Neath Port Talbot
Castell-nedd Port Talbot
County Borough Council Cyngor Bwrdeistref Sirol

AGENDA

CABINET

9.30 am or later WEDNESDAY, 21 MARCH 2018

COUNCIL CHAMBER - PORT TALBOT CIVIC CENTRE

Part 1

1. To receive any declarations of interest from Members

2. To receive the Report of the Head of Corporate Strategy and Democratic Services re Revised Corporate Plan *(Pages 3 - 96)*

3. Any urgent items (whether public or exempt) at the discretion of the Chairman pursuant to Statutory Instrument 2001 No.2290 (as amended)

S.Phillips
Chief Executive

Civic Centre
Port Talbot   **Thursday, 15 March 2018**

Cabinet Members:

Cllrs. R.G.Jones, A.J.Taylor, C.Clement-Williams, D.W.Davies, D.Jones, E.V.Latham, A.R.Lockyer, P.A.Rees, P.D.Richards and A.Wingrave

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Cabinet

21st March 2018

Report of the Head of Corporate Strategy and Democratic Services
K. Jones

Matter for Decision

Wards Affected: All Wards

Corporate Plan 2018-2022

Purpose of Report

1. To present a revised Corporate Plan for consideration and approval prior to the Plan being adopted by Council.

Background

Section 3(1) of the Wellbeing of Future Generations (Wales) Act 2015 places a duty on the Council (amongst other public bodies in Wales) to carry out sustainable development.

Sustainable development is defined in Section 2 of the Act as "the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals."

Section 3(2) of the same Act requires the public body to:

*   Set and publish well-being objectives that are designed to maximise the Council's contribution to achieving each of the [i]well-being goals;

*   Take all reasonable steps (in exercising its functions) to meet those objectives.

The first set of well-being objectives for the Council were required to be published by 1st April 2017. Cognisant of the impending local government elections, the former Council administration determined to set interim well-being objectives based on the extant Corporate Improvement Plan for the period to 30th September 2017. This provided for the current administration to be able to review the well-being objectives following the local government elections 2017 and to make changes as the new administration sees fit to reflect its own priorities. In July 2017, the Cabinet determined to consult on three proposed well-being objectives:

A public consultation exercise on the proposed well-being objectives

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Well-being Objective 1

To improve the well-being of children and young people

"giving all of our children and young people the best start in life and helping them to be the best they can be"

Well-being Objective 2

To improve the well-being of all adults who live in the county borough

"living a good life and ageing well"

Well-being Objective 3

To develop the local economy and environment so that the well-being of people can be improved

"Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and spend our recreational time"

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took place over the summer and following consideration of the consultation outcomes, Council subsequently approved the three well-being objectives in September 2017.

Improvement Objectives and Other Legal Duties

In addition to the requirements introduced by the Well-being of Future Generations (Wales) Act 2015, the duty on the Council to secure continuous improvement of its functions and to set improvement objectives etc (Local Government (Wales) Measure 2009) remains extant.

Consequently, under each well-being objective, a set of improvement priorities were identified to denote areas for priority focus over this administration, together with an initial set of performance indicators. Due to the tight timescale in which the Plan was created, officers undertook to further refine the detail of the Plan prior to the first review. That work has now been carried out and is reflected in the revised Plan attached. The process of review has also considered:

- Whether the well-being objective remain relevant;

- Latest performance data of services and functions;

- The Budget recently approved by Council and the likely budget outlook;

- The Well-being Plan recently prepared by the Neath Port Talbot Public Services Board; and

- Changes in the Council's external environment.

The changes made to the Plan are principally presentational. There are no changes to the well-being objectives and no significant changes to the improvement priorities. Consequently, it is not considered that there is a need for further public consultation at this time as the Plan is substantially the same as the Plan approved by Council in September 2017.

The Well-being Statement contained within the body of the Plan describes how the Council has sought to embrace the sustainable principle and this is also one of the requirements in the legislation. There is no substantive change to the Well-being Statement that appears in this revised Plan compared with that approved by Council in September 2017.

Monitoring and Review

The Corporate Plan provides a new corporate framework that will be implemented through the business planning and performance management system. A new performance system (CAMMS) is in the process of being implemented and once fully established it is expected that this will make performance reporting more streamlined.
On an annual basis, Council will need to formally report on the progress made in implementing the plan and the extent to which the objectives are being met.

Consultation

A period of public consultation was undertaken between 6th July 2017 to 8th September 2017 based on the consultation plan agreed by the Cabinet in July 2017. As there is little change to that approved by Council in September, it is not considered necessary to consult further at this time.

Financial Appraisal

The financial outlook has been a key factor in developing the proposals.

Equality Impact Assessment

The Equality Act 2010 requires public bodies to "pay due regard to the need to:

• eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;

• advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and

• foster good relations between persons who share a relevant protected characteristics and persons who do not share it."

Equality of opportunity and the promotion of Welsh culture, traditions and the Welsh language have also been integrated into the well-being goals that are set out in the Act.

The Equality Impact Assessment that accompanied the Plan in September 2017 has been updated as part of the review.

Workforce Impact

There are two principal impacts that have been identified:

1) How the Council, in its role as a major employer within the area can directly impact on the well-being objectives – eg there is a proposal that the Council develops more consistent opportunities to offer work experience/traineeship opportunities for people seeking working, in particular young people;

2) The implications for the size and capability of the Council's workforce to ensure the delivery of the well-being objectives and the associated priorities and actions – this will be addressed in a corporate workforce plan in due course.

Legal Powers and Duties

This report sets out how the duties set out in the Well-being of Future Generations (Wales) Act 2015 placed upon the Council in respect of corporate planning have been discharged. The particular duties have been referenced in the body of this report.

This report also discharges the extant duty to secure continuous improvement of the Council's functions and related duties to set improvement objectives, to compare performance over time and with other similar authorities and to consider whether the Council should exercise powers to collaborate which are set out in the Local Government (Wales) Measure 2009.

Crime and Disorder Impact

The Council has a legal duty under Section 17 of the Crime and Disorder Act 1998 to carry out all its various functions with "due regard to the need to prevent Crime and Disorder in its area".

There are a range of proposed actions set out in the Plan to ensure people are and feel safe. Those priorities are based upon evidence provided to the Community Safety Partnership and which were also published in the Neath Port Talbot Public Services Board Well-being Assessment.

Violence Against Women, Domestic Abuse and Sexual Violence

The Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2016 places a new general duty on local authorities to have regard (along with all other relevant matters) to the need to remove or minimise any factors which increase the risk of violence against women and girls or, exacerbate the impact of such violence on victims;
The proposals incorporate actions to implement the joint Strategy prepared for this local authority area which were approved by elected Members in early September 2017.

Risk Management

The entries set out in the Corporate Risk Register have been reviewed to ensure relevant areas of work are reflected in the proposals set out in the Plan.

Recommendations

Having had regard to the Equality Impact Assessment provided with this report, the Cabinet is asked to:

1. Consider the revised Corporate Plan covering the period 1st April 2018 – 31st March 2022 and the associated Equality Impact Assessment.

2. Approve the Plan and recommend the Plan to Council for adoption.

3. Provide delegated authority to the Leader of Council to agree any changes to the Plan as a result of any comments received at Council together with any other minor changes that might be necessary prior to the publication of the Plan.

Reason for Proposed Decision

To ensure the revisions made to the Corporate Plan are approved, meeting legal duties set out in the Well-being of Future Generations (Wales) Act 2015 and the Local Government (Wales) Measure 2009 as they relate to council corporate planning activities.

Appendices

Appendix 1 –Corporate Plan 2017-2022

Appendix 2 – Equality Impact Assessment

Background Papers

- Wellbeing of Future Generations (Wales) Act 2015

- Shared Purpose: Shared Future, Statutory Guidance on the Well-being of Future Generations (Wales) Act 2015, SPSF:1, SPSF2; SPSF3

- Corporate Plan 2017-2022

- Local Government (Wales) Measure 2009

- Neath Port Talbot Violence Against Women, Domestic Abuse and Sexual Violence Strategy

- Neath Port Talbot Public Services Board – Well-Being Plan

- Leader's address to Council, May 2017

- AMBU Health Board – Well-being objectives

- Mid and West Wales Fire Authority – Well-being objectives

- Natural Resources Wales – Well-being objectives

- Arts Council for Wales - Well-being objectives

- Higher Education Funding Council for Wales – Well-being objectives

- National Library for Wales – Well-being objectives

- National Museum for Wales – Well-being objectives

- Public Health Wales – Well-being Objectives

- Sports Council for Wales – Well-being Objectives

- Velindre NHS Trust – Well-being Objectives

- Welsh Government – Well-being Objectives

- Cabinet Report – well-being objectives, July 2017

Officer Reporting:

Karen Jones, Head of Corporate Strategy and Democratic Services, Tel: 01630 763284 e-mail: k.jones3@npt.gov.uk

NPT CORPORATE PLAN 2018-2022

Foreword

2017/18 has been a busy year – a year which saw the newly elected council establish itself and begin the work we said we would do to bring about positive change for the communities of Neath Port Talbot.

In this updated Corporate Plan, you will find some of the highlights of 2017/18, together with detail of what we will focus on over the next 12 month period and beyond as we continue to work towards our vision

"We want our county borough to be a place where everyone has an equal chance to get on in life – a place where people want to live, learn and work and bring up their family.

We want our beautiful natural environment, and our rich cultural and industrial heritage to be appreciated and protected for many future generations to enjoy. We also want to pursue new and existing opportunities for economic growth so we can sustain our diverse communities for many years to come."

We have made a good start and I am confident that we will make further, significant progress as we move into the next phase of our programme.

Cllr R G Jones

Leader of Council

Introduction

At the end of September 2017, we published our plan for the five year term of this Council.

We set out our vision, described the kind of Council we want to become and we also set three well-being objectives:

- *"All of our children and young people have the best start in life, so they can be the best they can be"*
- *"Everyone participates fully in community life – socially and economically"*
- *"Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time"*

Over the last six months, we have started to make the changes we said we would make. Some examples include:

- We have approved a new approach to working with all of our citizens so it is easier for people to tell us what they think about our services and people also have a much better understanding of what the Council does for its communities;
- A new Welsh in Education Strategic Plan has been signed off and will provide for increased opportunities for children and young people to access Welsh and bi-lingual pre-school and education services;
- A taskforce of councillors, representing valley communities, is meeting to identify priorities for valley regeneration;
- We have announced the detail of the next phase of development for Neath Town Centre and have worked hard with our partners to reduce anti-social behaviour in the town;

- We opened the new integrated transport hub at Port Talbot and are overseeing the redevelopment of Aberavon House, the former Police Station and Glan Afan sites - all of this transforming the character of the town centre;
- We initiated consultation on the next phase of our 21st Century Schools programme;
- A business plan for Margam Park has been created, aimed at improving the attractions at the Park ;and
- Our staff and councillors have worked tirelessly to support the communities of Pantteg and Cwmavon, following significant landslip activity in those areas, whilst also keeping vital NPT roads and services open during the recent Storm Emma.

As well as these significant changes, Council services have continued to perform well on the whole. Estyn recently rated our education services as good; recycling performance continues to reach stretching targets set by the Welsh Government; we continue to see stability in our children's social services department; and collection rates for Council Tax were at an all-time high due to the sterling work of our Council Tax team.

We made steady progress in changing the way we provide care and support to adults but there is more to do to ensure our most vulnerable people enjoy good levels of well-being for longer; we know there is more we need to do to make sure that all children are ready for learning when they begin their education and will be bringing forward new proposals to further target support to those families who need it most; we struggled to bring in the level of Planning fees due to the general economic climate; and although we received another positive report from our external auditors, we acknowledge we need to bring greater consistency to the way we manage risk across the council and evaluate service change.

All of this has, of course, been delivered against a backdrop of reducing financial resources. In February this year, we set the Council's budget, confirming investment of over £420 million to run day to day services and a capital programme to support regeneration and maintenance of vital infrastructure in excess of £40 million. Cuts

and additional income equivalent to circa £10 million were identified to achieve a balanced budget and to keep the Council Tax increase to 3.7% - one of the lowest rate rises across Wales.

