



***REGENERATION AND SUSTAINABLE
DEVELOPMENT SCRUTINY COMMITTEE***

10.00 AM FRIDAY, 17 SEPTEMBER 2021

REMOTELY VIA TEAMS

All mobile telephones to be switched to silent for the duration of the meeting

PART 1

1. Welcome and Roll Call
2. Chairs Announcements
3. Declarations of interest
4. Minutes of Previous Meeting (*Pages 5 - 10*)
 - 25 June 2021
5. Update on the Audit Wales Neath Port Talbot Action Plan (*Pages 11 - 38*)
6. Pre-Decision Scrutiny
To select appropriate items from the Cabinet Board agenda for pre-decision scrutiny (reports enclosed for Scrutiny Members)
7. Forward Work Programme 2021/22 (*Pages 39 - 52*)
8. Urgent items
(whether public or exempt) at the discretion of the Chairman pursuant to Section 100B (4) (b) of the Local Government Act 1972

K.Jones
Chief Executive

Civic Centre
Port Talbot

Friday, 10 September 2021

Committee Membership:

Chairperson: **Councillor S.K.Hunt**

Vice

Chairperson: **Councillor R.L.Taylor**

Councillors: D.Cawsey, C.J.Jones, H.N.James, S.M.Penry,
S.Pursey, S.Rahaman, N.T.Hunt, S.Bamsey,
J.Evans and S.A.Knoyle

Notes:

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

- (5) *Would the Scrutiny Committee Members please bring the Cabinet Board papers with them to the meeting.*

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Regeneration and Sustainable Development Scrutiny Committee

(Remotely via Teams)

Members Present:

25 June 2021

Chairperson: Councillor S.K.Hunt

Vice Chairperson: Councillor R.L.Taylor

Councillors: D.Cawsey, C.J.Jones, H.N.James, S.M.Penry, S.Purse, S.Rahaman, J.Evans and S.A.Knoyle

Officers In Attendance: C.Morris, S.Brennan, C.Plouman, N.Headon, L.Beynon and M.Shaw

Cabinet Invitees: Councillors A.Wingrave and P.D.Richards

1. **Minutes of Previous Meeting**

The minutes of the following meetings were approved:

- 16 April 2021
- 14 May 2021

2. **Pre-Decision Scrutiny**

The Committee chose to scrutinise the following Cabinet Board items:

Active Travel (Wales) Act 2013: Consideration of requirements for the Consultation Draft Active Travel Network Map (ATNM) for Neath Port Talbot and the publication / consultation procedures to be implemented

The circulated report provided Members with the consultation draft Active Travel Network Map (ATNM) for Neath Port Talbot and the consultation procedures for the forthcoming consultation exercise.

Officers explained that it was a requirement to review the Council's ATNM every three years; the map will need to be submitted to Welsh Government for ministerial approval by 31 December 2021. It was noted that active travel had a specific meaning in Wales; these routes

were for everyday purposeful journeys to places such as work and school, and did not include trips made purely for leisure or social purposes. Members were informed that there were two elements to the map:

- Existing routes – the routes that already met active travel standards set by Welsh Government and what the Council already publicised as suitable routes
- Future routes – the routes that were aspirations of the Council for the next 15 years; they were either improvements to existing routes or identification of new routes to be added to the network going forward

It was highlighted that there wasn't a commitment placed on the Council to deliver the ATNM; instead it was essentially a tool to enhance the forward planning of active travel routes going forward.

In terms of the methodology that had been applied, it was noted that the ATNM had been developed jointly between Sustrans and Local Authorities across the regions; this ensured that there was consistency in approach across administrative boundaries with some of the active travel routes connecting between authorities.

The Committee was informed that the team conducted an initial consultation at the end of 2020/beginning of 2021, which was the first stage of the process; the team received an extremely good response from this (over 2,500 responses were received). It was mentioned that the initial consultation set out to engage and obtain public opinion in terms of what was good and what was bad about the network in Neath Port Talbot currently.

Officers stated that there had recently been an audit of the existing routes in place; 10 routes had been added to the list of existing routes following the audit. It was noted that there had also been an element of information gathering and journey mapping which looked at what journeys were being made and what were the departure and destination points.

