

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

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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**¹ document.

The Five Ways of Working
Long term The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs.
Prevention How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.
Integration 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.
Collaboration 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.
Involvement 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.

¹ 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.²

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

² 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.³

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.

³ 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.⁴

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

⁴ 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.⁵

⁵ 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.⁶

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.

⁶ 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

	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.</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	The Council will undertake a review of resource, resilience and succession planning for the regeneration team	July 2020	<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 Centre Regeneration and Covid-19 Recovery.</p> <p>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.</p>	Corporate Directors/ Head of Service/ Regen.& Econ.Dev. Manager.	Ongoing

	Recommendation	Target date	Action	Who	Status
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	<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	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	<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	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.</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	The Council will promote demonstrable integration of its regeneration programme with the wellbeing objectives of the Public Services Board	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	The Council will promote integration between the employability projects currently being delivered	July 2020	<p>Although the Council's two main Employability Programmes, 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>	Senior Management Team	Ongoing

	Recommendation	Target date	Action	Who	Status
8	Potential Community Benefits will be considered at an early stage for each project.	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	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.	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	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 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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