



## **CABINET**

**IMMEDIATELY FOLLOWING CABINET SCRUTINY COMMITTEE  
WEDNESDAY, 12<sup>th</sup> MAY 2021**

**REMOTELY VIA TEAMS**

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

### **Part 1**

1. Appointment of Chairperson
2. Welcome and Roll Call
3. Chairpersons Announcement/s
4. Declarations of Interest
5. Minutes of Previous Meetings (*Pages 3 - 14*)  
8<sup>th</sup> March  
16<sup>th</sup> March 2021
6. Proposed Future Funding Model for Community Transport  
(*Pages 15 - 46*)
7. Corporate Plan 2021/2023 (*Pages 47 - 138*)
8. Annual Governance Statement (*Pages 139 - 210*)
9. South West Wales Corporate Joint Committee (*Pages 211 - 228*)

10. Discretionary Rate Relief for Charities and Non-profit Making Organisations (*Pages 229 - 240*)
11. Urgent Items  
Any urgent items (whether public or exempt) at the discretion of the Chairperson pursuant to Section 100b (4)(B) of the Local Government Act 1972

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

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

Wednesday, 5<sup>th</sup> May 2021

**Cabinet Members:**

Councillors. C.Clement-Williams, D.Jones, E.V.Latham,  
A.R.Lockyer, P.A.Rees, P.D.Richards, A.Wingrave, L.Jones and  
M.Harvey

## EXECUTIVE DECISION RECORD

### CABINET

8 MARCH 2021

#### **Cabinet Members:**

Councillors: E.V.Latham (Chairperson), C.Clement-Williams, D.Jones, A.R.Lockyer, P.A.Rees, P.D.Richards, A.Wingrave and L.Jones

#### **Officers in Attendance:**

K.Jones, A.Evans, A.Jarrett, A.Thomas, H.Jenkins, N.Pearce, C.Griffiths, C.L.Davies and J.Woodman-Ralph

#### **Invitees:**

Councillors: M.Harvey, Scrutiny Chairperson  
S.Rahaman, Scrutiny Vice Chairperson

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#### 1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Councillor E.V.Latham be appointed Chairperson for the meeting.

#### 2. **DECLARATIONS OF INTEREST**

The following Member made a declaration of interest at the commencement of the meeting.

Cllr. M. Harvey	Re: Capital Strategy and Capital Programme 2021/2022 to 2023/2024 as he works for South Wales Police and he is the Chair of Governors at Abbey Primary School.
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Re: Revenue Budget 2021/2022 as he works for South Wales Police.

3. **MINUTES OF PREVIOUS MEETING**

That the minutes of the 24 February 2021 be approved.

4. **FORWARD WORK PROGRAMME 2021/22**

That the Forward Work Programme 2021/2022 be noted.

5. **EDUCATION THROUGH REGIONAL WORKING CONSORTIUM DEVELOPMENTS**

Members received clarity that an Integrated Impact Assessment was not required as the item was for information at today's meeting. In addition, decisions in regard to the working arrangements had been taken by previous meetings where an Integrated Impact Assessment would have been undertaken.

**Decision:**

That the report be noted.

6. **CAPITAL PROGRAMME MONITORING REPORT 2020/2021**

Members received a verbal update that the implementation of decision should have stated for immediate implementation and not as stated in the report for the three day call in period.

**Decisions:**

1. That the Capital Programme 2020/2021 be commended to Council for approval;
2. That the 2020/2021 budget totalling £65.387m be approved;
3. That the £39.1m of expenditure as at 31<sup>st</sup> January 2021 be noted.

**Reason for Decisions:**

To update the Council's Capital Programme for 2020/2021.

**Implementation of Decisions:**

The decisions will be for immediate implementation.

**7. BUDGET UPDATE AND MONITORING REPORT 2020/2021**

Members noted that there was no requirement to undertake an Integrated Impact Assessment.

**Decisions**

1. That the reserve movements as detailed in the circulated report be approved;
2. That the budget virements exceeding £500K be commended to Council for approval.
3. That the operational and financial issues as detailed in the circulated report be noted;
4. That the Council continues to work with Welsh Government and in line with legislation, regulations and directions to deliver services during these challenging times;
5. That the additional grants received be noted;
6. That the Council continues to seek additional funding from Welsh Government to cover COVID 19 consequences.

**Reason for Decisions:**

To monitor and update the Council's Budget projections for 2020/2021 and inform Members of the financial risks arising from COVID 19.

**Implementation of Decisions:**

The decisions will be for immediate implementation.

8. **CAPITAL STRATEGY AND CAPITAL PROGRAMME 2021/2022 TO 2023/2024**

**Decisions:**

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

1. That the Capital Strategy and the Capital Programme for 2021/2022 to 2023/2024 as detailed in Appendix 2 to the circulated report be commended to Council for approval;
2. That the Capital Programme be kept under review and updated over the coming year.

**Reason for Decisions:**

To approve the Authority's Capital Programme in line with the Constitution.

**Implementation of Decisions:**

The decisions will be for immediate implementation.

9. **REVENUE BUDGET 2021/2022**

Members considered the comments made in the previous Cabinet Scrutiny Committee relating to the increase in Council Tax. As no alternative funding proposals had been submitted, Members were supportive of the recommendations contained within the circulated report.

Members thanked Officers for all the work they had undertaken in the current circumstances of the Covid 19 pandemic and asked that Members appreciation be cascaded to all staff involved.