It was explained that the last stage of the methodology will be to prioritise the routes, which will be completed after the next consultation; it will set out the scheduled routes in terms of short, medium and longer term aspirations for the Council.

A discussion took place in relation to the fact that the Council was not committed to deliver an ATNM. Members expressed the importance

of clarifying that although the Council was not committed to do this, they would like to see as many routes be delivered as possible. Officers clarified that the Council was committed to improving the network year on year, as part of a long term aspirational plan, which was linked to the production of the map; during a meeting of the Corporate Directors Group, Chief Officers felt that emphasis was needed on the point that the Council was not committed to delivering the full package as the funding for delivery of the scheme was not included within existing budgets and the Council did not have the resources to deliver all of the aspirations included within the plan.

Members also expressed their concerns in relation to cycle route maintenance and the fact that the delivery of the Active Travel agenda was split across different departments. The Cabinet Member for Regeneration and Sustainable Development acknowledged the point noting that this was not the only area which had cross cutting of departments.

In relation to the potential of receiving revenue maintenance funding, Members stated that it was important to make sure that any additional funding was used in the right places and prioritised correctly, as currently funding was being split quite broadly. Officers explained that funding was a significant issue and maintenance issues created a pressure going forward; the more routes that were added to the active travel network, the more maintenance was needed to be delivered. Officers mentioned that the way in which Welsh Government funding was currently set up, meant that the Council did not receive revenue funding to meet that requirement and only received capital expenditure. In terms of delivery of the schemes, it was noted that the Council was reliant on the schemes being delivered either through development, directly or through Section 106 contributions, or by gaining funding through an annual bidding process from Welsh Government.

It was queried whether more pressure could be placed onto Welsh Government to obtain more funding in order for the Council to meet the aspirations set out in the plan. Officers provided their assurances that they were continuing to endeavour to obtain funding from Welsh Government to deliver the active travel agenda; Welsh Government had provided a lot of committed money over recent years, however the Council would continue to seek capital expenditure and revenue spend. Members were encouraged to liaise with the Cabinet Member for Finance with the view to lobby Welsh Government for additional capital and revenue funding.

Members asked if there would be improvements to some of the public transport routes, following the announcement made by Welsh Government that more money would be allocated to Transport for Wales. It was noted that this particular query would need to be directed to the Head of Engineering and Transport, however in terms of planning and developing sustainable transport, it was essential to integrate the transport elements into the place making agenda; transportation and the active travel agenda needed to be looked at together as an integrated network, opposed to separately. It was explained that larger scale developments required a broader idea of how the different elements would fit together; the connections and the linkages, not just within the site itself but how the site connects with communities around it. Officers confirmed they would be working with the various transport sections within the Authority when bringing forward the replacement Local Development Plan.

The Committee discussed the provision of electric bikes and the expectations of them. It was noted that the use of electric bikes would widen the scope of the routes that could be used, however there was a challenge to obtain significant level of funding from Welsh Government; to date, the focus had been on the built up areas where the greater gains of active travel could be achieved. In terms of Neath Port Talbot's ATNM, Officers realised the importance of looking at how links in built up areas could be improved but also how links between settlements could be improved, particularly within the valley communities; the challenge going forward would be how this would be delivered. It was added that the electric bike could enhance the case and justification to be able to deliver the longer routes.

Following public engagement in the consultation, Members stressed the importance of ensuring that Officers responses were as accurate as possible and contained the relevant detail in order for the public to understand the Council's position in relation to specific routes. Members then went on to ask if there was a priority list for delivering routes, and if so, how was this established. Concerns were particularly expressed in relation to delivering routes in the valleys communities.

Officers confirmed that there was a prioritisation element to the methodology, after the consultation and before the ATNM would be submitted for ministerial approval, the team will look to prioritise the schemes into short, medium and longer term aspirations; there were various elements involved in working out what needed to be at the top of the priority list including assessing the deliverability of a

scheme and costings. It was added that Welsh Government had a matrix to follow which required Officers to look into factors such as the population density, the distance to an education setting, the distance to employment sites, leisure and health. Officers confirmed they could look into the scope of the criteria and determine whether the valleys criteria could potentially differ from those applied in the costal corridors due to the concerns expressed by Members.