With the prospect of further cuts in local government spending next year, over the next 12 months we will:

- increase the focus on identifying new sources of income to help fund and sustain the services we know people value;
- extend our digital programme to ensure we are taking full advantage of new technology in the way we deliver our services and connect with our residents;
- get out into communities to discuss how we can work better together for the benefit of our communities and to get more feedback on what the Council should protect most or do differently;
- continue to work hard to bring in additional capital investment to extend our regeneration work across the county borough and bring forward clear proposals for the regeneration of our valley communities; and
- intensify the way we work with other organisations locally, through the Public Services Board, to bring about long lasting improvements in the health and well-being of the people who live in the borough, in particular taking forward the work that is identified in the Well-being Plan to reduce the gap between those who have the most and those who have the least.

Vision and Values

Purpose

Neath Port Talbot County Borough Council exists to serve and represent the interests of its citizens and communities. We strive to improve the economic, social, environmental and cultural well-being of all of our people.

Vision

We want our county borough to be a place where everyone has an equal chance to get on in life – a place where people want to live, learn and work and bring up their family.

We want our beautiful natural environment, and our rich cultural and industrial heritage to be appreciated and protected for many future generations to enjoy. We also want to pursue new and existing opportunities for economic growth so we can sustain our diverse communities for many years to come.

Our Well-being Objectives

Through our three well-being objectives, we will maximise our contribution to the seven well-being goals that Welsh Ministers have set for the whole of Wales in their Well-being of Future Generations (Wales) Act 2015.

National well-being goals
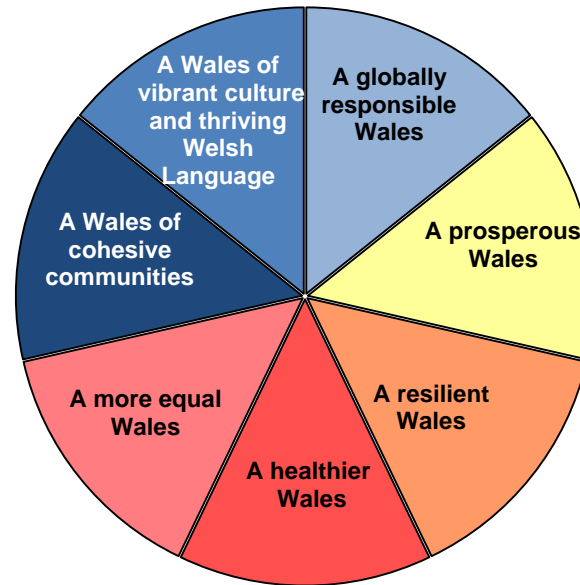
NPT Well-being Objective 1 - To improve the well-being of children and young people.

"All of our children and young people have the best start in life, so they can be the best they can be"

NPT Well-being Objective 2 - To improve the well-being of all adults who live in the county borough

"Everyone participates fully in community life – socially and economically"

NPT Well-being Objective Aim 3 - To develop the local economy and environment so that the well-being of people can be improved

"Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time"

<u>**Values**</u>

We will **stand up** for our citizens and our communities, advocating for the needs and aspirations of our people in every aspect of our work.

We will **listen** to our citizens, our workforce and our many partners and seek ways to meaningfully **involve** people in our work.

We will celebrate **diversity** in all of its forms and work tirelessly for **greater equality** in all of our communities.

We will conduct the work of the Council in an **open and accessible** way, ensuring we are properly **accountable** for the decisions we make.

We will make the best use of all **resources** available to us.

We will be open to challenge and will promote a culture of **learning and innovation** throughout our organisation.

We will further strengthen the bonds of **collaboration,** working with others – including the voluntary, statutory and private sectors -to benefit our citizens and communities.

Context

Our county borough is a beautiful place – rich in opportunity but with its share of challenges.

Together, our parks, woodlands, beach and other waterways provide a wonderful, natural outdoor gym for residents and visitors alike to enjoy. No wonder then that sport is such a strong feature of community life. From archery and angling, bowling and cricket to surfing, walking and yachting there is an immense array of active local sports clubs across the county borough, most of which is supported by community and voluntary groups.

Also, few areas can compete with us when it comes to culture and heritage. Whether it is art, poetry, song, dramatic art, comedy or any other art form, there is plenty to choose from right across the county borough - through community groups or through paid performances in the larger venues. We are proud of our Welsh language and culture and our mining heritage too and are working to increase the number of Welsh speakers in our area significantly and to identify new sources of funding to preserve important heritage sites.

We have much to celebrate in this county borough, much to be proud of.

Performance in our core services of education, social services, environmental services and the regulatory services is generally sound – an impressive achievement given the enormous cuts that have been made to Council budgets. However, the Council is experiencing similar pressures to those of other councils as the resident population ages; more people are in need of intensive support; there is government pressure to increase recycling rates at pace; the main infrastructure of the area requires investment; digital technologies are changing citizens expectations; and levels of deprivation continue to place high demands on some services.

But, as we seek to develop the Council and the county borough, we face considerable uncertainty on a number of important fronts: the Welsh Government is considering what shape its reform of local government will take. Structural change has not been ruled out; Welsh Government is consulting on the re-alignment of health board boundaries which could see Bridgend County Borough Council brought into the Cwm Taf Health Board footprint.

This will have a fundamental impact on the main collaborative arrangement for health and social care locally (Western Bay); the funding arrangements to support the delivery of the City Deal for the Swansea Bay region have yet to be confirmed by the Welsh and UK Governments and there have been frustrating delays and changes to strategic projects such as the Tidal Lagoon and rail electrification which have potential to stimulate our local economy if they go ahead; funding for important regeneration and economic development activities post- BREXIT are as yet unknown; the future of Tata Steel continues to be subject of public debate; changes to the national education model and the details of how the Welsh Government's child care offer are yet to be announced; nor do we have a firm picture of revenue budgets for the period beyond 2019/20.

Nevertheless, we remain focused on exploiting opportunities that are available to us: taking the opportunity of a strategic economic Hub at Neath to bring more projects on line that will not only benefit the town centre, but the surrounding areas; continuing with our major programme to redevelop the school estate so that the learning environment supports every child and young people to fulfil their potential whilst also benefiting the community at large; working intensively with health colleagues to ensure the Intermediate Care Fund is making the biggest difference in performance at the health and social care interface; securing available capital grants to invest in the county borough's road network, key buildings and other important infrastructure; working with private sector investors and local businesses to grow jobs and training opportunities across the area; working with local community and voluntary groups to sustain assets and services that the Council is no longer able to run directly; and supporting local housing organisations and landlords to improve the quality, choice and affordability of housing.

Council Activities…Note: this will appear as an infographic in the published version

- £7.3 million paid over to the Mid and West Wales Fire Authority to maintain a fire and rescue response

- Education of 21,000 pupils

- Specialist education support for 5,000 pupils

- Over a million nutritious school meals for pupils

- Issue of over 420,000 books through our library service

- residential care for over 600 service users

- Over 200 cultural events per annum through our arts and leisure service

- Support for 328 children and young people looked after by the Council

- Home care services for over 760 service users

- 600 people with mental health or learning disabilities supported through social services

- Social services provided to over 3,300 adults and 1,300 children

- Housing support for over 950 clients

- 18,000 street lights provided across the county borough

- 1.6 million refuse collections per annum

- 3.3 million recycling collections per annum

- Over 860 km of roads, 940 km of footpaths and 15,000 road signs maintained

- 30,000 gullies cleaned each year and 1,900 culverts

- 1,800 retaining walls and 256 bridges maintained

- Over 2.5 million hits to our website each year

- Over 110,000 calls answered in our contact centre

- Circa 70,000 callers to our main civic offices

- Almost a million people reached through our social media activity last year

- Over 2,000 adults participating in community learning

- Youth services that engage with over 5,500 young people

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Delivering our Vision and achieving our well-being objectives

The delivery of our vision and well-being objectives is organised at three levels:

Strategic Priorities

These are the areas prioritised for service change by the Council to respond to the challenges and opportunities that have been identified and to deliver on manifesto promises. These priorities were agreed by Council in September 2017 and have been refined and updated as shown in the next chapter.

Service Delivery

The Council delivers or commissions an enormous range of services and functions that affect the day to day life of everyone who lives in the county borough. A new performance management system is being introduced to further strengthen performance management of the Council's day to day work whilst also simplifying the way performance is reported.

Corporate Change Programme

The broad corporate strategy was set out in the Corporate Plan agreed by Council in September 2017. That strategy is being developed into a cross-cutting programme which is designed to bring about change across the entire Council.

Strategic Priorities

Well-being Objective 1 - To improve the well-being of children and young people

"All of our children and young people have the best start in life, so they can be the best they can be"

How this well-being objective contributes to the seven national well-being goals:

National Goals	Contribution to each goal
A prosperous Wales	The suite of priorities and steps aim, collectively, to ensure that every child and young person enters employment, education or training at the end of full-time education ready to contribute socially and economically..
A healthier Wales	Every school in NPT is a "Healthy School" and the county borough also has good participation rates in physical activity. A focus in this Plan is to place greater emphasis on emotional well-being to equip children and young people with the skills, behaviours and support they need. Additionally, parenting programmes will target those families most in need of support. The Council has good data to identify where there are differences in attainment and outcomes for children and young people of different backgrounds with programmes in place to address inequality and inequity.

National Goals	Contribution to each goal
A Wales of cohesive communities	There is a strong emphasis on ensuring equality and celebrating diversity across the range of activities proposed in this Plan. There is also recognition and work to address inequalities in all of its forms, whether in relation to statutory duties concerned with people of protected characteristics, inequality caused by disparities in income, or by virtue of whether children and young people are cared for by their own families or the council. Programmes to educate and divert children and young people about wider community safety programmes are well-established but this Plan acknowledges that there is a need to continuously review our programmes to ensure that they remain relevant. For example, equipping children and young people to stay safe on-line has become a key area of focus given Child Sexual Exploitation, radicalisation and other on-line criminality
A resilient Wales	Children and young people are introduced to the importance of the eco systems and our environment at an early stage. The pilot project planned for Sandfields West will explore in more detail how we can take advantage of the green and blue space in our county borough to develop the well-being of our children and young people
A more equal Wales	Reducing inequality and inequity is a strong theme across the priorities that have been developed to support the achievement of this objective.

National Goals	Contribution to each goal
	There is a particular focus on children most at risk of an adverse childhood experience with the intention of strengthening prevention and early intervention work. This Plan also makes a commitment to building on our children's rights work to ensure that children and young people have a say in matters that affect them.
A Wales of vibrant culture and thriving Welsh language	The county borough has good rates of participation in physical activity and there are a wide range of cultural opportunities. There are plans to strengthen Welsh and bi-lingual in both pre-school and full time education settings
A globally responsible Wales	There are many ways in which the work set out in this Plan contributes to the wider world. For example, the technological investment through our 21st Century Schools programme will transform the way in which children and young people access learning, bringing experiences from across the world into NPT classrooms, whilst also building skills fit for the future labour markets.

Improvement Priority	The steps we will take to meet the improvement priority
Children in their early years will benefit from integrated and effective pre-school programmes that maximise their well-being and their readiness for learning	We will implement the Government's programme to increase the availability and quality of child care provision once resources have been made available
	We will review links between early years' programmes and schools to ensure they are developed
	We will review 0 – 3 support, provision and information sharing in non-Flying Start areas
	We will deliver a national programme and targeted intervention through the Bookstart programme to introduce literacy and numeracy for babies and young children
	We will work with partners to ensure that we target support to those children at risk of adverse childhood experience in the first 1.000 days of their lives
Families struggling to provide good parenting for their children will be provided with tailored support	With our partners we will refine our wider Think Families Partnership work to more effectively target early intervention and prevention support to those families who need it.