**Decisions:**

Having given due regard to the Integrated Impact Assessment as detailed in the circulated report;

1. The following matters be delegated to the appropriate Corporate Director following consultation with the Council Leader, relevant Cabinet Member and Chair of the relevant Scrutiny Committee:-
  - Fees and Charges applicable for the financial year 2021/2022
  - Fees and Charges which are applicable in any subsequent financial year and which, in the opinion of the relevant Corporate Director, need to be set in advance of the financial year for operational reasons.
2. That the Latest budget position 2020/2021 be commended to Council for approval of the revised budget position and arrangements for 2020/2021.
3. That the following be commended to Council for approval:
  - a) Latest revised budget position 2020/2021 and arrangements for 2020/2021;
  - b) The Council's Revenue Budget 2021/2022. Taking into account the Integrated Impact Assessment and Crime and Disorder impacts in setting the budget for 2021/2022.
  - c) Council's Net Revenue Budget requirement for 2021/2022, and the service plans for the delivery of the budgets.
  - d) The budget/forward financial plan savings outlined in Appendix 4 to the circulated report.
  - e) To instruct Corporate Directors to progress the savings and improvement programme for the Authority.
4. That the following be commended to Council for approval:
  - a) Fees and Charges for non-executive functions be delegated to the appropriate Corporate Director following consultation with the Council Leader, Deputy Leader and Chair of the relevant Non-executive committee.
  - b) Fees and Charges applicable in 2021/2022
  - c) Fees and Charges applicable in any subsequent financial year and which, in the opinion of the Corporate Director, need to be set in advance of that financial year for operational reasons.

5. That Council Tax 2021/2022 , Band D equivalent for Neath Port Talbot County Borough Council will be £1,660.02 be commended to Council for approval.

**Reasons for Decisions:**

To enable the Council to fulfil its statutory requirement to determine the budget for 2021/2022.

To ensure support for the Council's Forward Financial Plan and to put in place arrangements for settling Fees and Charges.

**Implementation of Decisions:**

The decisions will be for immediate implementation.

**Consultation:**

Extensive consultation and engagement has taken place between the 13<sup>th</sup> January 2021 and the 12<sup>th</sup> February 2021 as detailed in the circulated report.

10. **TREASURY MANAGEMENT STRATEGY 2021/2022**

**Decisions:**

That the Treasury Management Strategy, Annual Investment Strategy, Minimum Revenue Provision Policy and Prudential Indicators as detailed in the circulated report be commended to Council for approval.

**Reason for Decisions:**

To enable the Authority to have approved Treasury Management Strategy, Annual Investment Strategy, Capital Strategy and Minimum Revenue Provision Policy as required by the Local Government Act 2003 and the C Prudential Code for Capital Finance in Local Authorities (2017).



**Implementation of Decisions:**

The decision will be for Immediate Implementation.

**CHAIRPERSON**

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**EXECUTIVE DECISION RECORD**

**CABINET**

**16 MARCH 2021**

**Cabinet Members:**

Councillors: E.V.Latham (Chairperson), A.R.Lockyer,  
C.Clement-Williams, L.Jones, P.A.Rees and P.D.Richards

**Officers in Attendance:**

K.Jones, A.Evans, A.Jarrett, N.Pearce, C.Griffiths, C.Furlow-Harris,  
C.Plowman and J.Woodman-Ralph

**Invitees:**

Councillor M.Harvey (Scrutiny Chairperson)

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1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Councillor E.V.Latham be appointed Chairperson for the meeting.

2. **DECLARATIONS OF INTEREST**

No declarations of interest were received.

3. **COMMENTS, COMPLIMENTS AND COMPLAINTS POLICY 2024**

Members noted that the Comments, Compliments and Complaints Policy should have read 2021 and not as stated in the circulated report 2024.

**Decision:**

Having given due regard to the first stage Integrated Impact Assessment, the revised Comments, Compliments and Complaints Policy as detailed in Appendix 1 to the circulated report be approved.

**Reason for Decision:**

To ensure the Council has a consistent approach for the handling of comments, compliments and complaints and to ensure the Council's practices and procedures for handling complaints is in accordance with the PSOW's Model Complaint Handling Process and Guidance issued by the Ombudsman for Wales under Section 38 of the Public Services Ombudsman (Wales) Act 2019.

**Implementation of Decision:**

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

4. **URGENT ITEMS**

Because of the need to deal now with the matter contained in Minute No 5 below, the Chairperson agreed this could be raised at today's meeting as an urgent item pursuant to Section 100B (4) of the Local Government Act 1972.

**Reason:**

Due to time element.

5. **EXTENSION OF GRANT SUPPORT TO BUSINESS AFFECTED BY ADDITIONAL TRADING RESTRICTIONS IN MARCH 2021.**

Members noted that there was no requirement to undertake an Integrated Impact Assessment as detailed in the circulated report.

**Decision:**

That approval be granted for the making of grants to eligible Businesses for 2020/2021 as detailed in the circulated report and in line with the guidance received from Welsh Government.

**Reason for Decision:**

To enable the Council to make payments to eligible businesses in line with the Welsh Government Scheme

**Implementation of Decision:**

The decision will be for immediate implementation.