Following Officers responses, a brief discussion took place in relation to the Global Centre of Rail Excellence (GCRE). It was stated that there was potential, albeit outside of the planning process, for communities to seek to agree community benefits from the developer; this could be utilised to help deliver some of the routes that may not be towards the top end of the priority list.

It was stated that it was important to manage public expectations and send out the appropriate messages in relation to active travel. Officers mentioned that they had recently had discussions with colleagues in the Communications Team in regards to promoting the various work programmes; the Communications Team had an important role in ensuring that the public were correctly informed.

In conclusion, Officers stated that they acknowledged the restrictions and Members concerns, and gave assurances that active travel was something that the Council will continue to commit to in order to improve the network year on year; there was clear commitment from within Welsh Government and the Council would try and be as aspirational as possible.

Following scrutiny, the Committee was supportive of the proposal to be considered by the Cabinet Board

3. **Forward Work Programme 2021/22**

Members noted the Regeneration and Sustainable Development Scrutiny Forward Work Programme for 2021/22.

It was agreed that a Regeneration and Sustainable Development Scrutiny Forward Work Programme Workshop be arranged for the autumn period.

CHAIRPERSON

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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

17th September 2021

MATTER FOR : Information

WARD(S) AFFECTED: All

Update on the Council's Action Plan following 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 updated Regeneration Action Plan.

Executive Summary

To inform Members of the updated Regeneration Action Plan following an examination undertaken by Audit Wales.

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 wellbeing 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.

This matter was referred to Members in the Regeneration and Sustainable Development Cabinet Board Report on the 14th May this year. The purpose of this report, therefore, is to inform Members of the updated version of the Action Plan.

These updates can be found in the Action Plan (Appendix 1) attached in the right hand column titled 'Status.'

Also attached as Appendix 2, is an example of a Communications Strategy.

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 updated 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 Updated Action Plan, and an example of a Regeneration Communications Strategy.

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

Impact Assessment - First Stage

1. Details of the initiative

Initiative description and summary: Updated Action Plan following an Examination by Audit Wales into the Councils Regeneration Service in relation to its Well Being Objectives
Service Area: Property & Regeneration
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 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				Not Applicable
Treating the Welsh language no less favourably than English		X				As above.

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,		X				

such as air quality, flood alleviation, etc.						
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6. Does the initiative embrace the sustainable development principle (5 ways of working):

	Yes	No	Details
Long term - 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 Updated Action Plan.
Integration - how the initiative impacts upon our wellbeing objectives	X		As above.
Involvement - how people have been involved in developing the initiative	X		As above
Collaboration - how we have worked with other services/organisations to find shared sustainable solutions	X		As above.
Prevention - how the initiative will prevent problems occurring or getting worse	X		As above.

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

A full impact assessment (second stage) is not required	X
Reasons for this conclusion	
<p>The adoption of the findings of the Audit Wales examination, and adhering to the Council's updated 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.</p>	
A full impact assessment (second stage) is required	
Reasons for this conclusion	

	Name	Position	Date
Completed by	Andrew Collins	Regeneration & Economic Development Manager	26-8-21
Signed off by	Simon Brennan	Head of Property & Regeneration	26-8-21

Appendix 1

Delivering Strategic Regeneration Programmes Wellbeing of Future Generations Examination

Action Plan

	Recommendation	Target date	Action	Who	Status	
1	The Council will develop a Strategic Regeneration Plan in the format recommended in the WAO report	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. 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. 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</p>	Regen. Team.	<p>The team have produced a draft Economic Recovery Plan, are currently working with consultants SQW to develop this strategy. SQW have delivered a similar plan for the South West Wales Region, but are now tasked with enhancing the Council's draft proposals, in order to properly reflect the current circumstances effecting Neath Port Talbot, its communities and its businesses, and develop a short / medium and long term for its Economic recovery going forward. This will form the basis of the Council's future Regeneration Programme.</p>	

