

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.	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>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>

			<p>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>		<p>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.</p>
3	<p>The Council will expand the role of the Local Project Board to oversee the regeneration programme and provide a basis for consultation and challenge</p>	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. 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.</p> <p>We will continue to review the</p>	Regen. Team	<p>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 be addressed once restrictions are lifted, and regular working practices are resumed.</p>

			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.</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	<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 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. 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>

			<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.</p>		
10	<p>The Council will consider how to expand future collaborative actions with external organisations in deliver regeneration objectives.</p>	July 2020	<p>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</p>	Regen. Team	<p>As previously mentioned, post-pandemic, the team will be looking to increase the membership of the Project Board.</p> <p>Whilst consultation is very often quite difficult due to the very short periods of notice</p>

			<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.	