6. **ACCESS TO MEETINGS**

**RESOLVED:** That pursuant to Regulation 4 (3) and (5) of Statutory Instrument 2001 No. 2290, the public be excluded for the following items of business which involved the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

7. **THE CENTRE OF RAIL EXCELLENCE IN WALES (EXEMPT UNDER PARAGRAPH 14)**

**Decisions:**

Having due regard to the Integrated Impact Screening Assessment:

1. The work undertaken to date by Welsh Government, Powys County Council and Neath Port Talbot County Borough Council in the development of the Global Centre of Rail Excellence be noted;
2. That the loan agreement between Welsh Government and Powys County Council to facilitate the development of the Global Centre of Rail Excellence be noted;
3. That the Chief Executive and Director of Environment and Regeneration continue dialogue with Welsh Government and Powys County Council on a revised Joint Venture Agreement for Phase 2 of the project with a report being brought back to Members in due course for approval to proceed.

**Reason for Decisions:**

To seek approval from Members to continue dialogue with Welsh Government and Powys County Council for a revised joint venture agreement with a report being brought back to Members in 2021 for approval to proceed with such a joint venture.

**Implementation of Decisions:**

The decisions will be for immediate implementation.

**CHAIRPERSON**



Cyngor Castell-nedd Port Talbot  
Neath Port Talbot Council

## **Cabinet**

12<sup>th</sup> May 2021

### **Report of the Head of Engineering & Transport**

David W. Griffiths

#### **Matter for Decision**

**Ward Affected:** All

#### **Proposed Future Funding Model for Community Transport**

#### **Purpose of the Report:**

1. To seek Members approval to amend the method of allocating the Bus Services Support Grant funding available to Community Transport organisations.

#### **Executive Summary:**

2. The Community Transport (CT) sector provides an essential service to communities who do not have or cannot access conventional transport. These schemes offer a variety of transport options for residents ranging from bus services and shopper services to community cars and shopmobility. Most of these are door to door services offering transport to supermarkets and Doctors surgeries.
3. The Council has and still supports transport schemes as they provide assistance to some of the most vulnerable residents and isolated communities in our Authority. Organisations providing community transport are dependent on grants as they operate on a not for profit basis. However, the Council is working with

various organisations to enable them to become more sustainable.

4. In the Neath Port Talbot area we have two community transport minibus schemes - Dulais Amman Neath Swansea Afan (DANSA) and Neath Port Talbot Community Transport (NPTCT). NPT also has a Shopmobility scheme with shops in the town centres where mobility scooters can be hired. The area has also recently seen the introduction of a number of community car schemes.
5. The Integrated Transport Unit (ITU) receive Bus Service Support Grant (BSSG) from Welsh Government via the South West Wales Region, this grant is used to subsidise bus services which are not commercially viable and to also support Community Transport organisations in the NPT area.
6. The Council receives £392k p.a. in BSSG, £312k of this supports local bus services which are not commercially viable. The remaining £80k is allocated to CT schemes in the NPT area. £72k of which is currently allocated to DANSA with the remaining balance provided for community car schemes. Previously the main beneficiary of the CT car scheme funding was NPTCT, however when the organisation ceased operating community cars the surplus funding was re-allocated mainly to DANSA who also operate a community cars scheme.
7. Recently there have been a number of community cars schemes developed in the NPT area, and the ITU has received letters requesting if any funding is available to help support their schemes. It is therefore proposed that to support these organisations, the limited funds available should be disaggregated on an equitable basis.
8. Transport for Wales (TfW) in their Llwybr Newydd, the Wales Transport Strategy 2021, prioritises an ambition to grow services that are an alternative to private car ownership such as car clubs. Community cars fall into this category. Currently schemes are exploring the use of E.V which will help with carbon reduction and improvements air quality.



## Background:

9. The BSSG is a W.G grant which provides support to commercial bus operators and CT with the running of their services. For commercial bus operators this takes the form of a reimbursement for any live kilometres the bus travels. Live kilometres is the distance the bus operates when it is in service and carrying passengers. CT operators are also eligible for this segment of the live kilometre support grant (LKSG).
10. Another part of the BSSG is allocated to local Authorities enabling them to support local bus services which are not commercially viable. This portion of the grant can also be used to support community bus organisations, community car schemes and shopmobility.
11. Historically DANSA being the largest CT operator and with the most services has received the largest proportion of this grant allocation with NPTCT also receiving funding for their community car scheme. Financial assistance from BSSG to shopmobility has only been possible when there has been a surplus in the regional budget.
12. CT organisations also have the opportunity to apply for various grants and funding pots that are available to them from other organisations.
13. Recently NPT has seen new community car schemes being developed in the locality. With the increasing number of schemes that are now operating in the area, officers reviewed the grant available and are of the opinion that a more appropriate apportionment of the budget should be introduced.
14. DANSA, Canolfan Mardy and Awel Aman Tawe have recently been successful in having grants approved by W.G to purchase electric vehicles (E.V) and associated infrastructure.
15. The last year has been difficult for all third sector organisations. Without financial support from the Council many organisation will struggle to survive in future years.
16. It is therefore proposed that going forward a more equitable way would be to allocate the BSSG would be for organisations to apply

annually for the grant (Appendix A). This method would ensure the funding could be apportioned according to community needs. If as occasionally happens the region has a funding surplus then invites could be requested from organisations for a share of the extra funding available.