			<p>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>			
2	<p>The Council will undertake a review of resource, resilience and succession planning for the regeneration team</p>	<p>July 2020</p>	<p>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</p>	<p>Corporate Directors/ Head of Service/ Regen.& Econ.Dev. Manager.</p>	<p>Unfortunately, due to the Covid pandemic, the Foundational Economy Project has been delayed, and the two posts relating to that project have therefore not been created.</p> <p>The Regeneration team has not recruited any new staff itself, and has been operating with one unfilled vacant post, which going forward will presumably be addressed.</p> <p>However, the two town centre support officers' posts have been filled.</p> <p>The Regeneration and Economic</p>	

			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.		Development teams, despite, and partly because, of the pandemic are now working more closely together than ever. Regular 'Teams' meeting are held to ensure that there is cohesion and collaboration between the two sections.	
3	The Council will expand the role of the Local Project Board to oversee the regeneration programme and provide a basis for consultation and challenge	July 2020	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. 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. 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. We will continue to review the	Regen. Team	Due to the pandemic, the Project Board no longer meets in person, but there is still regular contact between Members of the group, both internally and externally, and consultation and feed-back continues remotely. The group has not yet been expanded, but this will addressed once restrictions are lifted, and regular working practices are resumed.	

			group, and consult with them in order to shape our Regeneration programme going forward.			
4	Council to review and expand measures of success and performance indicators for regeneration projects and performance – to be included in the Strategic Regeneration Plan	Oct. 2020	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 Many of these PI's are already captured by the Council's	Regen. Team	<p>This issue has already been addressed, and examples include several of our recently completed and ongoing Regeneration projects such as the Former Plaza Cinema, Harbour Court, 8 Wind Street and the Bay Technology Centre.</p> <p>Each project has its own set of outcome indicators, and the projects have been monitored and evaluated in this regard from the start of the project, and quarterly progress reports are produced.</p> <p>Regular project team meetings are held to identify and maximise opportunities, and these processes will be adopted for future projects going forward.</p>	

			Corporate Performance Management System, but they need to be more directly related to the Regeneration Strategy, and its evaluation.			
5	The contribution of individual regeneration projects to the Wellbeing goals will be assessed and monitored	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. In future, they will be a constant source of reference throughout every stage of the project, from inception, through to design, completion and beyond. We will ensure that they are critically assessed and monitored as part of the Project Management function of the team.</p>	Regen. Team	<p>In addition to the monitoring and evaluation referred to above, there is a specific section relating to Well-Being goals.</p> <p>The Bay Technology Centre for example, will be fully evaluated for its economic and social impacts by external consultants, which is an exercise that we have funded from the grant. Whilst we couldn't afford this for all future projects, nevertheless, it will provide a template, which will further enable us to undertake our own internal project evaluations.</p> <p>In respect of our Property Enhancement Development Grants and Sustainable Living Grants, which form part of the Targeted Regeneration Investment programme, each project has to identify the benefits it will provide in terms not only in</p>	

					terms of outputs, but also how the scheme will contribute to the Well Being of Future Generations Act and Environment Acts, as well as how it will improve the economic, social, environmental and cultural well-being within NPTCB.	
6	The Council will promote demonstrable integration of its regeneration programme with the wellbeing objectives of the Public Services Board	July 2020	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 of our Well-Being goals and the Future Generations Act. 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.	Senior Management Team	<p>The Regeneration & Economic Development Manager and Business Team Co-ordinator continue to Chair the Economic Forum Sub-Group, which in turn feeds into the PSB Economic Forum, which they also both attend, together with the Head of Property & Regeneration.</p> <p>The PSB Co-ordinator has also been seconded to form part of and shape the work being undertaken by the consultants, SQW, in order to enhance the linkages between the PSB and Regeneration more generally.</p> <p>The Regeneration Team's Heritage Officer is a member of the PSB's Green Infrastructure and Culture & Heritage Groups.</p>	
7	The Council will promote integration	July 2020	Although the Council's two main Employability Programmes,	Senior Management	Despite best efforts, promoting integration between the Council's	

	between the employability projects currently being delivered		<p>Workways+ and Communities for Work, remain in separate Directorates, namely Environment & 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>	Team	<p>Employability Programmes remains difficult. A plan is currently being formulated to attempt to achieve a joint marketing plan, whereby all of the Council's Employability projects will offer a joined-up service to the unemployed members of our communities, which is being funded by Workways+. At a time when unemployment and economic inactivity remain high, supporting a stream-lined service is of paramount importance.</p> <p>Whilst the two buildings at the rear of the Workstation are nearing completion, the emergence from restrictions as a result of the pandemic will dictate its future use.</p>	
8	Potential Community Benefits will be considered at an early stage for each project.	July 2020	<p>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.</p> <p>Currently there is sometimes a time lag or a lack of synchronicity between Project Management and</p>	Regen. Team	<p>Regeneration officers will discuss Community Benefits with the Economic Development team's Community Benefits Officer as soon as a funding application is being considered, in order to assess targets for outcomes and benefits.</p>	