Children of school age will be engaged with their learning, safer and healthier

We will ensure communities are empowered to strengthen their own capacity to improve health and wellbeing and all children and young people can fully participate in a range of activities that promote their social, cultural, economic and environmental well-being.

We will continue with our Strategic School Improvement Programme of school reorganisation to provide modern, state of the art teaching and learning facilities to help improve educational standards; including the provision of 21st Century teaching and learning facilities

We will further develop our Welsh in Education Strategic Plan, so that we increase opportunities for more of our children and young people to be educated through the medium of Welsh and for pupils to become more proficient in speaking Welsh

We will pilot a Children's Community model in the Sandfields West ward

We will ensure that we effectively implement new statutory duties created by Welsh Government to benefit children and young people with additional learning needs

Children and Young People in need of protection, care and support will be protected and safeguarded and more of those children will be able to grow up in a family setting

Further strengthen "the front door" to social services, providing a coherent information, advice and assistance service

With our partners, we will further develop our family support strategy to ensure the right range and quality of services are in place to meet need

We will undertake focused work with partners to improve access to the right support for children and young people who have poor emotional well-being/mental health

We will further strengthen arrangements that support young people who receive care and support when they are young and who continue to need care and support when they are adults (ensuring smooth transition from service receive in childhood to those services that will support them as young adults)

We will further develop our role as corporate parents of children and young people who become looked after by the Council, prioritising work to ensure children and young people are stable in their placements

We will further strengthen arrangements for admitting children and young people to care

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We will further develop the in-house fostering service and arrangements for children and young people to be cared for under Special Guardianship Orders to ensure there is a wider choice of placements available to meet the needs of children and young people

We will further develop the range of accommodation available for young people when they leave the care of the local authority

Young people leaving full- time education will have the opportunity to enter employment, training or further/higher education

The Council will provide work placement, apprenticeships and trainee opportunities for young people within its own workforce, in particular providing opportunities for Looked After Children

Working through the Think Families Partnership we will improve information about career and job opportunities for school and college leavers

We will build on our work as Corporate Parents to ensure that all young people have suitable housing and support when they leave the care of the Council

We will review our youth engagement and progression framework

All children and young people will be helped to have a say in matters that affect them

The Council will review its approach to Children's Rights, ensuring that a rights-based approach is embedded across all of its services and functions

All children and young people in need of protection, or who have been identified as in need of care and support, will have a say in decisions that affect them

We will work with our Think Family partners to ensure children and young people can shape and develop services

We will encourage young people to exercise their right to vote and participate in local democracy

Children and Young People are safe and feel safe

We will increase awareness in children and young people of the importance of safe, equal and healthy relationships and that abusive behaviour is always wrong (VAWDASV Strategy)

We will ensure all children and young people know how to stay safe when on-line

We will ensure all Council services follow rigorous and consistent safeguarding practices

We will work with our partners to implement our Road Safety Strategy

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Well-being Objective 2 - To improve the well-being of all adults who live in the county borough

"Everyone participates fully in community life – socially and economically"

How this well-being objective contributes to the seven national well-being goals:

National Goals	Contribution to each goal
A prosperous Wales	The first priority to support this objective focuses on the importance of quality employment opportunities for local people. Whether by leveraging the purchasing power and influence of the Council's direct activities, or through its place shaping role, growing local employment opportunities and supporting people into work is a key aspiration of this Plan.
A healthier Wales	Ensuring decent, affordable housing is another key area of focus, together with work to ensure more is done to enable people affected by domestic abuse, substance misuse or at risk of on-line criminality to protect themselves. There are particular plans for supporting people with more significant health and care needs, but refocusing practice to place emphasis on promoting independence.
A Wales of cohesive communities	The importance of "community" whilst a cross-cutting feature of the Plan is particularly emphasised in relation to the way the Council plans to meet the care and support needs of more vulnerable residents.

National Goals	Contribution to each goal
	Proposals to strengthen Local Area Co-ordination and to improve access to information about what is happening in each local area are important building blocks to bring about a wider cultural change in the way the Council proposes to work with its local residents.
A resilient Wales	There is a strong emphasis on sustainability across a number of the priority areas, both in the way we plan to house our population and in the way we seek to secure the long term viability of our communities through ensuring quality employment opportunities for local people.
A more equal Wales	There is a clear focus on work to address inequality across people of all different types of backgrounds in the Plan but also a firm commitment to take a rights-based approach not just in the way the Council meets its statutory education and social services responsibilities but across all of the Council's work
A Wales of vibrant culture and thriving Welsh language	The priorities seek to strengthen and develop the social capital of communities to ensure sustainability resilience. This work will also ensure that the unique cultures of each community are cultivated, including work to extend daily use of the Welsh language and the preservation of the county borough's rich heritage
A globally responsible Wales	The county borough is producing talented people who have made a contribution on the global stage through sport, arts and culture.

National Goals	Contribution to each goal
	Procurement and regulatory activity also takes proper account of the Council's duty to act in a sustainable and responsible manner.

Improvement Priority	The steps we will take to meet the improvement priority
Local people can access sustainable, local, quality employment, in particular helping to grow social enterprises	We will to focus our support to existing and new businesses to help create and sustain local employment opportunities for local people
	The Council will maximise strategic funding available to deliver employability programmes such as Workways+ and Communities for Work to assist those furthest from the labour market to obtain and sustain employment
	The Council will seek to avoid compulsory redundancies to the maximum extent possible
	Employment and training opportunities for local people will be identified within major developments within the County Borough
	We will encourage alternative service models to support social care, particularly focusing on the duty to promote social

enterprise set out in the new Social Services Act

Council procurement practices enable local businesses to bid for contracts

Local people can access quality affordable housing

We will work with our partners to ensure that a sufficient number and variety of housing is available to meet the needs of our growing communities

Working with strategic housing partners we will continue to prevent homelessness

We will target available funding to provide effective housing support for people identified as in need of additional help and support

We will continue to provide Disabled Facilities Grants within the limits of the funding available to the council

People are safe and feel safe

We will increase reports of violence against women, domestic abuse and sexual violence in Neath Port Talbot, through awareness raising and challenging attitudes (VAWDASV strategy)

We will make early intervention and prevention a priority to reduce the number of repeat victims and reduce the number of high risk cases (VAWDASV strategy)

We will implement our PREVENT plan to ensure we identify and support those people who are vulnerable to being drawn into terrorism and extremism

We will to address anti-social behaviour across the borough in collaboration with our community safety partners

We will work within the Area Planning Board (APB) Partnership to implement the Commissioning Strategy for Substance Misuse Services, prioritising the reduction of drug-deaths and improving service responses for people who have co-occurring mental health and substance misuse issues

We will work with our partners to implement our Road Safety Strategy

We will work with our partners to ensure those with the most complex needs are safeguarded, strengthening our vulnerable adults safeguarding arrangements

Food premises are regulated to ensure that the food provided is fit for human consumption and the premises from which it is sold are hygienic

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We will investigate breaches in the integrity of the food chain, from farm to fork (Feed, animal health and food standards)

We will investigate significant breaches of consumer fraud, product safety and age restricted sales detected proactively or reactively. Working with partners and protecting the public

People unable to work can maximise their income

People will be supported to receive the UK Government benefits they are entitled to

We will implement the Welsh Government's Scheme to relieve the Council Tax burden on those with the lowest income

People who need care and support will be helped to develop their resilience, accessing support from within their community. If their needs can only be met by social services they will receive services which are personalised

We will further develop the "front door" to social services, ensuring that we provide a coherent, information, advice and assistance service

We will further develop our Local Area Co-ordination work, linking this to the Council's overall approach to community development

We will further develop our direct payments work, ensuring that when it is appropriate to offer a Direct Payment, there is a good take up rate

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We will develop the home care and residential care provision for older people to ensure that there are enough quality placements available to meet local need

We will further develop our intermediate care services to enable more people to retain and regain their independence

We will further develop our progression-based model of care for people with mental health needs, learning disabilities and physical disabilities

We will make sure we optimise the use of assistive technologies to meet need

We will review the services we provide for people with the most complex needs to ensure that they remain fit for purpose

We will review the way carers assessments are promoted with a view to increasing the number of carers who take up the option of an assessment

People will be able to have their say in matters that affect them and where people need help to voice their opinions, advocacy support will be available

We will implement the Regional Joint Carers' Strategy with our health partners

We will implement the Welsh Government's Autism Strategy

We will embed a rights-based approach for older people and disabled people across the Council and ensure that people have access to advocacy support where that is required

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To promote and deliver healthy, sustainable, safe and confident communities and develop vibrant settlements supporting a range and mix of facilities and services

We will work with developers and partners to provide an adequate supply, mix, type and tenure of housing to meet the needs of the local population including the gypsy and traveller community in the right locations.

Well-being Objective Aim 3 - To develop the local economy and environment so that the well-being of people can be improved

"Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time"

How this well-being objective contributes to the seven national well-being goals:

National Goals	Contribution to each goal
A prosperous Wales	The Plan sets out a range of proposed steps to create sustainable, quality employment by working both locally and regionally. A number of the proposed City Deal projects focus on low carbon technologies and creating capability to exploit the potential of digital technologies
A healthier Wales	The priorities demonstrate a sound understanding of the determinants of well-being and the powers available to the Council to impact upon those determinants.
A Wales of cohesive communities	The priorities set out in this section, underpin the objectives for children and young people and adults in a range of ways – through ensuring connectivity, the availability of local employment, good housing and recreation opportunities, the protection of the environment and ensuring the county borough is attractive to investors.
A resilient Wales	The priorities reference the important sections of our Local Development

	Plan which has been subject to full sustainability appraisals and shows how those policies will underpin the Council's objectives to improve the social, cultural, economic and environmental well-being of its residents.
A more equal Wales	The priorities have been developed to create greater opportunity for all people to get on in life, starting with the opportunity to obtain quality employment and then affordable housing in attractive, safe and clean places where people can bring up their families.
A Wales of vibrant culture and thriving Welsh language	The importance of local heritage sites and the part these have to play in sustaining culture feature amongst the priorities as does the regeneration of valley communities. Working with communities features prominently as a theme in this section as in the preceding sections
A globally responsible Wales	Priorities include reducing waste generated and increasing recycling, as well as taking a range of steps to protect and develop the county borough's natural assets. The growing importance of digital and new energy technologies are also incorporated into the work proposed.

Improvement Priority	The steps we will take to meet the improvement priority
We will create an environment where new businesses can establish themselves and existing businesses can grow	We will work with our regional partners to deliver the City Deal and lead on those projects that impact directly on the county borough subject to appropriate governance structures being agreed and affordability / risk criteria

We will deliver our local economic development and strategic regeneration programmes.

We will continue to maximise all funding opportunities to support the delivery of the Council's economic development and strategic regeneration programmes.

We will continue to focus our support to existing and new businesses to help create and sustain local employment, support the growth of the local economy and attract new investment.

Supply chain opportunities for local companies will be identified within major developments in the county borough.

We will work with communities to increase reuse, recycling and composting

We will review and refine our waste management strategy in the context of delivering against statutory targets

Local people and visitors can access good quality leisure and community facilities, country parks and countryside

We will identify inward investment opportunities for both the private and public sector in order to expand and improve upon the existing attractions and leisure offer

We will work with partners to refurbish, repair and maintain locally important buildings and structures

We will encourage and help to promote local tourist attractions and encourage local communities and visitors to participate in and visit attractions and events.

