid-19 situation the team has already Chaired sub-groups of the PSB in order to co-ordinate an Economic Recovery Plan across the Borough, and these new relationships must now be maintained and grown.</p>	Senior Management Team	Ongoing

	Recommendation	Target date	Action	Who	Status
7	<b>The Council will promote integration between the employability projects currently being delivered</b>	July 2020	<p>Although the Council's two main Employability Programmes, Workways+ and Communities for Work, remain in separate Directorates, namely Environment &amp; Regeneration and Education respectively, the fact that they are now both working out of shared accommodation at the Workstation has inevitably resulted in the two working more collaboratively together. Likewise, the unfortunate circumstances surrounding employment and Covid-19, and the subsequent response to it, have also meant that there has been a far more joined-up approach to Employability.</p> <p>Two derelict buildings behind the Workstation are to be renovated in order that the two programmes can utilise them as training facilities, and this again will only strengthen the partnership.</p>	Senior Management Team	Ongoing

	Recommendation	Target date	Action	Who	Status
8	<b>Potential Community Benefits will be considered at an early stage for each project.</b>	July 2020	Community Benefits are of the utmost importance to the Regeneration team and the wider Council. This is demonstrated in the creation of a designated post to concentrate on the issue. Currently there is sometimes a time lag or a lack of synchronicity between Project Management and Community Benefits. It is recognised that this cannot continue, as ultimately, it is to the detriment of our residents and business communities. Going forward therefore, there will be a much greater emphasis to ensure that the Community Benefits officer is engaged at the earliest possible stage, including inception, and regardless of project size.	Regen. Team	With Immediate Effect

	Recommendation	Target date	Action	Who	Status
9	<b>The Council will develop an internal and external communications and stakeholder engagement strategy to ensure integration and involvement with other areas of the Council and with external stakeholders.</b>	July 2020	<p>In a similar way to the above, as well as the Community Benefits officer, we will ensure that all other related Departments and Directorates within the Council are engaged at the earliest possible time for each project.</p> <p>Going forward, the Regeneration Team will ensure that there is an 'Inception Meeting' of the wider Project Team across the Council. In addition, it will invite involvement from outside partners, such as RSL's, NRW and relevant community groups, as appropriate.</p> <p>Critical to this objective, will also be the involvement of our Communications Team. It is essential, that going forward, consultation is not just seen as a necessary requirement of the Planning Process, but is a genuine attempt and action, in order to gain the input of as many internal and external partners, including the public and community groups, as possible, into each project, at an early stage. This early engagement will not only secure the wider views of relevant professionals but will also reduce the delivery risk associated with each project. With this in mind project meetings have already commenced at senior management level to ensure full Directorate ownership for strategic projects. A Communications Strategy needs to be an integral part of our process, and be given greater prominence than at present.</p>	Senior Management Team	With Immediate Effect

	Recommendation	Target date	Action	Who	Status
10	<b>The Council will consider how to expand future collaborative actions with external organisations in deliver regeneration objectives.</b>	July 2020	The Regeneration team are already taking steps towards greater integration and involvement of external organisations via such bodies as the Project Board, and more recently, the PSB. However, it has to become even more engrained, as part of the future culture of the service to ensure that we maximise the benefits to our citizens and communities. We must therefore expand further on our objective of integration, inclusion and consultation, in order to fulfil their expectations in line with our own Corporate Plan, the National Well-Being Objectives and the Future Generations Act.	Regen. Team	With Immediate Effect



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We welcome correspondence and telephone calls in Welsh and English.  
Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg.

## Impact Assessment - First Stage

### 1. Details of the initiative

<b>Initiative description and summary: Examination by Audit Wales into the Councils Regeneration Service in relation to its Well Being Objectives</b>
<b>Service Area:</b> Property & Regeneration
<b>Directorate: Environment</b>

### 2. Does the initiative affect:

	Yes	No
Service users		X
Staff		X
Wider community	X	
Internal administrative process only		X

### 3. Does the initiative impact on people because of their:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
Age		X				The adoption of the Council's Action Plan in response to the examination will result in a positive impact for the whole community without discretion.
Disability		X				As above.
Gender Reassignment		X				As above.
Marriage/Civil Partnership		X				As above.
Pregnancy/Maternity		X				As above.
Race		X				As above.
Religion/Belief		X				As above.

Sex		X				As above.
Sexual orientation		X				As above.

**4. Does the initiative impact on:**

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence used) / How might it impact?
People's opportunities to use the Welsh language		X				<b>Not Applicable</b>
Treating the Welsh language no less favourably than English		X				<b>As above.</b>

**5. Does the initiative impact on biodiversity:**

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence) / How might it impact?
To maintain and enhance biodiversity		X				
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment, such as air quality, flood alleviation, etc.		X				



**6. Does the initiative embrace the sustainable development principle (5 ways of working):**

	Yes	No	Details
<b>Long term</b> - how the initiative supports the long term well-being of people	X		The initiative will support the Councils Well Being objective of 'We Will Deliver Strategic Regeneration Programmes' by recognising the findings of the Examination and adhering to its Action Plan.
<b>Integration</b> - how the initiative impacts upon our wellbeing objectives	X		As above.
<b>Involvement</b> - how people have been involved in developing the initiative	X		As above
<b>Collaboration</b> - how we have worked with other services/organisations to find shared sustainable solutions	X		As above.
<b>Prevention</b> - how the initiative will prevent problems occurring or getting worse	X		As above.