17. Any organisation that is awarded BSSG funding will have to sign up to a grant agreement (Appendix B) and complete a six monthly monitoring form (Appendix C) which will enable officers to assess the progress of the scheme and how the grant has been utilised, this will also help with assessing the following year's applications.
18. The current amount of BSSG available for CT is capped at £80k. Funding will be distributed on the basis of total value of bids. It is not guaranteed that the full amount of grant applied for will be available to the applicant.

### **Financial Impacts:**

19. There will be no impact on the Council budget. The BSSG is a Welsh Government Grant which is in place to support bus services and community transport. If the grant was to be withdrawn then notice would be given to the grant recipients. As new organisations bid for funds this will impact on funding per scheme and organisation.

### **Integrated Impact Assessments:**

20. A first stage Impact Assessment has been undertaken to assist the Council in discharging its legislative duties (under the Equality Act 2010, the Welsh Language Standards (No.1) Regulations 2015, the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016.
21. The first stage assessment, attached at (Appendix D), has indicated that a more in-depth assessment is not required as the proposals will have a positive impact as more communities are likely to benefit from service delivery.
22. Many of the Community Transport schemes are exploring the use of Ultra Low Emission Vehicles. This will also have a positive impact on air quality. Some organisations are looking at the possibility of E.V car share schemes, which may assist with the reduction of personal car ownership within the scheme areas. As

funding becomes available more schemes will migrate to E.V cars. This will be beneficial to air quality in NPT

### **Valleys Communities Impacts:**

23. The schemes will have a positive impact on our valleys communities. Of the five community car schemes that operate in the NPT area four are located in our valley communities, Dulais, Swansea, and two in the Amman Valley. The Council are also working with the Community Transport Association to explore the possibilities of introducing a community car scheme in the Afan Valley.

### **Workforce Impacts:**

24. No Implications

### **Legal Impacts:**

25. An application of the kind identified in this report will ensure an equitable and transparent way of assessing eligibility and allocating funding, thereby ensuring the risk of challenge is minimised. The Grant Agreement will ensure that suitable arrangements are in place to ensure compliance with grant conditions.

### **Risk Management Impacts:**

26. There is a risk that going forward that the grants may be administered by the region. CT organisations will be notified if there is a change in the administration process.

### **Consultation:**

27. There is no requirement for external consultation on the item.

### **Recommendations:**

28. Having due regard to the Integrated Impact Assessment it is recommended that;
- (A) The BSSG funding be realigned to reflect the operational changes to Community Transport in the County Borough.
  - (B) That after assessment of applications for funding, the Head of Engineering and Transport is granted delegated authority in

consultation with the Cabinet Member for Streetscene and Engineering to allocate the BSSG to successful applicants.

- (C) Should additional funding become available in a financial year community transport organisations will be invited to apply for such monies.

### **Reasons for Proposed Decision:**

29. Community Transport is evolving, communities are setting up more car clubs to serve their local area's specific transport requirements. This could be operating a bus service or alternatively running residents to doctors, hospital appointments or in some cases with members of the scheme being able to hire vehicles on a self-drive basis, establishing a more sustainable local transport option and Shopmobility services.

### **Implementation of Decision:**

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

### **Appendices**

Appendix A: Application form  
Appendix B: Grant Agreement  
Appendix C: Monitoring form  
Appendix D: IIA

### **List of Background Papers**

None

### **Officer Contact**

Peter Jackson, Integrated Transport Manager, Engineering and Transport

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✉ [p.jackson@npt.gov.uk](mailto:p.jackson@npt.gov.uk)

Brendan Griffiths, Passenger Transport Manager

☎ 01639 686057

✉ [b.griffiths@npt.gov.uk](mailto:b.griffiths@npt.gov.uk)



Cyngor Castell-nedd Port Talbot  
Neath Port Talbot Council

**Neath Port Talbot County Council.**

**Community Transport Organisation - Annual application for BSSG  
funding.**

**Funding Application for Financial Year 2021-22**

Guidance note:

This application form is also available in Welsh.

This application form is to be used by Community Transport Organisations annually to apply for BSSG allocated funding from the Council.

In order to apply, the Community Transport Organisations must be based within the County of Neath Port Talbot or operate schemes within the County.

Additional evidence should be attached to this document if required, such as scheme particulars or costings etc.

Please return completed application form along with any accompanying attachments via email to: [passengertransport@npt.gov.uk](mailto:passengertransport@npt.gov.uk)

If you have any questions about the grant process or completing this application or if you need it in a different format (for example large print), please contact: [passengertransport@npt.gov.uk](mailto:passengertransport@npt.gov.uk)

For successful applicants, six monthly monitoring forms must be completed to provide evidence of spend and provide a progress report and objectives achieved.

1. Date of application:
2. Full legal Name and address off Community Transport scheme applying (as shown in your governing document):
3. Contact details of appropriate persons:

Name		Name	
Designation		Designation	
Tel Number		Tel Number	
Mobile Number		Mobile Number	

Email address		Email address	
Organisation website address:			

4. What type of organisation are you (please check or complete as appropriate)

Registered Charity (please provide Registration Number)	
Voluntary Organisation	<input type="checkbox"/>
Social Enterprise	<input type="checkbox"/>
Trust	<input type="checkbox"/>
Company Limited by Guarantee (please provide Company number)	
Other (please Specify)	

5. Please state the purpose of organisation (or constitution).

6. Please insert the amounts from your latest annual accounts and submit a copy of the latest annual accounts with the application form:

What was the date of your organisation's most recent annual accounts year end (dd/mm/yy):		
Income:	Expenditure:	Balance carry forward:
Restricted Reserves:	Unrestricted Designated Reserves:	Unrestricted General Reserves:

7. How much total funding is requested? (value)

8. Has any other grant funding been secured to assist with this specific request? If yes, provide an explanation of funding details e.g. amount, source etc.:

9. Please describe what the funding is to be used for, why it is important, who are the beneficiaries and why you believe this is the best way to meet the needs you have identified (max 800 words):

10. Please outline how the grant will be allocated to specific costs for example a project, cost of a capital purchase, individual items, staffing or support costs etc.:

11. Please identify here whether you have attached further supporting evidence for example, scheme particulars or financial spreadsheet and costings.