We will develop the service models that support our leisure services, theatres and parks so that new income streams support their operation and they are less dependent on subsidy from the Council

We will develop the offer of our theatres to attract a wide range of acts and performances

We will work with businesses and wider partners to support them to develop their visitor offer

Work and engage with local communities and wider partners to deliver a programme of activities that will support the participation of local people in our natural environment

We will develop our local tourism offer

We will lead the delivery of the NPT Destination Management Plan

We will seek funds to deliver tourism related initiatives in the area

To realise the potential and opportunities available for sustainable economic development along the coastal corridor to foster economic growth and to reinvigorate the valley areas and improve economic prospects	Work with developers and partners to deliver key strategic development sites along the coastal corridor (including Coed Darcy, Port Talbot Harbourside, Baglan Energy Park and Swansea University Innovation Campus); and to deliver sustainable growth in the valley areas
	Promote and protect a diverse portfolio of employment land and employment opportunities in the right places
	Maintain, enhance and develop the county borough's town, district and local retail centres
	We will support a local Valleys Taskforce to complement the Welsh Government's objective of regenerating the valley communities
To protect, conserve and enhance our natural environment (including important landscapes, countryside, habitats and species) and increasing awareness of its value and encouraging wider participation	All services work together to deliver the Biodiversity Duty Plan and green infrastructure across the County Borough
	We will use our statutory powers to challenge unacceptable levels of pollution
	Work and engage with local communities and wider partners to deliver a programme of activities that will support the participation of local people in and accessibility of our natural environment

To deliver a positive contribution to the regional planning agenda	Work collaboratively with neighbouring authorities to scope and deliver a Strategic Development Plan
To promote and deliver sustainable accessibility and improve connectivity and communication links	Work with developers and partners to improve accessibility and active travel across the County Borough and wider City Region through the delivery of key transport infrastructure We will endeavour to maintain and expand the current transport network and explore alternative transport solutions where conventional transport services are no longer sustainable
We will work with partners to improve connectivity and infrastructure across the county borough	We will maximise the opportunity of the City Deal investment and other digital and connectivity investment opportunities to improve digital connectivity and infrastructure in the county borough. We will help promote the Welsh Government's Superfast Broadband Cymru Programme We will bring forward proposals as to how we can support the third sector to enable more people to access on-line services

Corporate Change Programme

The Plan approved by Council in September 2017 set out a broad strategy aimed at bringing about a change in the way the Council wants to do its business. In the next twelve months the Council will particularly focus on extending the use of digital technologies; exploiting new income sources and working differently with its communities. This will be encapsulated into a Council-wide change programme with the following key work streams:

- **Digital by Choice** – work designed to maximise the benefits of digital technologies in the way the Council does its business internally; in the way the Council seeks to meet the needs of its residents; and in exploiting data and technology to improve the competitiveness and attractiveness of the local economy;

- **Sharing the Load** – work designed to ensure all appropriate sources of income are pursued to sustain the Council's work and that there is a good balance between the income raised from taxation; fees and charges; fines; sponsorship/advertising; investment and other income sources;

- **Better Together** - work designed to create a new understanding between the Council, its citizens and partners where there is a genuine, shared vision of what we all want for Neath Port Talbot and we are clear about what the Council's role in achieving that vision needs to be, what the role of individual citizens needs to be; and what the role of whole communities needs to be;

At the time of producing this Plan, the detail of the corporate change programme was being developed with the intention of a separate report being presented around Easter 2018 by the Chief Executive.

Well-being Statement

The first objective prioritises the well-being of all children and young people who live in the county borough. It addresses well-being at all stages of childhood through to the point where young people become adults. The second objective focuses on the well-being of people throughout their adulthood, and also takes a life course approach. Our third objective addresses the factors that impact on well-being where the Council has a direct responsibility for those factors or can significantly influence those factors.

The steps we will take to achieve the objectives and related improvement priorities demonstrate how we will maximise our contribution to the seven well-being goals set by the Welsh Government. While the Plan covers a four year period, we believe the life course approach to the first two objectives, coupled with attention to all of the factors that impact upon well-being, provides a framework for the long term and for adopting preventative approaches which the Council can build upon in each review period.

We have mapped the contribution of all services and functions of the Council to these objectives. They are corporate well-being objectives. Services will be expected to integrate their work across the Council where this enables us to maximise the impact we can have on the objectives we have selected, as well as integrating and collaborating with other partners where this makes sense. While we have set out three individual objectives, it must also be emphasised that each of the objectives interacts with the other two, so they need to be considered as a whole.

We also considered the well-being objectives that have been published to date by other public bodies and partners. In particular, we examined the Well-being Assessment published by the Neath Port Talbot Public Services Board (PSB) and the priorities set out in the PSB's Well-being Plan. We have also begun to explore how we can work together with our town and community councils and the voluntary sector in new ways so that we can maximise the impact we have collectively to the benefit of citizens and communities.

The well-being objectives, improvement priorities and detailed steps have been designed to deliver the manifesto commitments of the Council administration that was elected in May 2017. In this respect there is already strong public support for the core elements of the Plan. The objectives also respond to the challenges and opportunities identified as facing the Council over the term of the administration, including the various legal duties that are placed upon the Authority.

The objectives were subject of public consultation over the summer 2017. Although this is not the best time of year to conduct a public consultation (unavoidable because of the timetable imposed within the Act), we have been able to engage with a very wide range of our citizens and partners. The consultation confirmed there is broad support for these objectives and their associated improvement priorities with many respondents encouraging the Council to set the well-being of children and young people as its most important objective.

In 2018, we will develop a new approach to engagement with the aim of developing a new contract between the Council, its citizens and our partners. This will help us work out how we can best involve people in our work as we strive to achieve the vision we have set.

Details of how we will monitor, review and resource the objectives are set out in the final sections of the Plan.

Monitoring, review and improvement

The Council has a clear structure in place for delivering the objectives, priorities and actions set out in this Plan:

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                    PSB Well-being Plan

                      Corporate Plan

                  Chief Officer Objectives

               Heads of Service Objectives

             Heads of Service Business Plans

                Staff Performance Appraisals


  Continuous                        Performance
  improvement activity              Monitoring, Review
                                    and Feedback
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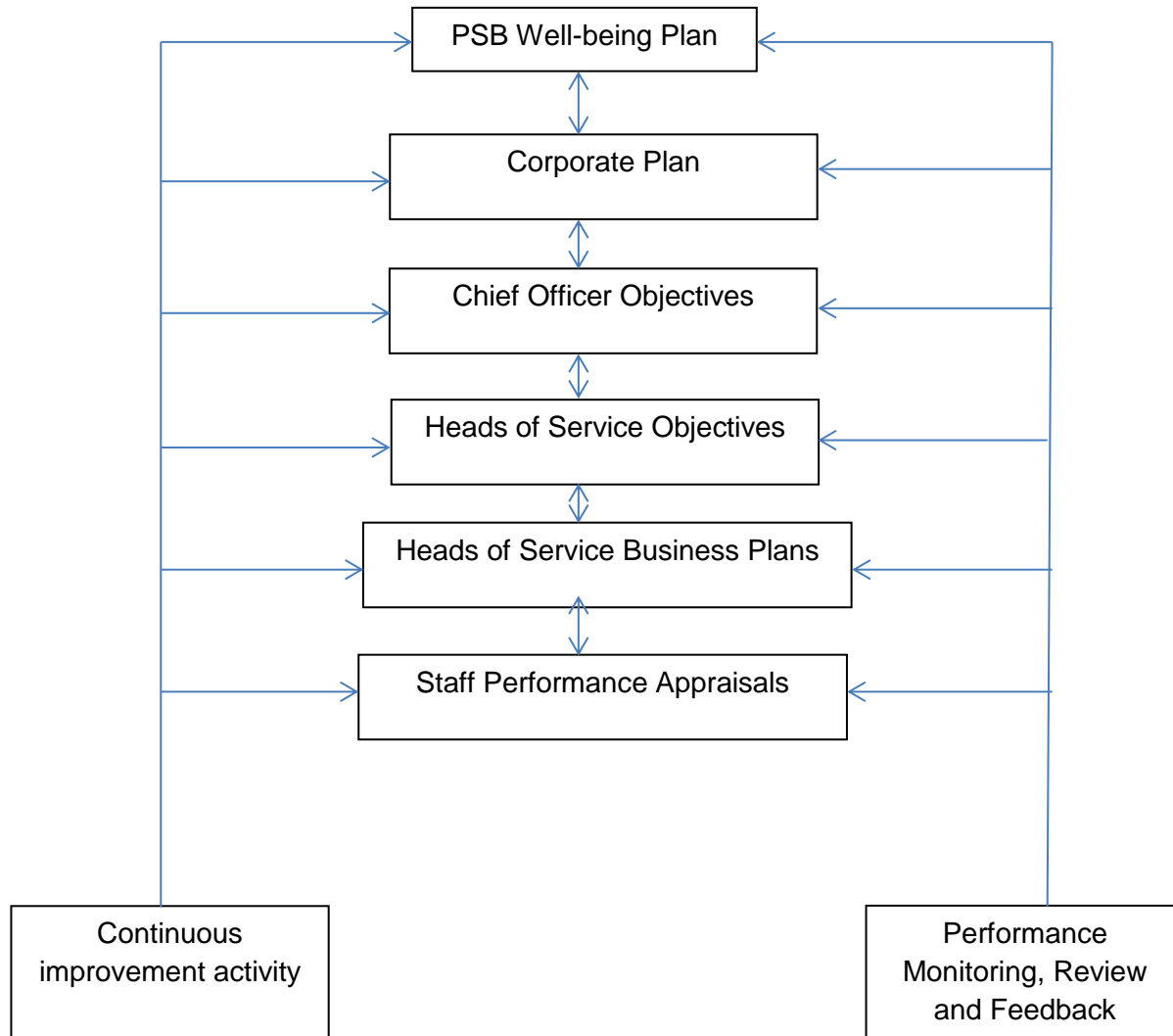
The Cabinet will be collectively responsible for determining the priorities to be pursued in each year to achieve the three well-being objectives and agreeing those priorities with Council.

The Chief Executive requires each chief officer to demonstrate how they will maximise their collective contribution to the three well-being objectives and associated improvement priorities and in so doing embrace the sustainable development principle. The detail of this is articulated in the strategic priorities; through day to day service operations; supported by the corporate change programme, which, in turn, inform the priorities of teams and individuals.

Aligning the Corporate Plan with the Medium Term Financial Plan, Workforce Planning, Asset Management and Governance

The Council has a duty to "make arrangements to secure continuous improvement in the exercise of its functions (s2(1) Local Government (Wales) Measure 2009).

We do this by ensuring our core management systems are aligned and integrated:
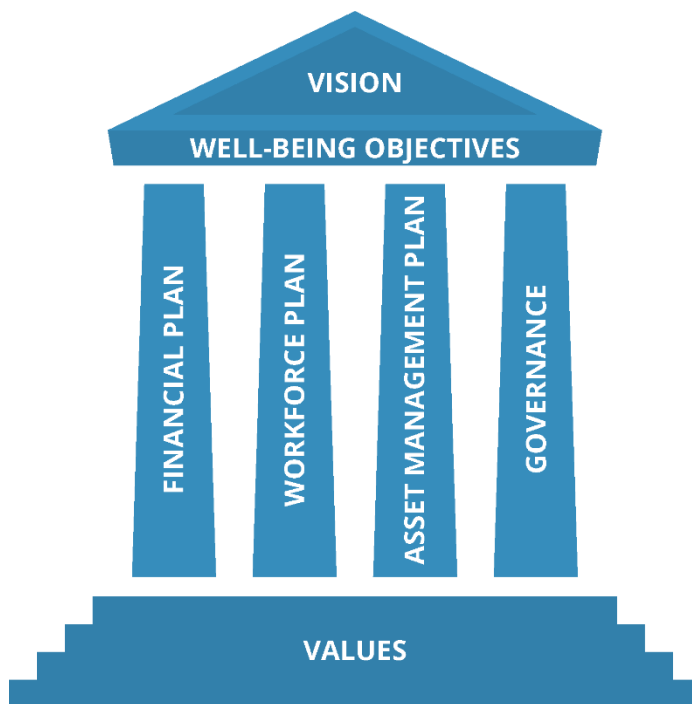
<u>Aligning the Corporate Plan with the Medium Term Financial Plan</u>

Revenue Budget

Since 2010, £77 million has been cut from the Council's revenue budget. The outlook for local government spending is at best uncertain, with the Council awaiting details of future local government funding as this Plan was being prepared. We do not anticipate that we will return to a growth position for the foreseeable future. We anticipate that we will need to make further cuts in our revenue expenditure - potentially as much as £66 million over the term of the administration if the worst case scenario is realised.