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**7. Declaration - based on above assessment (tick as appropriate):**

A full impact assessment (second stage) <b>is not</b> required	X
Reasons for this conclusion	

The adoption of the findings of the Audit Wales examination, and adhering to the Council's action Plan, will be fully inclusive to members of society and the community resulting in positive impacts, and helping to deliver the Well Being of Future Generations (Wales) Act 2015.

A full impact assessment (second stage) **is** required

Reasons for this conclusion

	<b>Name</b>	<b>Position</b>	<b>Date</b>
<b>Completed by</b>	Andrew Collins	Regeneration & Economic Development Manager	29 <sup>th</sup> April 2021
<b>Signed off by</b>	Simon Brennan	Head of Property & Regeneration	29 <sup>th</sup> April 2021

**Executive**  
**FORWARD WORK PROGRAMME**

**2021 – 2022**

### Cabinet (Following Cabinet Scrutiny starting at 2pm.)

Meeting Date	Agenda Item	Type	CDG/CMB Jt Scrutiny	Contact Officer
2 <sup>nd</sup> June	Welsh Language Standards Annual Report	Decision	CDG 26 <sup>th</sup> May	Caryn Furlow-Harris
30 <sup>th</sup> June				
28 <sup>th</sup> July	Ethical Procurement	Decision		Craig Griffiths
1 <sup>st</sup> September				
22 <sup>nd</sup> September	2020-21 Corporate Plan Annual Report	Decision	CDG 4 <sup>th</sup> Aug	Caryn Furlow-Harris
	Strategic Equalities Plan	Decision	CDG 15 <sup>th</sup> September	Caryn Furlow-Harris
	Welsh Language Promotion Strategy	Decision	CDG 15 <sup>th</sup> September	Caryn Furlow-Harris
20 <sup>th</sup> October	Public Services Ombudsman for Wales Annual Report	Information		Craig Griffiths

#### CABINET CONTINUED

17 <sup>th</sup> November				
15 <sup>th</sup> December	Annual Governance Statement – Improvement Action Plan – 6 Monthly Update	Monitoring		Caryn Furlow-Harris
	Third Sector Grants Scheme	Decision		Hywel Jenkins/ Caryn Furlow-Harris

<b>12<sup>th</sup> Jan 2022</b>				
9 <sup>th</sup> February				
9 <sup>th</sup> March				
6 <sup>th</sup> April				
4 <sup>th</sup> May				

### **Cabinet Finance Sub (Following Cabinet)**

Cabinet Finance Sub follows Cabinet if required. Agenda Items are determined prior to the meeting so are not included on the Forward Work Programme.

**Education, Skills and Culture Cabinet Board**

**Immediately following Scrutiny Committee starting at 2pm**

Meeting Date	Agenda Item	Type	CDG/ CMB	Contact Officer
<del>29th April 2021</del> <b>CANCELLED</b>				
10th June				
22 <sup>nd</sup> July				
2 September				
14 <sup>th</sup> October				
25 <sup>th</sup> November				
<b>6<sup>th</sup> Jan 2022</b>				
17 <sup>th</sup> February				
31 March				

## Social Care, Health and Wellbeing Cabinet Board

### Immediately following Scrutiny Committees starting at 2pm

Meeting Date	Agenda Item	Type	CDG/ CMB	Contact Officer
24 <sup>th</sup> June	Tai Tarian Lettings Report	Decision		Robert Davies
	Review of Corporate Arrangements for Safe Guarding	Decision		
29 <sup>th</sup> July				
16 <sup>th</sup> September				
21 October				
9 <sup>th</sup> December				
<b>20<sup>th</sup> January 2022</b>				
3 <sup>rd</sup> March				
7 <sup>th</sup> April				



**Regeneration and Sustainable Development Cabinet Board**  
**Immediately following Scrutiny Committees starting at 10am**

Meeting Date	Agenda Item	Type	CDG/ CMB	Contact Officer
25 June 2021	Biodiversity Duty Plan	Decision		Ceri Morris / Lana Beynon
	Replacement Local Development Plan (RLDP) – draft consultation delivery agreement	Decision		Ceri Morris / Lana Beynon
30 July 2021	Food and Feed Delivery Plan 2021/2022	Information		Ceri Morris / Mark Thomas
	Food and Feed Enforcement Review 2020/2021	Information		Ceri Morris / Mark Thomas
10 September 2021	Local Air Quality Management	Information		Ceri Morris / Mark Thomas
	Rural Development Plan Update	Information		Angelina Spooner-Cleverly
22 October 2021	Replacement Local Development Plan (RLDP) - Final delivery agreement	Decision		Ceri Morris / Lana Beynon
3 December 2021				
<b>14 January 2022</b>				
4 March 2022				
8 April 2022				

**Streetscene and Engineering Cabinet Board**

**Immediately following Scrutiny Committees starting at 10am**

Meeting Date	Agenda Item	Type	CDG/ CMB	Contact Officer
21 May 2021				
2 July 2021	Three year Review of Grit Bin Provision			Mike Roberts
24 September 2021				
5 November 2021				
17 December 2021				
<b>28 January 2022</b>				
11 March 2022				
29 April 2022				

By virtue of paragraph(s) 12, 14 of Part 4 of Schedule 12A  
of the Local Government Act 1972.

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