Yes further evidence attached.  or:

No further evidence attached.

12. Authorisation:

Following the UK’s exit from the European Union, the EU State Aid rules will no longer apply to subsidies granted in the UK at the end of the transition period. However, the UK still has several international obligations in relation to subsidies, and the UK intends to publish a consultation on the design of a bespoke subsidy control system for the UK. It therefore remains the case that where financial support is provided that subsidy control issues should be considered, and therefore it is for the applicant to consider whether they meet the required criteria before applying for this funding.

If the organisation fails to fulfil its commitments this may result in the organisation returning the grant value in full.

If priorities change during the year, the organisation will need to have the agreement from the Integrated Transport Unit to repurpose and re-allocate the funding in line with the new priorities.

I certify that, to the best of my knowledge, the details given in this form are correct and agree to the terms of the service level agreement:

Signed:	
Print:	
On behalf of organisation:	

Please return completed application form along with any accompanying attachments via email to: [passengertransport@npt.gov.uk](mailto:passengertransport@npt.gov.uk)

Note: The Council may request further information/ clarification to support the application.

Neath Port Talbot County Borough Council have a Data Protection regime in place to oversee the effective and secure processing of your personal data: in accordance with the requirements of the General Data Protection Regulation 2016 (GDPR) and the Data Protection Act 2018 (DPA).

In providing your personal information to the Council (including any personal information provided to us through the service applications in this website ([www.npt.gov.uk](http://www.npt.gov.uk)) you acknowledge that Neath Port Talbot County Borough Council (the Council) is the data controller for personal information provided to us.

Information may also be shared with Welsh Government and Transport for Wales.

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**For Council Office use only.**

a. Date Received:

b. Scoring Criteria in the range 1 to 5. 1 = Very Poor, 2 = Poor, 3 = Good, 4 = Very good and 5 = Excellent.

Criteria	Score 1 to 5
Does the application meet the criteria for accessible Community Transport?	
Does the application offer value for money?	
Does the application demonstrate innovation or ongoing improvement?	
Does the application evidence accurate costings?	
Will the requested funding allow for the proposal to be fully implemented and if not, demonstrate how are the extra costs going to be met?	
Total score	

c. Officer Recommendation and explanation:

Approve total funding  Approve part funding  Decline application

Reason for decision:

d. Officer Name and Designation:

e. Officer Signature and date:

f. Head of Service Signature and date:

g. Cabinet Member Signature and date:





Cyngor Castell-nedd Port Talbot  
Neath Port Talbot Council

## **Grant Agreement**

**Between**

**(Name of Organisation)  
And**

**Neath Port Talbot County Borough Council (NPTCBC)**

### **1. Parties to the Agreement**

1.1 This is an agreement between Neath Port Talbot County Borough Council, hereafter referred to as NPTCBC, and (Name of Organisation), hereafter referred to as (Name of Organisation).

### **2. Object of the Agreement**

2.1 To formalise matters relating to the provision of the services as set out in the schedule of this agreement.

### **3. Period of the Agreement**

3.1 The agreement shall begin on 01 April 2021 and continue until 31 March 2022 unless terminated earlier as set out in clause 10.

3.2 This agreement will be reviewed annually, and is subject to BSSG's annual allocation to NPTCBC.

### **4. (Name of Organisation)'s Obligations**

4.1 (Name of Organisation) will provide services specified in the schedule in accordance with the terms of this agreement.

4.2 (Name of Organisation) will also be required to provide the following as a condition of the agreement.

4.2.1 Cash flow projections annually for the forthcoming year and up to date management accounts for the current accounting year.

4.2.2 Copies of Audited Annual Accounts, when approved.

4.3 In providing the above financial information, the following is agreed.

4.3.1 If (Name of Organisation) gains a surplus of income over expenditure at the end of the year, NPTCBC will not seek repayment of any part of the funding under this agreement.

4.3.2 (Name of Organisation) will raise funds to maintain a level of reserves appropriate to meet its financial and contractual responsibilities.

4.3.3 (Name of Organisation) is not excluded from applying for specific project funding from other NPTCBC grant programmes.

4.4 In order to maintain a level of quality and ensure that (Name of Organisation) is delivering on a legal basis, and meeting the aims of the Future Generations Act and the Council's well-being objectives. (Name of Organisation) is required to hold current versions of the following policies, which are available on request by NPTCBC or any member of the public.

- Equal Opportunities Policy
- Health and Safety Policy
- Appropriate insurance, public liability and indemnity policies.
- Complaints Policy and Procedures.
- GDPR Policy and Procedures
- Welsh Language Policy
- Safeguarding Policy and Procedures

4.5 (Name of Organisation) must indemnify NPTCBC against any liabilities, claims, proceedings, demands, losses, costs and expenses suffered or incurred by NPTCBC directly arising as a result of or in connection with any failure by (Name of Organisation) to perform fully or in part any obligation (Name of Organisation) may have to a third party.