In putting together this Plan, we have taken account of budget savings already declared and agreed, whilst also proposing other areas of work that we consider will need to be taken forward if we are to continue to set a balanced budget. These measures have been adopted as corporate strategies, with the Council setting out to scale up and accelerate some of the innovations developed at service level across the entire Council. The strategies were set out in the earlier section of this Plan. Some of the key measures that will be relied upon in developing our financial plans include:

- A renewed focus on income generation
- Accelerating the introduction of new models of service
- Further economy, efficiency and value for money reviews
- Further automation of processes and services - through an expanded digital programme
- Further reduction in some service levels
- Making stronger representation about new burdens of responsibility that have not been fully funded

The Council updated its Forward Financial Plan in February 2018. The detail of the Forward Financial Plan has been woven into this revised Corporate Plan - the first review of the Plan conducted since Council approved it in September 2017.

Capital Budget

The Council receives some £7m per annum from the Welsh Government to fund all of its Capital Funding Requirements. In recent years the Council has been successful in generating additional resources from grant funding bids, proceeds from sale of assets and prudentially borrowing resulting in annual capital programmes in the order of £45m. Over the next few years the Council will continue to seek to bid and generate its own additional funds to supplement the Capital Programme and to invest community assets.

Workforce

Since 2010, the Council's workforce has shrunk by one quarter. The social partnership established between elected members, officers and trade unions has been crucial in managing the huge change that this reduction in workforce numbers represents. Four major voluntary redundancy programmes have been delivered over the period, enabling the Council to meet its commitment to protect its workforce from compulsory redundancy to the maximum extent possible. Additionally, the unique Workforce Collective Agreement contributed approximately £8 million over the period to bridging the Council's funding gap through voluntary pay contributions from elected Members and the Council's wider workforce.

Work in currently underway to identify the workforce development needs of the Council as it moves forward into a new phase. Once fully developed, the Corporate Workforce Plan will identify the range of measures that the Council will introduce to ensure the Council has the capacity and capability it needs to deliver the well-being objectives set out in this Corporate Plan.

Asset Management

The Council has well-established mechanisms in place to manage its many assets. Our asset management plans provide information on the number and conditions of the following classes of assets:

- Highways
- Fleet
- Bridges and Structure
- Property
- Information and Communications Technology

The asset management plans inform the Council's risk register and are an important consideration when determining revenue and capital budget priorities and the Council's wider strategies.

Risk and Governance

The Council maintains a Corporate Risk Register. Risks are identified through service managers and senior management teams. Those risks that are deemed to be most significant feature in the Operational Risk Register,

whilst those risks that affect the whole of the Council are identified as Strategic Risks. Risks are reviewed regularly by the Council's Cabinet and through the scrutiny structure and professional structures. The Audit Committee has a specific responsibility to test the appropriateness of the systems that underpin risk management activity.

A corporate governance group, whose membership is comprised of senior officers, keeps the Council's governance arrangements under review. The systems of governance comply with the Chartered Institute of Public Finance and Accounts framework. The Group prepares the Annual Governance Statement, identifying any areas that require improvement. This work is then reviewed by corporate directors, the Audit Committee and is finally signed off as part of the Council's final accounts. The Governance Group reviews progress in delivering any identified improvement activities and these are formally reported during the year to the Council's Cabinet.

Monitoring and Review

The Well-being of Future Generations (Wales) Act 2015 and the Local Government (Wales) Measure 2009 both require the Council to publish annual reports of progress made in achieving the well-being objectives and improvement priorities. The Annual Report will be published no later than the end of October each year.

In preparing the Annual Report, the Council will consider whether the well-being objectives and improvement priorities remain appropriate. Where necessary, the well-being objectives and improvement priorities will be revised.

The annual reports will be published on the Council's web pages and will also be widely communicated throughout the county borough using a range of different media in line with our Corporate Communications and Community Relations Strategy.

In year, the progress made in achieving the well-being objectives and improvement priorities will be monitored on a quarterly basis by the Cabinet and also by the Cabinet Scrutiny Committee, examining progress made against programme milestones, but also referencing the basket of key performance indicators set out in Appendix 1.

Scrutiny committees will also play an important role in ensuring progress. Committees will be encouraged to adopt a more targeted approach to performance scrutiny , demonstrably contributing to the progress we have said we want to make as well as receiving regular assurances that performance is being sustained.

Within the professional structure of the Council, progress will be monitored through the established performance management system and through individual appraisal arrangements.

Public Engagement and Reporting

The Council is committed to finding new and more effective ways of engaging local people in its work. This extends to the way the Plan is communicated, monitored and further developed. We set out how we intend to transform the way we communicate and engage with our communities in our Corporate Communications and Community Relations Strategy, approved in February 2018.

Have Your Say

We would like to hear what you think of our Corporate Plan. Please tell us what you think we should consider when planning and delivering services.

Please send them to the Chief Executive, Neath Port Talbot County Borough Council, Civic Centre, Port Talbot, SA13 1PJ or email them to: improvement@npt.gov.uk

We also have a number of consultation/engagement events about various services which we promote in the press and on the website which you can access via the following link: http://www.npt.gov.uk/haveyoursay

Visit the Council's website: www.npt.gov.uk

Follow us and add your comments to the Council's Facebook page: https://www.facebook.com/NeathPortTalbotCBC

Follow this report and add your Tweets on our Twitter Page: @NPTCouncil

Key Performance Indicators

Well-being Objective 1 - To improve the well-being of children and young people							
Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data							
Key Performance Indicators (KPI)	**KPI 2016/17 Actual data**	**KPI 2017/18 Actual data**	**KPI Benchmarking data (latest available)**	**KPI 2018/19 Target (full year)**	**KPI 2019/20 Target (full year)**	**KPI 2020/21 Target (full year)**	**KPI 2021/22 Target (full year)**
% of schools report that children are better prepared to engage in play and learning	n/a	n/a	n/a	NEW	NEW	NEW	NEW
Number of full day childcare provided	2,281	* 2,282	n/a	2,350	2,400	2,450	2,500
% children hooked on sport (survey every two years)	55%	n/a	n/a	58%	n/a	Tbc	n/a
% of year 11 pupils who achieved 5 GCSEs grade A* -C or equivalent in English or Welsh first language and Mathematics	61.5%	51.4% (16.17 academic year)	60.7%	60%	62%	64%	66%
% pupil's attendance in primary schools	94.6%	94.7% (16.17 academic year)	94.9%	94.9%	95%	95.5%	96%

Well-being Objective 1 - To improve the well-being of children and young people							
Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data							
Key Performance Indicators (KPI)	**KPI 2016/17 Actual data**	**KPI 2017/18 Actual data**	**KPI Benchmarking data (latest available)**	**KPI 2018/19 Target (full year)**	**KPI 2019/20 Target (full year)**	**KPI 2020/21 Target (full year)**	**KPI 2021/22 Target (full year)**
% pupils attendance in secondary schools	93.7%	93.6% (16.17 academic year)	94.2%	94%	94.5%	95%	95.5%
% of pupils assessed in Welsh at the end of Foundation phase (new PAM 18/19). Capped 9 score measure	n/a	n/a	n/a	NEW	NEW	NEW	NEW
% of year 11 pupils studying Welsh first language (new PAM 18/19)	N/A	N/A	N/A	NEW	NEW	NEW	NEW
% children in care who had to move 3 or more times	4.4%	Not available yet	9.8%	4%	4%	4%	4%
% children satisfied with their care and support	NEW	NEW	N/A	NEW	NEW	NEW	NEW
% child assessments completed on time	97.6%	*97.8%	90.8%	98%	98%	98%	98%

Well-being Objective 1 - To improve the well-being of children and young people							
Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data							
Key Performance Indicators (KPI)	KPI 2016/17 Actual data	KPI 2017/18 Actual data	KPI Benchmarking data (latest available)	KPI 2018/19 Target (full year)	KPI 2019/20 Target (full year)	KPI 2020/21 Target (full year)	KPI 2021/22 Target (full year)
Number of apprenticeship, traineeship and work placement opportunities made available in each year within the Council	48	65	n/a	83	95	110	125
% of young people who are NEET	3.6%	Not available yet	n/a	3.3%	3.2%	3.1%	3%
% of 11-19 year olds in contact with the youth service	36.7%	*37.3%	n/a	40%	42%	44%	46%
% schools that have adopted suitable programmes to address VAWDASV	n/a	n/a	n/a	NEW	NEW	NEW	NEW
% of children and young people who have participated in a suitable programme that addresses VAWDASV	n/a	n/a	n/a	NEW	NEW	NEW	NEW
% children and young people who have participated in a suitable programme to address cyber-crime	n/a	n/a	n/a	NEW	NEW	NEW	NEW

Well-being Objective 1 - To improve the well-being of children and young people						
Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data						
Key Performance Indicators (KPI)	**KPI 2016/17 Actual data**	**KPI 2017/18 Actual data**	**KPI Benchmarking data (latest available)**	**KPI 2018/19 Target (full year)**	**KPI 2019/20 Target (full year)**	**KPI 2020/21 Target (full year)**	**KPI 2021/22 Target (full year)**
Road safety - killed or seriously injured: Child casualties (0-15 years)	n/a					40% reduction to 35 by 2020 on 2004-08 average	
Road safety - killed or seriously injured: Pedal cyclists (all ages)	14 April – Dec 2016					25% reduction to 15 by 2020 on 2004-08 average	
Road safety - killed or seriously injured: Young Drivers (16-24 year olds)	27 April – Dec 2016					40% reduction to 14 by 2020 on 2004-08 average	

Well-being Objective 2 - Improve the Well-being of all adults who live in the county borough							
Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data							
Key Performance Indicators (KPI)	**KPI 2016/17 Actual data**	**KPI 2017/18 Actual data**	**KPI Benchmarking data (latest available)**	**KPI 2018/19 Target (full year)**	**KPI 2019/20 Target (full year)**	**KPI 2020/21 Target (full year)**	**KPI 2021/22 Target (full year)**
Number of new business start-up enquires assisted	341	*186	n/a	360	350	340	340
Number of enterprise events held	12	*9	n/a	12	12	12	12
Workways+ - number of local people helped back to work, training or volunteering	19	Not available yet	n/a	47	64	72	51
Communities for Work - number of people helped back to work, training or volunteering	n/a	Not available yet	n/a	NEW	NEW	NEW	NEW
Number of compulsory redundancies made by the Council	29	The aim is to minimise compulsory redundancy to the maximum extent possible					
Number of local people helped get back into work through regeneration projects	65	Not available yet	n/a	75	70	65	65
Number of completed training weeks for apprenticeship, traineeships and work experience	3,909	Not available yet	n/a	4,100	4,000	3,900	3,900

Well-being Objective 2 - Improve the Well-being of all adults who live in the county borough							
Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data							
Key Performance Indicators (KPI)	**KPI 2016/17 Actual data**	**KPI 2017/18 Actual data**	**KPI Benchmarking data (latest available)**	**KPI 2018/19 Target (full year)**	**KPI 2019/20 Target (full year)**	**KPI 2020/21 Target (full year)**	**KPI 2021/22 Target (full year)**
The percentage of long term problematic empty private properties brought back into use by direct action	n/a	n/a	n/a	10%	10%	10%	10%
The number of new homes created as a result of private properties being brought back into use by direct action	n/a	n/a	n/a	NEW	NEW	NEW	NEW
The number of new homes delivered which are affordable	102	130	n/a	130	124	120	111
% of households for which homelessness was successfully prevented	42%	39.3% Oct – Dec 2017	41%	41%	42%	43%	44%
Average calendar days taken to deliver a Disabled Facilities Grant	232	*231	224	230	230	230	230
No of incidents of VAWDASV where the risk is considered low or medium	n/a	n/a	n/a	NEW	NEW	NEW	NEW