			<p>Community Benefits.</p> <p>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.</p>		<p>Community Benefits are being scored by the C.B. Officer at the tender stage of any project, and the C.B. officer will meet the Project Management team and successful contractor at the beginning of each project in order to establish objectives, targets and outputs. The officer attends project progress and working group meetings from the outset</p>	
9	<p>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.</p>	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. 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. 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</p>	Senior Management Team	<p>The Regeneration Team has adopted individual tailored Communication Strategies for each of its major projects, to ensure that they best reflect the aims and objectives of that particular development.</p> <p>Appendix 2 attached is an example of how this has been put into practise and is a Communications Strategy that relates to the refurbishment of the previously unoccupied listed building at 8 Wind Street in Neath.</p>	

			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.			
10	The Council will consider how to expand future collaborative actions with external organisations in deliver regeneration objectives.	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	Regen. Team	As previously mentioned, post-pandemic, the team will be looking to increase the membership of the Project Board. Whilst consultation is very often quite difficult due to the very short periods of notice	

			<p>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.</p>		<p>given to submit funding applications, a recent example of effective consultation and collaboration however, was demonstrated during the application process of the Levelling Up Fund. Here, consultees included the two local MP's, the Public Service Board, the Business Improvement District, and the City Deal Economic Strategy Board.</p> <p>In respect of our Property Enhancement Development Grants and Sustainable Living Grants, depending on the nature of the project, then the following are a list of consultees :-</p> <ul style="list-style-type: none"> • Welsh Government • Local Members • Town Councils • BID • Senedd Members • Local Project Board (including external private sector partners and RSL's) • Regional Board (comprising Swansea, 	
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					<p>Carmarthenshire and Pembrokeshire Councils).</p> <p>With regard to collaboration and partnership working with external bodies, to deliver Regeneration projects, then the following are examples of recent undertakings :-</p> <ul style="list-style-type: none"> • Global Centre of Rail Excellence, working with the private sector and WG. • Associated British Ports in master-planning local land holdings for potential inward investment. • South Wales Industrial Cluster. Working with TATA Steel, the UK and Welsh Governments to deliver a net zero carbon initiative. • Port Talbot Waterfront Enterprise Zone. Working with the private sector, Swansea university and Trinity St. David's to deliver inward investment 	
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					<p>opportunities.</p> <ul style="list-style-type: none"> • Targeted Regeneration Investment funding, working with the WG and the private sector. • The City Deal, working with TATA Steel, Swansea University and the Welsh School of Architecture. 	

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Appendix 2

8 Wind St, Neath

Communications Strategy



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Introduction

The aim of the project is to bring back into economic use, a listed building in Neath Town Centre (designated as a Valleys Taskforce Strategic Hub), to provide essential office accommodation that will house both new and existing SMEs, create local employment and business support opportunities, as well as attracting further economic investment to the local area.

The project will support the regeneration of Neath town centre and its surrounding areas in line with the aims and objectives of the Building for the Future operation. It is aligned to the Neath Integrated Territorial Strategy and the regional Swansea Bay City Region Economic Regeneration Strategy. In addition, it delivers against a number of Welsh Government initiatives including the Valleys Taskforce, Prosperity for All: Economic Action Plan, Vibrant and Viable Places Programme, the Tackling Poverty Agenda and the Well-being of Future Generations Act.

Background

Neath is an old Market town situated on the River Neath and has existed as a settlement since the Romans established a fort here in the AD 70s.

8 Wind Street is a vacant listed building, occupying a prominent location within the main pedestrian retail area of Neath town centre. The building is also situated within the Neath Town Centre Conservation Area on Wind Street, just opposite Church Place and the historic St. Thomas' Church square.