## **5. Service Requirements**

5.1 (Name of Organisation) will regularly monitor the services in order to demonstrate the level of service provided and the quality that has been achieved.

## **6. NPTCBC Obligations**

6.1 Payments will be made per financial year to (Name of Organisation). Subject to receipt of BSSG funding from Welsh Government. This will be paid out in 4 quarterly payments (mid quarter). This payment is made in good faith and if the mechanism for funding changes in the future NPTCBC will re-coup any payments already made in advance.

6.2 This figure will be reviewed at the beginning of each financial year and will be subject to confirmation of Bus Service Support Grant (BSSG) funding by the Welsh Government and NPTCBC's annual budget setting process.

6.3 NPTCBC is required to inform (Name of Organisation) how this financial support is provided in line with the European Community's State Aid regulations. This is outlined in the schedule to this agreement.

6.4 NPTCBC will endeavour to support (Name of Organisation) in its development and assist with funding applications.

## **7. Review**

7.1 (Name of Organisation) will complete a 6 monthly monitoring form to monitor the delivery and development of the service as set out in the schedule to this agreement.

7.2 The delivery of the service will be monitored on the basis of agreed outputs as set out in the schedule to this agreement.

7.3 In the event of (Name of Organisation) failing to deliver the minimum level of target outputs specified, without good reason, NPTCBC at their sole discretion, after discussion with (Name of Organisation), may withhold further payments. Withholding of payments can be subject to appeal by (Name of Organisation) and subject to a right to arbitration.

- 7.4 A review meeting will be held towards the end of the financial year to review progress and future applications.
- 7.5 Special review meetings may be called by either party from time to time.
- 7.6 NPTCBC is able to attend any meetings of the Board of (Name of Organisation) at any time and carry out any other assessments or monitoring deemed appropriate by NPTCBC.

## **8. Amending the Agreement**

- 8.1 This agreement may not be altered or amended except by written agreement of both parties following one month's written notice.

## **9. Resolution of Disputes**

- 9.1 The parties will use their best endeavour to resolve by agreement any dispute between them with respect to any matter relating to this agreement.
- 9.2 Without prejudice to the provisions of Clause 9.1, if either party considers that the other has failed to comply with the terms of the agreement then the following will happen:
- a) The matter shall be discussed at a meeting between nominated representatives within 14 working days, or such other time as may be mutually agreed.
  - b) If not resolved, then both parties may agree to refer the matter to an individual or bodies agreeable to both parties for mediation.
- 9.3 If the matter cannot be satisfactorily resolved through mediation at 9.2 above, it may be referred by either party to an independent arbitrator agreed by (Name of Organisation) and NPTCBC or failing agreement nominated by the Director of CTA in accordance with The Arbitration Act 1996. The decision of the independent arbitrator shall be regarded as binding by both parties. The costs of Arbitration shall be paid by whichever party the independent arbitrator decides should be liable and if there is no such decision, then both parties shall equally contribute and be liable for the costs.

## **10. Termination**

10.1 Either party may terminate this agreement by not less than 3 months' prior written notice. Termination will only occur as a matter of last resort if disputes have not been resolved under section 9 of this agreement.

10.2 Either party may terminate this agreement with immediate effect in the event of a fundamental breach of any of its terms by the other party. Such termination shall not affect any rights which the party terminating the agreement may have against the other party in consequence of the breach.

10.3 The following may result in immediate termination of this agreement.

- (Name of Organisation) becomes bankrupt/insolvent/enters into administration or no longer has sufficient funds to provide the service specified in this agreement.
- (Name of Organisation) engages in or permits improper or fraudulent accounting methods.
- (Name of Organisation) is found to have committed a criminal offence.
- Neath Port Talbot Council fails to secure grant funding.
- (Name of Organisation) can no longer provide services as required in this agreement.

10.4 If this agreement is terminated in accordance with its terms at any time prior to the expiry date given in Clause 3, NPTCBC shall only be liable under Clause 6 to pay to (Name of Organisation) any payments due to the date of termination. However, NPTCBC will endeavour if required to assist with costs associated with termination if termination has occurred due to the fault of NPTCBC as determined under clause 9.3 of this agreement. In the event that NPTCBC has made a payment in advance in respect of any period beyond the date of termination the amount of any such overpayment calculated proportionally on a daily basis shall be repaid to NPTCBC within 28 days of the date of termination.

## **11. Other Matters**

- 11.1 Other matters, not included in this agreement, may be added, or items therein included be deleted from time to time in accordance with Clause 8.1 by means of a Schedule to be attached to this agreement. Any Schedule so attached shall be signed on behalf of and be binding on both parties.
- 11.2 Any notice to be given to NPTCBC in accordance with this agreement shall be addressed to the Head of Engineering and Transport, The Quays, Brunel Way, Baglan Energy Park, Neath, SA11 2GG. Any notice to be given to (Name of Organisation) in accordance with this agreement shall be addressed to the Chair of (Name of Organisation), (Address of CT ORGANISATION)




3. Forward planning:

Please explain if you are on course to meet your outcomes.

4. Additional Information:

Please provide any additional information that you consider relevant.