Well-being Objective 2 - Improve the Well-being of all adults who live in the county borough							
Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data							
Key Performance Indicators (KPI)	**KPI 2016/17 Actual data**	**KPI 2017/18 Actual data**	**KPI Benchmarking data (latest available)**	**KPI 2018/19 Target (full year)**	**KPI 2019/20 Target (full year)**	**KPI 2020/21 Target (full year)**	**KPI 2021/22 Target (full year)**
% of incidents of domestic abuse where people are repeat victims - IDVA (Council)	35%	35%	N/A	34%	33%	33%	32%
No of people referred to the Channel Panel who were no longer deemed vulnerable following intervention by the Panel	5	6	N/A	7	8	9	10
% vulnerable people whose vulnerability is reduced via the vulnerable persons MARAC	n/a	n/a	n/a	NEW	NEW	NEW	NEW
Number of repeat anti-social behaviour incidents	n/a	n/a	n/a	Tbc	Tbc	Tbc	Tbc
Rate of drug-related deaths for Neath Port Talbot	n/a	n/a	n/a	NEW	NEW	NEW	NEW
Service users with drug-related co-occurring issues reporting an improvement in service responses	n/a	n/a	n/a	NEW	NEW	NEW	NEW

Well-being Objective 2 - Improve the Well-being of all adults who live in the county borough							
Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data							
Key Performance Indicators (KPI)	**KPI 2016/17 Actual data**	**KPI 2017/18 Actual data**	**KPI Benchmarking data (latest available)**	**KPI 2018/19 Target (full year)**	**KPI 2019/20 Target (full year)**	**KPI 2020/21 Target (full year)**	**KPI 2021/22 Target (full year)**
Road safety - killed or seriously injured: Older Drivers (75 years and over)	4 April – Dec 2016					25% reduction by 2020 on 2004-08 average	
Road safety - killed or seriously injured: Motorcyclists – all ages	19 April – Dec 2016					40% reduction by 2020 on 2004-08 average	
Road safety - killed or seriously injured: Pedal cyclists – all ages	14 April – Dec 2016					25% reduction by 2020 on 2004-08 average	
Percentage of premises broadly compliant with food hygiene requirements.	94.92%	*95.6%	95.16%	95%	95%	95%	95%

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Well-being Objective 2 - Improve the Well-being of all adults who live in the county borough							
*Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data*							
Key Performance Indicators (KPI)	**KPI 2016/17 Actual data**	**KPI 2017/18 Actual data**	**KPI Benchmarking data (latest available)**	**KPI 2018/19 Target (full year)**	**KPI 2019/20 Target (full year)**	**KPI 2020/21 Target (full year)**	**KPI 2021/22 Target (full year)**
The proportion of detected breaches in animal health, feed and food standards that have been rectified	81.8%	70%	N/A	80%	80%	80%	80%
The number of breaches in consumer fraud investigations successfully concluded	n/a	n/a	n/a	NEW	NEW	NEW	NEW
Average value of consumer fraud investigations concluded	n/a	n/a	n/a	NEW	NEW	NEW	NEW
% of correctly granted housing benefit against total granted	99.94%	*99.95%	N/A	99.95%	99.95%	99.95%	99.95%
Average days taken for new claims and changes of circumstances - application to assessment	5.4	*7.2	N/A	6.0	6.0	6.0	6.0
Rate of older people kept in hospital while waiting for social care per 1,000 population aged 75+	3.88	*2.29	2.80	2.5	2.4	2.3	2.2
Number of carers assessments completed	355	*220	N/A	TBC	TBC	TBC	TBC

Well-being Objective 2 - Improve the Well-being of all adults who live in the county borough Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data							
Key Performance Indicators (KPI)	**KPI 2016/17 Actual data**	**KPI 2017/18 Actual data**	**KPI Benchmarking data (latest available)**	**KPI 2018/19 Target (full year)**	**KPI 2019/20 Target (full year)**	**KPI 2020/21 Target (full year)**	**KPI 2021/22 Target (full year)**
% adults who completed a period of re-ablement and have a reduced package of care and support 6 months later	NEW	*25.5%	28%	28%	30%	33%	36%
% adults satisfied with their care and support	n/a	n/a	n/a	NEW	NEW	NEW	NEW
% carers feeling supported	n/a	n/a	n/a	NEW	NEW	NEW	NEW
% National Exercise Referral Scheme clients who completed the exercise programme	n/a	n/a	n/a	NEW	NEW	NEW	NEW
% clients participating in the National Exercise Referral Scheme whose health had improved following completion of the programme	n/a	n/a	n/a	NEW	NEW	NEW	NEW
Maintain a five year housing land supply as demonstrated through the TAN 1 Study		5 years 0% 100%		5 years 0% 100%	5 years 0% 100%	5 years 0% 100%	5 years 0% 100%
Level of unmet need for gypsy and traveller pitches within the county borough	5.3 years	5 years		5 years	5 years	5 years	5 years

Well-being Objective 3 - To develop the local economy and environment so that the well-being of people can be improved *Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data*							
Key Performance Indicators (KPI)	**KPI 2016/17 Actual data**	**KPI 2017/18 Actual data**	**KPI Benchmarking data (latest available)**	**KPI 2018/19 Target (full year)**	**KPI 2019/20 Target (full year)**	**KPI 2020/21 Target (full year)**	**KPI 2021/22 Target (full year)**
Number of visitors to our town centres	n/a	n/a	n/a	NEW	NEW	NEW	NEW
Number of established/new events, e.g. Neath Food & Drink Festival	n/a	n/a	n/a	NEW	NEW	NEW	NEW
Develop quality manufacturing, R&D and office space a) Vacancy rates	n/a	n/a	n/a	NEW	NEW	NEW	NEW
b) Square footage	n/a	n/a	n/a	NEW	NEW	NEW	NEW
c) Back into use	n/a	n/a	n/a	NEW	NEW	NEW	NEW
Number of business enquires assisted resulting in advice, information or financial support being given to existing companies through Business Services	628	*396	n/a	640	640	640	640

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Well-being Objective 3 - To develop the local economy and environment so that the well-being of people can be improved							
Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data							
Key Performance Indicators (KPI)	KPI 2016/17 Actual data	KPI 2017/18 Actual data	KPI Benchmarking data (latest available)	KPI 2018/19 Target (full year)	KPI 2019/20 Target (full year)	KPI 2020/21 Target (full year)	KPI 2021/22 Target (full year)
Number of jobs created/safeguarded as a result of financial support by the local authority	131	*64	n/a	290	285	280	280
Number of investment enquiries	n/a	New	n/a	35	33	29	29
Value of contracts awarded to local companies	n/a	Not available yet	n/a	£16.5m 98%	£16m 98%	£15.5m 98%	£15.5m 98%
% of waste, reused, recycled or composted	62.77	*61.46	63.81	64% statutory target by 2019/20		TBC	TBC
Amount of waste generated not recycled per person	n/a	n/a	n/a	NEW	NEW	NEW	NEW
% streets that are clean	94.14%	Not available yet	96.6%	95%	96%	96%	97%
Average number of days to clear fly tipping	n/a	n/a	n/a	NEW	NEW	NEW	NEW

Well-being Objective 3 - To develop the local economy and environment so that the well-being of people can be improved								
Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data								
Key Performance Indicators (KPI)	KPI 2016/17 Actual data	KPI 2017/18 Actual data	KPI Benchmarking data (latest available)	KPI 2018/19 Target (full year)	KPI 2019/20 Target (full year)	KPI 2020/21 Target (full year)	KPI 2021/22 Target (full year)
Number of visitors to attractions (to be reported using visitor counters throughout the County Borough)	n/a	n/a	n/a	NEW	NEW	NEW	NEW
Number of visits to our theatres	n/a	n/a	n/a	NEW	NEW	NEW	NEW
% quality standards met by the Library Service	n/a	n/a	n/a	NEW	NEW	NEW	NEW
No. of visits to leisure centres per 1,000 population	8,005	*5,473	8,387	8,300	8,500	8,700	9,000
Number of tourism operators supported by the Council	15	20	15	Subject to future provision as RDP Project ends May 2019		
Number of Destination Management Plan actions delivered.	9	10	10	Subject to future provision as RDP Project ends May 2019		
Number of biodiversity rich areas protected and/or enhanced.	n/a	47	n/a	48	49	50	51

Well-being Objective 3 - To develop the local economy and environment so that the well-being of people can be improved

*Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data*

Key Performance Indicators (KPI)	KPI 2016/17 Actual data	KPI 2017/18 Actual data	KPI Benchmarking data (latest available)	KPI 2018/19 Target (full year)	KPI 2019/20 Target (full year)	KPI 2020/21 Target (full year)	KPI 2021/22 Target (full year)
The number of PM10 breaches in the Air Quality Management Area (Port Talbot/Taibach)	n/a	35 100%	n/a	35 100%	35 100%	35 100%	35 100%
% of private water supplies operating in accordance with drinking water requirements	100%	100%	100%	100%	100%	100%	100%
Number of improvement projects carried out in the Public Rights of way network	New KPI	New KPI	New KPI	3	3	3	3
The number of accessible routes increases in accordance with the Existing Route Map and Integrated Network Map	16/17: n/a 17/18: 55 Pedestrian routes totalling 47.14km 24 cycle routes totalling 36.4km		n/a	Increase			

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Well-being Objective 3 - To develop the local economy and environment so that the well-being of people can be improved							
*Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data*							
Key Performance Indicators (KPI)	**KPI 2016/17 Actual data**	**KPI 2017/18 Actual data**	**KPI Benchmarking data (latest available)**	**KPI 2018/19 Target (full year)**	**KPI 2019/20 Target (full year)**	**KPI 2020/21 Target (full year)**	**KPI 2021/22 Target (full year)**
% A roads in poor condition	4.1%	Not available yet	3.7%	Tbc	Tbc	Tbc	Tbc
% B roads in poor condition	2.4%	Not available yet	4.2%	Tbc	Tbc	Tbc	Tbc
% C roads in poor condition	5.4%	Not available yet	15%	Tbc	Tbc	Tbc	Tbc

Governance and Resources							
*Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data*							
Key Performance Indicators (KPI)	**KPI 2016/17 Actual data**	**KPI 2017/18 Actual data**	**KPI Benchmarking data (latest available)**	**KPI 2018/19 Target (full year)**	**KPI 2019/20 Target (full year)**	**KPI 2020/21 Target (full year)**	**KPI 2021/22 Target (full year)**
FTE days lost	9.9	*6.6	10.3	9.4	9.2	9.0	tbc
% eligible people registered to vote	93.7%	94.4%	n/a	94%	94.25%	94.5%	94.75%
No of statutory recommendations made by the Council's external auditors on strategic and operational planning arrangements	0	0	n/a	0	0	0	0
% of key performance indicators that were either at maximum performance or which improved compared with the previous 12 month period	Baseline of revised National Measures (PAM) set from 2018/19 onwards			NEW	NEW	NEW	NEW
% of local residents that are satisfied with their local area as a place to live	n/a	n/a	n/a	NEW	NEW	NEW	NEW
% of complaints at stage 1 that were upheld	24.1%	*14%	n/a	Decrease			
% of complaints at stage 2 that were upheld	8.0%	*0%	n/a	Maintain			
% of complaints dealt with by the Public Services Ombudsman that were upheld	0%	*0%	n/a	Maintain			

Governance and Resources							
Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data							
Key Performance Indicators (KPI)	KPI 2016/17 Actual data	KPI 2017/18 Actual data	KPI Benchmarking data (latest available)	KPI 2018/19 Target (full year)	KPI 2019/20 Target (full year)	KPI 2020/21 Target (full year)	KPI 2021/22 Target (full year)
Number of compliments received from the public	314	*302	n/a	Increase			
% of residents who report that they felt they belonged to their local area, that people from different backgrounds get on together and people treat each other with respect and consideration -	42%	n/a	n/a	45%	tbc	tbc	tbc
% of adults who report that they can speak Welsh	15.3% (2011 census data)	n/a	19% (2011 census data for Wales)	Tbc	Tbc	Tbc	Tbc
Average customer waiting times (face to face contact)	6.5 mins	*3.9 mins	n/a	5 mins	5 mins	5 mins	5 mins
% customers leaving before being seen	0.12%	*0.10%	n/a	0.10%	0.10%	0.10%	0.10%
% telephone calls abandoned after 5 seconds	3.7%	*3%	n/a	3%	3%	3%	3%

Governance and Resources							
Note: All 2017/18 data marked with an * is for the period 1st April – 31st December 2017 – 9 months data							
Key Performance Indicators (KPI)	KPI 2016/17 Actual data	KPI 2017/18 Actual data	KPI Benchmarking data (latest available)	KPI 2018/19 Target (full year)	KPI 2019/20 Target (full year)	KPI 2020/21 Target (full year)	KPI 2021/22 Target (full year)
Average time to answer telephone calls	21 seconds	20 seconds	n/a	20 seconds	20 seconds	20 seconds	20 seconds
% transactions completed on-line (new on-line services)	67.7%	*74%	n/a	75%	80%	85%	90%
% standard searches carried out within 10 working days	90.6%	*96%	n/a	96%	96%	96%	96%
% of non-domestic rates due for the financial year which were received by the local authority	98.1%	*85.1%	n/a	98%	98%	98%	98%
% invoices paid within 30 days	n/a	*94.4%	n/a	95%	95%	95%	95%
% council tax due for the financial year which was received by the authority	98%	*85.8%	97.2%	98%	98%	98%	98%

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Equality Impact Assessment (EIA) Report Form

This form should be completed for each Equality Impact Assessment on a new or existing function, a reduction or closure of service, any policy, procedure, strategy, plan or project which has been screened and found relevant to Equality and Diversity.