The current building was constructed in 1868 by Lloyds Bank, to replace a previous building thought to be a bank or Registry office with C18 origins. The three storey building has a strong connection with the Registrar's Office in Neath and accommodated this service from the mid 1900's until 1970. It saw a change of use in 1970 when the Registrar's Office relocated.

The building has three storeys and a basement. The building is attractive having been built of dressed stone and has Victorian sash windows and a panelled double door entrance at each end of the building fronting Wind Street. There is a small forecourt enclosed with plain iron railings at the front.

Its central location makes it very accessible and convenient and is within short walking distance of both Neath Railway Station and Neath Bus Station.

The refurbished building would provide a key employment site within the town centre, complementing other facilities and services in the area.

Project Aims

The aims of the project are:

- To bring a historically important building back into economic use.
- Aesthetically improve a building that comes to view as soon as you enter Neath Town Centre, thus improving the perception of the town, increasing footfall, attracting visitors and encouraging investment.
- Provide office accommodation for new and existing SMEs.
- Provide business accommodation that will promote and attract entrepreneurship and enterprise by providing onsite business support through Enterprise Clubs and Networking Events, as well as creating jobs and training opportunities, attracting further investment, all the while boosting the self-image of the town.

Strategy and Approach

The overall strategy and approach will be to devise a joined up communications plan that supports the delivery of the operation throughout its lifetime.

Effective communication will be important in supporting the project's success, which will be delivered by Neath Port Talbot County Borough Council's Communication team.

This strategy defines the scope and responsibilities of the communications team and the protocols the team will work to, particularly with regards to funding partner branding, media and public enquiries. In particular we will:

- Identify perceptions and potential issues around the project
- Identify and define audiences and stakeholders
- Develop tailored messages for audiences and stakeholders
- Raise awareness of project plans and milestones
- Communicate consistently and regularly
- Generate positive PR

Communication Objectives

Develop project-related communications that will satisfy all stakeholders, including our funders, contractors, NPT residents, businesses and visitors to:

- Raise awareness of the project and gain local and national press coverage via tactical press announcements and media activity

- Ensure all stakeholders are aware of the aims and objectives and benefits of the project
- Engage with relevant stakeholders throughout the life of the project
- Reassure stakeholders that potential and unlikely disruptions will be kept to a minimum
- Celebrate project successes where possible
- Work together to keep all stakeholders informed
- Ensure local people, businesses and media are aware of the benefits of the project through employment and supply opportunities
- Promote the commitment of the Council to the local area's regeneration
- Promote the commitment of the Welsh Government and the Welsh European Funding Office to improving Welsh towns and cities through their respective funding programmes

Tactics

Communications tools and tactics have to be relevant to each specific target audience identified in the stakeholder analysis. Different tools will work for more than one target group; however, the following will form the broad basis for the communications action plan. Specific target groups will be addressed in more detail in the action plan:

The Community:

- **Exhibitions** – exhibitions at local events will offer a comprehensive range of information relating to regeneration projects across Neath Port Talbot, encompassing the redevelopment of the building..
- **Website** – The Council's main website (www.npt.gov.uk) and business website (www.npt-business.co.uk) will feature all related press releases and associated newsletters
- **Corporate social media sites** will be used to share project updates, press releases and relevant media stories. Platforms used will be Facebook, Twitter and LinkedIn
- **Site notices and guardrail banners** will be erected in public areas with scheme information, including funder logos

Business Engagement:

- Articles in **NPTCBC e-business newsletter/business bulletins** are targeted at the local business community and will promote all stakeholders involved, including the Welsh Government and the Welsh European Funding Office. It will also promote the Council's wider regeneration objectives
- **Events** specifically targeting the business community, such as NPT business club and 'meet the buyer' events will be held to promote business specific issues including local sourcing of materials and services and local labour.

The Media:

- Proactively target media with **regular press** in accordance with project milestones and progress updates
- Plan regular **human interest stories** such as local sourcing of materials/labour, apprenticeships, progress updates, etc.
- **Features** (Construction industry, careers, environmental issues etc.).
- **Media communications plan** to be established with responsibilities/lead identified for each story/issue

Responsibilities and Protocol

NPT's Corporate Communication Business Partner in liaison with the Contractor (once appointed) will be responsible for the implementation of this Communications Strategy. Progress will be reviewed at regular meetings and reported to Welsh Government on a quarterly basis.