5. Authorisation:

I certify that, to the best of my knowledge, the details given in this form are correct:

Signed:	
On behalf of:	
Position in Organisation:	
Date:	



## **THE SCHEDULE: THE SERVICES TO BE PROVIDED**

### **1. Type of Service**

(Name of Organisation) will provide accessible community based transport services in the County of Neath and Port Talbot. These will include group hire, community car and flexibly routed bus services and mobility scooter hire. (Name of Organisation) will engage in the ongoing development of innovative services for eligible persons in the NPTCC area.

### **2. Targets**

(Name of Organisation) will be required to meet targets as agreed and set out in the monitoring form attached. Targets will be agreed between both parties at the beginning of each financial year. There is an expectation that services will evolve to meet changing needs to people in the area of Neath Port Talbot.

### **4. Cost of Service**

In accordance with (Name of Organisation)'s constitution surplus income generated is re-invested into the organisation.

### **5. Following the UK's exit from the European Union, the EU State Aid rules will no longer apply to subsidies granted in the UK at the end of the transition period. However, the UK still has several international obligations in relation to subsidies, and the UK intends to publish a consultation on the design of a bespoke subsidy control system for the UK. It therefore remains the case that where financial support is provided that subsidy control issues should be considered, and therefore it is for the applicant to consider whether they meet the required criteria before applying for this funding.**

(Name of Organisation) shall regularly monitor income from public funding to ensure that they do not contravene any State Aid Regulations.

(Name of Organisation) is also required to notify NPTCBC if they are in receipt of any public funding for the provision of any services of their organisation which shall include the source of such funding and any amount.

(Name of Organisation) shall ensure that they shall carefully cost all work that is public funded and that ensure that, if they are in receipt of public grant funding, this does not cross subsidise other activities.

**Signed on behalf of NPTCBC**

**Name:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Designation:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Signed on behalf of (Name of Organisation)**

**Name:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Designation:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Integrated Impact Assessment (IIA)**

This Integrated Impact Assessment considers the duties and requirements of the following legislation in order to inform and ensure effective decision making and compliance:

- Equality Act 2010
- Welsh Language Standards (No.1) Regulations 2015
- Well-being of Future Generations (Wales) Act 2015
- Environment (Wales) Act 2016

**Version Control**

<b>Version</b>	<b>Author</b>	<b>Job title</b>	<b>Date</b>
Version 1	Peter Jackson	Integrated Transport Manager	12.04.2021

**1. Details of the initiative**

	<b>Title of the Initiative:</b> Community Transport Funding to the Third Sector
<b>1a</b>	<b>Service Area:</b> Integrated Transport Unit
<b>1b</b>	<b>Directorate:</b> Environment and Regeneration
<b>1c</b>	<b>Summary of the initiative:</b> To amend the method of allocating the Bus Services Support Grant funding available to Community Transport organisations.
<b>1d</b>	<b>Is this a ‘strategic decision’</b> Operational Decision
<b>1e</b>	<b>Who will be directly affected by this initiative?</b> Community Transport Operators
<b>1f</b>	<b>When and how were people consulted?</b> There is no need for consultation on this item. However, we have had engagement with Community Transport Groups.
<b>1g</b>	<b>What were the outcomes of the consultation?</b> Letters have been received for financial support if funding would be made available.

## 2. Evidence

### What evidence was used in assessing the initiative?

Recently there have been a number of community cars schemes developed in the NPT area, and the ITU has received letters requesting if any funding is available to help support their schemes. It is therefore proposed that to support these organisations, the limited funds available should be disaggregated on an equitable basis.

## 3. Equalities

a) How does the initiative impact on people who share a **protected characteristic**?

Protected Characteristic	+	-	+/-	Why will it have this impact?
Age	X			The funding will help support Community Transport schemes which serve as a vital transport provision to the elderly who cannot access conventional transport. Rearranging the funding allocation to various schemes will enable more CT organisations to serve more of the vulnerable residents in remote areas of NPT.
Disability	X			The funding will help support Community Transport schemes which serve as a vital transport provision to residents with mobility issues who cannot access conventional transport. Rearranging the funding allocation to various schemes will enable more CT organisations to serve more of the vulnerable residents in remote areas of NPT.
Gender reassignment			X	There will be no impacts on this protected characteristic
Marriage & civil partnership			X	There will be no impacts on this protected characteristic
Pregnancy and maternity			X	There will be no impacts on this protected characteristic
Race			X	There will be no impacts on this protected characteristic
Religion or belief			X	There will be no impacts on this protected characteristic

Sex			X	There will be no impacts on this protected characteristic
Sexual orientation			X	There will be no impacts on this protected characteristic

**What action will be taken to improve positive or mitigate negative impacts?**

There are no negative impacts with this proposal.

b) How will the initiative assist or inhibit the ability to meet the **Public Sector Equality Duty**?

<b>Public Sector Equality Duty (PSED)</b>	<b>+</b>	<b>-</b>	<b>+/-</b>	<b>Why will it have this impact?</b>
To eliminate discrimination, harassment and victimisation	X			Realigning the funding will help develop Community Transport schemes which is an enabler for various groups of residents with protected characteristic and goes some way to eliminate transport poverty.
To advance equality of opportunity between different groups	X			The grant to CT schemes will ensure no group will be discriminated against and promote the use of their schemes to all residents.
To foster good relations between different groups	X			Community Transport is an enabler for various groups of residents with protected characteristic the funding will help support the schemes moving forward.