Please refer to the 'Equality Impact Assessment Guidance' while completing this form. If you would like further guidance please contact the Corporate Strategy Team or your directorate Heads of Service Equality Champion.

Where do you work?
Service Area: Corporate Strategy and Democratic Servies
Directorate: Chief Executive's Office

(a)   This EIA is being completed for a…

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
☐	☐	☐	☐	☒	☐

(b)   Please name and describe below…
The Corporate Plan - October 2018 – March 2022

The Plan includes corporate well-being objectives which will help us meet our vision
- we want the county borough to be a place where everyone has an equal chance to get on in life – a place where people want to live, work and bring up their family.
- We want our beautiful natural environment, and our rich cultural and industrial heritage to be appreciated and protected for many future generations to enjoy. We also want to pursue new and existing opportunities for economic growth so we can sustain our diverse communities for many years to come.

(c)   It was initially screened for relevance to Equality and Diversity on June 26th 2017

(d)   It was found to be relevant to…

Age	☒	Race	☒
Disability	☒	Religion or belief	☒
Gender reassignment	☒	Sex	☒
Marriage & civil partnership	☒	Sexual orientation	☒
Pregnancy and maternity	☒	Welsh language	☒

(e)   Lead Officer

Name: Karen Jones

Job title: Head of Corporate Strategy and Democratic Services

Date: March 12th 2018

Section 1 – Aims

Briefly describe the aims of the function, service, policy, procedure, strategy, plan, proposal or project

What are the aims?

To provide the framework for the Council's services and functions over the period April 2018 to March 2022 whilst discharging duties set out in various legislation, but in particular the Well-being of Future Generations (Wales) Act 2015 and the Local Government (Wales) Measure 2009.

Neath Port Talbot County Borough Council exists to serve and represent the interests of its citizens and communities. We strive to improve the economic, social, environmental and cultural well-being of all of our people.

We want our county borough to be a place where everyone has an equal chance to get on in life – a place where people want to live, work and bring up their family.

We want our beautiful natural environment, and our rich cultural and industrial heritage to be appreciated and protected for many future generations to enjoy. We also want to pursue new and existing opportunities for economic growth so we can sustain our diverse communities for many years to come.

Who has responsibility?

Full Council

Who are the stakeholders?

All residents of the county borough

Staff employed by the Council and their representatives

Bodies named in the Well-Being of Future Generations (Wales) Act 2015

External regulators and auditors

Future Generations Commissioner and other commissioners established by the Welsh Government

Businesses operating or proposing to operate in the county borough

Voluntary and community sector organisations

Town and Community Councils within the county borough

Partner organisations

Section 2 - Information

(a)   Service Users

Please tick what information you know about your service users and provide details / evidence of how this information is collected.

It was found to be relevant to…

Age	☒	Race	☒
Disability	☒	Religion or belief..	☒
Gender reassignment	☒	Sex	☒
Marriage & civil partnership	☒	Sexual orientation	☒
Pregnancy and maternity	☒	Welsh language..	☒

What information do you know about your service users and how is this information collected?

Services collect, analyse and use data provided by service users to help inform the planning and delivery of their service, for example, numbers of pupils, within each of our schools is collected annually; attainment at Foundation and Key Stages 2-4 and A/AS level; numbers of those not in education employment or training; children and adults who receive support services from social services; numbers using public and community transport, etc.

Some of this information is not currently avaible in a disaggregated form by protected characteristics due to lack of systems or to the small numbers involved.

In addition there is a wealth of information known about stakeholders and service users. The summary of their well-being is set out in the Neath Port Talbot Public Services Board Well-being Assessment which has been drawn upon to inform this set of proposals.
https://www.npt.gov.uk/default.aspx?page=12572

Actions

- Some of the data collected by services is not disaggregated by protected characteristics and we would look to ensure that more robust data collection is developed.

- Planned consultation on the well-being objectives and improvement priorities will test the proposals and their likely impact on different groups

b) General

What information do you know and how is this information collected?
Please see above.
The data and summarised reports are held on the Public Services Board website which is available to the public
Details of people who shared a protected characteristic are not well developed in some of the datasets and this is acknowledged. This is why the consultation plan has been developed to specifically test the proposals with groups where we have limited data and insight.
The well-being assessment which provides a significant basis for these proposals is an extensive set of evidence that has been gathered by a range of public and community organisations over a period of time.
The detail for different groups within the population varies and consequently that is why it is particularly important to reach out to groups where insight is more limited.
Please see the well-being assessment documentation which describes some of the limitations in the existing evidence base.
Actions
• Carry out a series of equality audits as part of the Strategic Equality Plan programme of work and within those audits examine the adequacy or not of datasets

Section 3 – Impact

(a)   Impact on Protected Characteristics

Please consider the possible impact on people with different protected characteristics. This could be based on service user information, data, consultation and research or professional experience (e.g. comments and complaints).

	Positive	Negative	Neutral	Needs further investigation
Age	☒	☐	☐	☐
Disability	☒	☐	☐	☐
Gender reassignment	☐	☐	☐	☒
Marriage & civil partnership	☐	☐	☐	☒
Pregnancy and maternity	☒	☐	☐	☐
Race	☒	☐	☐	☐
Religion or belief	☐	☐	☐	☒
Sex	☐	☐	☐	☒
Sexual orientation	☐	☐	☐	☒
Welsh language	☒	☐	☐	☐

Thinking about your answers above, please explain (in detail) why this is the case. Include details of any consultation (and/or other information) which has been undertaken to support your view.

The well-being assessment which provides a significant basis for these proposals is an extensive set of evidence that has been gathered

The examination of the wellbeing assessment published by the Neath Port Talbot Public Services Board (PSB), the emerging PSB priorities as well as the identification for work currently being undertaking by the Council provided a base line for the work in developing the wellbeing objectives and improvement priorities.

The objectives and priorities address the well-being of all children and young people and of people throughout their adulthood who live in the county borough as well as factors that impact on well-being where the Council has a direct responsibility for those factors or can significantly influence those factors. As a result there will be a significant and positive impact on the following protected characteristics: age, disability, pregnancy and maternity, race and welsh language, with a likely positive impact on the remaining protected characteristics. However, this will be 'tested' and further considered during the consultation.

During the summer of 2017 we aim to undertake an extensive programme of consultation and engagement with a very wide range of stakeholders on the Wellbeing objectives and improvement priorities.

Now that the PSB has prepared its Well-being Plan (to be considered by Council in April 2018) it is possible to demonstrate the alignment between the Council's Corporate Plan, the PSB Plan and other key planning arrangements which will ensure a more holistic approach to improving outcomes over the lifetime of all plans.

Any adverse changes as a result of implementing the Plan will be considered and actions to mitigate the impacts will be duly considered.

b) Impact on the Welsh Language

What is the likely impact of the policy on:
- **Opportunities for people to use Welsh**
- **The equal treatment of the Welsh and English languages**

Please give details

There are specific actions set out in the document to promote Welsh Language and culture. In particular, the measures the Council proposes to take to increase the education and learning provision to grow the number of Welsh speakers in the area.

Could the policy be developed to improve positive impacts or lessen negative impacts? Please give details

The Council is required to produce a five year plan as part of the determinations made by the Welsh Language Commissioner to increase the number of Welsh Speakers. Once that work is completed, it will be integrated into the Corporate Plan.

Actions (to increase positive/mitigate adverse impact).

- Ensure the five year plan required under the Welsh Language Standards is informed by and integrated with this work in due course.

Section 4 - Other Impacts:

Please consider how the initiative might address the following issues.
You could base this on service user information, data, consultation and research or professional experience (e.g. comments and complaints).

(a) Equalities

Public Sector Equality Duty (PSED

- to eliminate discrimination, harassment and victimisation;
- to advance equality of opportunity between different groups; and
- to foster good relations between different groups

Please explain any possible impact on meeting the Public Sector Equality Duty

A core feature of the proposals is to reduce inequalities across a range of different groups, not just in relation to protected characteristics but other characteristics such as poverty

Additionally, there are proposed actions to strengthen community cohesion and in particular the way the Council works with communities and with other agencies in empowering and developing community capacity

We have made a commitment in the first two well-being objectives to developing a rights-based approach, extending good practice in our education and social services departments, where children and young people and older and vulnerable people are supported and encouraged to participate in decisions and matters that affect them, to all other areas of our work.

What work have you already done to improve the above?

Preliminary discussions have taken place through the voluntary sector liaison committee who are committed to developing a more coherent approach. The Compact between the Council and the Sector has been updated to reflect this commitment.

The Public Services Board has been reviewing the conclusions in the well-being assessment and has identified the need to reduce inequality and to strengthen communities as priorities within its work programme. There is work ongoing to develop the specific focus of the Board's work.

The Council has recently updated its Strategic Equality Plan and has set out priorities within that Plan. Where appropriate actions from the Strategic Equality Plan feature within the priorities and actions to support the Well-being Goals.

Actions (to mitigate adverse impact or to address identified gaps in knowledge).

(b) Reduce Social Exclusion and Poverty

Please explain any possible impact

The Council is working with the community to develop a BME forum. The work is developing in particular, the community profiling exercise which is providing a richer insight into the make up of the county borough.

The Council is also working with the CVS to strengthen input from disabled people and their carers, in particular through the Disability Forum.

The Council is working with partners to develop its Military Covenant Forum to ensure there are no people disadvantaged due to military service. The Mayor is establishing an armed forces festival in 2018 which will bring people with an interest in the Covenant work together with other sections of the community and it is expected that this will strengthen the Council's work in this area.

There is a strong partnership in place to support families resettled as part of the Government's Syrian Refugee Programme.

The Council led work across to develop the Population Assessment required under the Social Services and Wellbeing (Wales) Act 2014 and the evidence base generated from that work has been incorporated into the Public Services Board well-being assessment which has informed these proposals. This evidence provides good insight to the well-being of people who have care and support needs and their carers.

The Council has new legal duties to prevent people from being drawn into terrorism and a training programme to enable staff and contractors to identify and refer vulnerable people was resourced as part of budget setting and is making good progress.

The Council also has new duties in relation to violence, domestic abuse and sexual violence and has published a joint strategy through a local partnership approach to identify how it will meet the duties under the Act

What work have you already done to improve the above?

Nothing further to add at this stage

Actions (to mitigate adverse impact or to address identified gaps in knowledge).