Promoting the support from the EU's Structural Funds Programmes, provided through the Welsh Assembly Government, is a condition of grant. This support will be properly acknowledged throughout all project documentation and other publicity and information material, including electronic material. All communications relating to the redevelopment of the building will follow Welsh Government and WEFO's branding guidelines.

All press releases and any branding (e.g. signs, banners) will be sent to Welsh Government's Homes & Places Dept for sign-off prior to release and/or publication.

Action Plan

A media communications plan/forward planner will be created by the Corporate Communication Business Partner and circulated when it becomes available. The plan is organic and will evolve as milestones and news occurs.

SCRUTINY

FORWARD WORK PROGRAMME

March 2021 – 2022

CONTENTS

<u>COMMITTEE</u>	<u>Officer Responsible</u>
Cabinet Scrutiny Committee	Charlotte Davies / Chloe Plowman
Education, Skills and Culture Scrutiny Committee	Charlotte Davies
Leisure and Culture Scrutiny Sub Committee	Charlotte Davies
Social Care, Health and Wellbeing Scrutiny Committee	Charlotte Davies
Regeneration and Sustainable Development Scrutiny Committee	Chloe Plowman
Community Safety and Public Protection Scrutiny Sub Committee	Chloe Plowman
Streetscene and Engineering Scrutiny Committee	Chloe Plowman

Cabinet Scrutiny Committee (All starting 2pm unless otherwise stated)

Meeting Date	Agenda Item	Contact Officer
2021		
8 th March	Budget Special (please see Cabinet FWP for items)	Hywel Jenkins
16 th March	Please see Cabinet FWP for items	
7 th April	Meeting cancelled	
10 th May	Please see Cabinet FWP for items	
24 th June	Please see Cabinet FWP for items	
30 th June	Please see Cabinet FWP for items	
28 th July	Please see Cabinet FWP for items	
1 st September	Please see Cabinet FWP for items	
22 nd September	Items to be confirmed	
20 th October	Items to be confirmed	
17 th November	Items to be confirmed	

15 th December	Items to be confirmed	
2022		
12 th January	Items to be confirmed	
9 th February	Items to be confirmed	
9 th March	Items to be confirmed	
6 th April	Items to be confirmed	
4 th May	Items to be confirmed	

Education, Skills and Culture Scrutiny Committee (All starting 2pm unless otherwise stated)

Meeting Date	Agenda Item	Contact Officer
2021		
18 th March	Update Report on Libraries	Andrew Thomas
	Report on the work of Cynnydd and the Wellbeing Service	Andrew Thomas
29 th April	Meeting cancelled	
19 th June – Postponed to 28 th June 2021	<p>An update on the impact Covid-19 has had on Education and Leisure services;</p> <ul style="list-style-type: none"> • How has the return to schools been, any issues etc, overcome or still challenging, • Assessment in lieu of exams, how is it going/gone • Staff morale in Council, classroom and wider provision, • New curriculum prep. Simple quick rendering of what was said at school standards. • Adult Education activities • Childcare - as furlough ends after summer what will be the issues for providers / do we know? How many operating 	Andrew Thomas/ Chris Millis

22 nd July	Items to be confirmed	
2 nd September	Update on capacity at Schools – First and Second Choice	Andrew Thomas / Helen
14 th October	Update on Youth and Community Activity	Jason Heaney/ Angeline Spooner-Cleverly
	Curriculum Reform Update	Chis Millis and Mike Daley
25 th November	Items to be confirmed	
20 th December 2021		
6 th January	Items to be confirmed	
17 th February	Consider the impacts that the pandemic has had on Schools - including the impacts from the loss of attendance and wellbeing on pupils and teachers –This will be included in Cabinet Board Report – Pupil Attendance update	
31 st March	Items to be confirmed	

Leisure and Culture Scrutiny Sub Committee (All starting 2pm unless otherwise stated)