- Explore ways in which links with the faith community can be strengthened.

- Additionally, the Council aspires as part of these proposals to adopt a rights based approach across its service delivery and this should ensure there is a more consistent approach to the way we work with people of all backgrounds.

(c) Community Cohesion

Is the initiative likely to have an impact on Community Cohesion?
The Plan should strengthen community cohesion as there are both specific actions, for example the work to deliver the Government's PREVENT programme and more general actions, such as reviewing the Council's approach to community development that are proposed as actions over the Plan period.
Actions (to mitigate adverse impact or to address identified gaps in knowledge).

Section 5 Consultation

What consultation and engagement has been undertaken (e.g. with the public and/or members of protected groups) to support the views in section 3 and 4?

Many of the proposed actions have already been subject of consultation or engagement with a range of people but a we wanted to test the proposals further with a diverse range of people and groups to establish if the framework is fit for purpose; whether the priorities and actions make sense and whether there are omissions.

A public consultation exercise took place between 6th July 2017 and 8th September 2017 with the specific aim to engage with particular groups of service users to test out the proposals and their likely impact on the well-being of people with different characteristics.

A consultation and engagement plan was developed to ensure that as wide range of interested bodies and the general public the opportunity to comment upon the draft wellbeing objectives and to offer their views and comments prior to the wellbeing objectives being finalised and adopted by Council.

A range of promotional methods were used to create awareness of the consultation and encourage members of the public to engage with the council.

There were a number of ways the consultation was promoted and in which people could submit their views including:

- a self-completion questionnaire published on the Council's web site
- consultation packs in 35 public buildings (such as libraries, community centres and civic buildings)
- promotion via email to a range of stakeholders
- attendance at community/public events across the county borough and facilitated workshops with various organisations
- promotion via the Council's corporate social media accounts messages

In addition to the standard consultation questionnaire a further questionnaire was developed which was considered more suitable for capturing the views of children and younger people.

Any actions required (to mitigate adverse impact or to address identified gaps in knowledge)

Section 6 – Post Consultation

What was the outcome of the consultation?

The consultation received a significant number of responses from the various consultation activities as follows:

- 446 responses in total; 3 responses were in Welsh
- 281 of these came from 36 planned engagement activities
- 72% of respondents were residents of the county borough

A significantly high percentage of all respondents agreed with the 3 Wellbeing objectives, while a similarly high percentage of respondents thought that the objectives will improve their quality of life.

In Version 2 a high percentage of the 27 respondents to the question thought that the objectives and priorities would improve health and happiness of them, their family and their friends.

While a number of comments were received which supported , and expanded on, the Council's vison and objectives there were some comments which were common amongst respondents:

Transport – it was highlighted that the lack of transport impacts on everyone in all areas. Impacts on those who wish to access activities/community groups/employment/health appointments/ school and college. Lack of or limited transport can contribute/compound feelings of isolation and have a spiralling detrimental effect on people generally and particularly on younger and older people and people with disabilities.

Activities/Facilities - current provision needs to be publicised and more activities provided, especially for children and young people. The impacts on of providing/ promoting activities for children and young people would help provide opportunities for creativity, sport, socialising which would in turn help remove/reduce (perceived) anti social behaviour, provide a foundation for future activity and lead to fulfilled potential of young people. There would also be a positive impact on adults – less stressed parents (in relation to their children), inclusion, reduced sense of isolation, health benefits, etc.

 While the priority actions attracted a positive response overall there were some comments made particularly in relation to better promotion of culture, community and happiness; the teaching of life skills, as well as improved access to public transport amongst others.

A few additional wellbeing objectives were suggested around mental health, environment and inclusion and social interaction.

General comments were made in relation to the questionnaire itself:
- More use of simple and straight forward language
- Anyone with poor literacy skills will be prohibited from commenting
- Survey is not smart phone friendly
- Poor time to run the consultation, difficult to capture views from children and young people during holiday

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Welsh Language

In both questionnaires over half of respondents considered that opportunities to use Welsh and the equal treatment of Welsh would improve with the introduction of the Wellbeing objectives.

There was a mixed response as to whether the wellbeing objectives would improve the effect of the opportunities to use Welsh and the equal treatment of Welsh; of those answering the longer version 78% didn't think there was anything that would improve the effect of the draft well-being objectives on the Welsh language while of those respondents answering the question in the shorter version (26) 31% felt the same way.

Some comments received in relation to Welsh:

- Training/learning – more teaching through the medium of Welsh; more funding for Welsh language classes; more opportunities for learning and using Welsh in the community; Free taster sessions.
- Promotion opportunities – link the language to childcare, etc, bilingual service provision, intergenerational work, Welsh ambassadors - encourage businesses and community to learn and practice Welsh. Set up a social media page to help new learners
- Equality - Welsh and English not equal enough, we want more Welsh options; Both languages should have equality in this area and promoted equally; equal treatment from a lot of local retailers
- 'Welsh language provision is important but costly'
- 'Don't force people to speak Welsh'

All views and comments expressed via the consultation have been considered prior to the wellbeing objectives being finalised. Changes made as a result of the consultation include:

- Including direct reference to the important role of the voluntary sector who support the Council in a wide range of ways to deliver the well-being objectives and associated actions;

- Including reference to the importance of out of school activities; support for children and young people's emotional well-being; and the importance of addressing substance misuse amongst some young people as headline indicators in the body of the Plan as well as in the more detailed Annexe to reflect the priority people attach to these issues;

- Refining the range of measures identified in the Plan to monitor progress and adding in baseline measures (where these exist) together with targets for the term of the Plan where this is appropriate;

- Re-wording the well-being objective for adults to place emphasis on people being resilient and able to participate in community life, throughout their adult life. This responds to the points made about increasing loneliness and isolation;

- Inserting measures for the country parks and theatres in the headline measures within the body of the Plan as well as in the detailed Annexe to reflect strong views about the importance of cultural well-being across the county borough;

- Addressing points made about the difficult financial environment within which the Council will need to operate within the Plan, making specific reference to how the Plan will integrated with the Council medium term financial planning arrangements and other governance arrangements;

- Explaining how the Council will monitor progress and report on that progress;

- Responding to the points made about the need for the Plan to be accessible to people from all backgrounds. A web-based version of the Plan will be produced in accessible language and illustrating key points with pictures and graphics to aid understanding. Additionally, public summary versions will be available using accessible graphics, in read easy version and child friendly version.

- Where comments relate specifically to the valleys, the detailed points will be made available to the Task and Finish Group set up by the Leader to inform their recommendations on future valley strategies; and

- Where comments relate specifically to the Welsh Language or Equality of Opportunity, these comments will be considered further by the Heads of Service Equalities and Community Cohesion Group and revisions will be made to the action plan for delivering on the Council's equality and Welsh Language obligations.

Section 7 - Monitoring arrangements:

Please explain the arrangements in place (or those which will be put in place) to monitor the impact of this function, service, policy, procedure, strategy, plan or project:

Monitoring arrangements:

Monitoring at service level will be considered in line with governance arrangements and any modification of services will be considered accordingly
An Annual Report will be produced each year which will consider whether the well-being objectives and improvement priorities remain appropriate. Where necessary, the well-being objectives and improvement priorities will be revised.

The annual reports will be published on the Council's web pages and will also be widely communicated throughout the county borough using a range of different media.

The progress made in achieving the well-being objectives and improvement priorities will be monitored on a quarterly basis by the Cabinet and also by the Cabinet Scrutiny Committee.

The detailed steps, set out in an annex to the Plan, will be monitored through business plan reporting arrangements and through individual appraisal arrangements.

The impact of the wellbeing objectives and improvement priorities on people who share a protected characteristic will be monitored during the life of the plan.

Actions:

- Ensure that all monitoring arrangements undertaken in relation to the Corporate Plan consider the impact the well-being objectives and improvement priorities on people who share a protected characteristic.

Section 8 – Outcomes:

Having completed sections 1-5, please indicate which of the outcomes listed below applies to your initiative (refer to guidance for further information on this section).

Outcome 1: Continue the initiative…   ☒
Outcome 2: Adjust the initiative…   ☐
Outcome 3: Justify the initiative…   ☐
Outcome 4: Stop and remove the initiative…   ☐

For outcome 3, detail the justification for proceeding here

Section 9 - Publication arrangements:

Information on the publication arrangements for equality impact assessments is available in the guidance notes

Action Plan:

Objective What are we going to do and why?	Who will be responsible for seeing it is done?	When will it be done by?	Outcome How will we know we have achieved our objective?	Progress
Ensure that a more robust data collection process is developed to guarantee data is disaggregated by protected characteristics	Heads of Service Equality and Community Cohesion Group	This will be part of the ongoing consideration of data collection within the Strategic Equality Plan	Data captured by services will reflect the service users and is collected routinely.	A programme of equality audits has been developed and these audits will help identify where data systems need to be further improved
Planned consultation on the well-being objectives and improvement priorities will test the proposals and their likely impact on different groups	Head of Corporate Strategy and Democratic Services	Public consultation to be undertaken between 6th July and 8th September 2017	Responses received, analysed and taken into account in the final version of the Corporate Plan	Completed. Consultation Report produced. and the Corporate Plan updated where appropriate. New Communications and Community Relations Strategy will be used in subsequent reviews to test the Plan against a wider set of stakeholders
Ensure the consultation reaches people who share protected characteristics and that appropriate mechanisms are	Head of Corporate Strategy and Democratic Services	A Consultation and Engagement Plan has been developed to ensure we engage with a cross section of the community, including:	Responses received from a across the community. Analysis of monitoring data to identify those protected	Completed. Consultation Report produced containing analysis of the equalities monitoring

established to capture data from all respondents to the planned consultation.		the general public, people who share protected characteristics, families, children and young people, local businesses, partners and a range of community groups. A range of engagement methods/ channels will be used including the Council's website, social media, attendance at scheduled meetings and public events.	characteristics	data.
Ensure the five year plan required under the Welsh Language Standards is informed by and integrated with this work in due course.	Head of Corporate Strategy and Democratic Services	The five year plan will be developed in line with the requirements of the Welsh Language Standards	The wellbeing objectives/improvement priorities are reflected in the five year plan	The Policy and Resources Scrutiny Committee has established a task and finish group to prepare the promotional strategy and this work is progressing
Explore ways in which links with the faith community can be strengthened.	Heads of Service Equality and Community Cohesion Group	This is currently being considered by the Group	Links with the faith community are established for meaningful dialogue	Heads of Service Equality and Community Cohesion Group to consider at scheduled meetings
Adoption of a rights based approach across service delivery to ensure there is a more consistent approach to the way in which the	Head of Corporate Strategy and Democratic Services			A seminar to explore rights based approaches was held late 2017 and consideration is now

Council works with people of all backgrounds				being given to next steps
Engage with a diverse range of groups to test the acceptability and relevance of the proposed actions	Head of Corporate Strategy and Democratic Services	Public consultation to be undertaken between 6th July and 8th September 2017	Engagement undertaken in line with the Consultation and Engagement Plan. Responses received from a diverse group of people.	Completed A diverse range of groups responded to the consultation. Details can be found in the Consultation Report
Refine proposals, where appropriate, in light of the feedback received.	Head of Corporate Strategy and Democratic Services	The proposals will be reviewed and amendment where appropriate following the end of the consultation period	Responses have been taken into account and the Corporate Plan has been revised, where appropriate.	Completed The Corporate Plan updated where appropriate.
Ensure that all monitoring arrangements undertaken in relation to the Corporate Plan consider the impact the well-being objectives and improvement priorities on people who share a protected characteristic.	Head of Corporate Strategy and Democratic Services	Monitoring arrangements will be refined to take into the impact the well-being objectives and improvement priorities on people who share a protected characteristic	The Annual Report etc., will include information on the impacts on people who share a protected characteristic.	This review was focused on refining the content of the existing Plan and was not a full review. In subsequent review periods more extensive stakeholder engagement will be undertaken, using the framework set out in the Corporate Communications and Community Relations Strategy

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