Meeting Date	Agenda Item	Cabinet Board	Contact Officer
2021			
1 st July	Items to be confirmed		
23 rd September	Christmas/New Year Opening Times (Libraries, Leisure Centres etc)	14 th October	Paul Walker
	Service Update Report (verbal) – Theatre’s, Margam Park (information on the effect that Covid-19 is having on venues)		Paul Walker
	Physical Activity Sport Service Update – pass (presentation)		Mark Naperella/ Paul Walker
16 th December	Library Performance Report	6 th January 2021	Wayne John
2022			
10 th March	Items to be confirmed		

Social Care, Health and Wellbeing Scrutiny Committee (All starting 2pm unless otherwise stated)

Meeting Date	Agenda Item	Contact Officer
2021		
1 st April	Update on Homelessness	Angela Thomas
13 th May	Please see Cabinet FWP for items	
24 th June (postponed to the 5 th July)	Postponed	Postponed
5 th July		
26 th July		
13 th September (Special)	Tai Tarian lettings policy consultation	Tai Tarian Officers/ Angela Thomas/ Robert Davies
16 th September	Impact of COVID-19 on the Sustainability of Older People Care Homes in Neath Port Talbot	Chele Howard
21 st October		
	Update Report on the impact of Covid-19 on Disabled Facilities Grants	Angela Thomas
9 th December	Impact of dischargers from hospitals on the availability of care packages. An update on Delayed Transfer of Care (DTOCS)	Angela Thomas

	The Neuro Diverse Plan– Post scrutiny	Keri Warren
2022		
20 th January	Items to be confirmed	
3 rd March	Recovery plan – specifically to do with social care, inclusion on care homes – is this going to change people decisions going forward. Welfare of staff to be included in this.	Angela Thomas
7 th April	Items to be confirmed	

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To be confirmed:

- Invite Tai Tarian – Update from Tai Tarian – TBC
- Invite Health Board – TBC

Regeneration and Sustainable Development Scrutiny Committee (All starting 10am unless otherwise stated)

Meeting Date	Agenda Item	Contact Officer
2021		
16 th April	Trends in Domestic Abuse	Claire Jones/Elinor Wellington
14 th May	Update Report on Active Travel	Ceri Morris
23 rd June	Please see Cabinet Board FWP for Items	
30 th July	Please see Cabinet Board FWP for Items	
10 th September	Meeting moved to the following week (17 th September)	
17 th September	Update on the Audit Wales NPT Action Plan	Simon Brennan
22 nd October	Items to be confirmed	
3 rd December	Items to be confirmed	
2022		
14 th January	Items to be confirmed	

4 th March	Items to be confirmed	
8 th April	Items to be confirmed	

Community Safety and Public Protection Scrutiny Sub Committee (All starting 10am unless otherwise stated)

Meeting Date	Agenda Item	Contact Officer
2021		
9 th July	Neath Town Centre Anti-Social Behaviour	Elinor Wellington
1 st October	Environmental Health/Trading Standards – Food Hygiene Inspections (Performance and Impact of Covid 19)	Ceri Morris / Mark Thomas
	Update on NPT Safe Spaces	Elinor Wellington
12 th November	Update on Anti-Social Behaviour in general (all town centres and wider)	Elinor Wellington
17 th December (2.00 pm)	CCTV – Position Statement and Update	Chris Owen / Chris Cole
2022		
18 th March	Update on Substance Misuse from the APB/APB Regional Team around the transformation project, how services have responded during Covid 19, what else is being developed and harm reduction work	Claire Jones
	Update on the ADDER project and funding (Rep from PCC's Office to be invited)	Claire Jones

Streetscene and Engineering Scrutiny Committee (All starting 10am unless otherwise stated)

Meeting Date	Agenda Item	Contact Officer
2021		
26 th March	Please see Cabinet Board FWP for items	
21 st May	Please see Cabinet Board FWP for items	
2 nd July	Please see Cabinet Board FWP for items	
24 th September	Items to be confirmed	
28 th November	Annual Parking Report 2020/21	Steve Cook
	Parking Enforcement Operation 2021	Steve Cook
17 th December	Items to be confirmed	
2022		
28 th January	Items to be confirmed	
11 th March	Items to be confirmed	
29 th April	Items to be confirmed	