**What action will be taken to improve positive or mitigate negative impacts?**

The Council will work with CT schemes to ensure access to their organisation is equitable for all and Grant Agreement ensures CT schemes adhere to guidance.

**4. Socio Economic Duty**

<b>Impact</b>	<b>Details of the impact/advantage/disadvantage</b>
Positive/Advantage	
Negative/Disadvantage	
Neutral	

**What action will be taken to reduce inequality of outcome**

--

## 5. Community Cohesion/Social Exclusion/Poverty

	+	-	+/-	Why will it have this impact?
Community Cohesion	X			Everybody has an equal chance to join the schemes and will receive equal use of services. By supporting more CT schemes this should encourage growth in the sector.
Social Exclusion	X			These schemes will help improve opportunities to those residents who need to access health, work and social amenities in transport deprived areas.
Poverty	X			Community Transport helps with address transport poverty in our rural communities and some of our urban areas.

### What action will be taken to improve positive or mitigate negative impacts?

The Council will continue to help, support and advise the schemes.

## 6. Welsh

	+	-	+/-	Why will it have this effect?
What effect does the initiative have on: people's opportunities to use the Welsh language	X			If the applicant is successful the Grant Agreement states they must have a Welsh Language in place.
- treating the Welsh and				

English languages equally			
---------------------------	--	--	--

<b>What action will be taken to improve positive or mitigate negative impacts?</b>
If the applicant is successful the GRANT AGREEMENT states they must have a Welsh Language policy in place.

### 7. Biodiversity

How will the initiative assist or inhibit the ability to meet the **Biodiversity Duty**?

<b>Biodiversity Duty</b>	+	-	+/-	<b>Why will it have this impact?</b>
To maintain and enhance biodiversity			X	There is no impact and there are no pathways for biodiversity to be maintained/enhanced within the funding criteria.
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment, such as air quality, flood alleviation, etc.	X			Many of the Community Transport schemes are exploring the use of Ultra Low Emission Vehicles. This will have a positive impact on air quality. Some organisations are looking at the possibility of E.V car share schemes, which may assist with the reduction of personal car ownership within the scheme areas. The grant will help the organisations with their ambitions to develop a more sustainable transport model.



**What action will be taken to improve positive or mitigate negative impacts?**

As funding becomes available more schemes will migrate to E.V cars. This will be beneficial to air quality in NPT.

**8. Well-being of Future Generations**

How have the five ways of working been applied in the development of the initiative?

Ways of Working	Details
i. <b>Long term</b> – looking at least 10 years (and up to 25 years) ahead	Transport is changing. Funding for local communities with their community transport schemes will assist with the transport poverty many of our communities are seeing. Bus companies are reducing or withdrawing services from rural and some urban areas where they feel patronage does not warrant a service. CT schemes will fill the gaps left by the withdrawal of these services.
ii. <b>Prevention</b> – preventing problems occurring or getting worse	By supporting the CT schemes we are building for the future. Over the coming years transport will be changing and supporting the CT sector will ensure there is a base to work from.
iii. <b>Collaboration</b> – working with other services internal or external	Officers work closely with the third sector to help develop CT schemes and will continue to do so going forward. Officers have discussed the new funding process with Community Transport Association Wales.

iv. <b>Involvement</b> – involving people, ensuring they reflect the diversity of the population	The proposal is an administrative process and has not been discussed with the wider community.
v. <b>Integration</b> – making connections to maximise contribution to:	The proposal is an administrative process and has not been discussed with the wider community.
<b>Council’s well-being objectives</b>	Prior to funding being awarded. The successful organisations must sign a Grant Agreement with the Council which ensures they are working towards the Councils wellbeing objectives.
<b>Other public bodies objectives</b>	Prior to the funding being awarded the organisation will have to sign a Grant Agreement with the Council ensuring they will work toward the goals of the Future Generation Act 2015.

### 9. Monitoring Arrangements

Provide information on the monitoring arrangements to:

Monitor the impact of the initiative on Equalities, Community Cohesion, the Welsh Measure, Biodiversity Duty and the Wellbeing Objectives.

The successful applicants will have to sign a Grant Agreement with the Council and agree to six monthly monitoring arrangements. The organisations will have to evidence the outcomes the funding has helped deliver.

## 10. Assessment Conclusions

Please provide details of the conclusions reached in relation to each element of the assessment:

	<b>Conclusion</b>
<b>Equalities</b>	Funding the third sector Community Transport schemes will have a positive impact on our communities.
<b>Socio Economic Disadvantage</b>	
<b>Community Cohesion/ Social Exclusion/Poverty</b>	Funding the third sector Community Transport schemes will have a positive impact on our communities.
<b>Welsh</b>	Funding the third sector Community Transport schemes will have a positive impact on our communities.
<b>Biodiversity</b>	
<b>Well-being of Future Generations</b>	Funding the third sector Community Transport schemes will have a positive impact on our communities.

### Overall Conclusion

Please indicate the conclusion reached:

- **Continue** - as planned as no problems and all opportunities have been maximised x
- **Make adjustments** - as potential problems/missed opportunities/negative impacts have been identified along with mitigating actions
- **Justification** - for continuing with the initiative even though there is a potential for negative impacts or missed opportunities
- **STOP** - redraft the initiative as actual or potential unlawful discrimination has been identified

Please provide details of the overall conclusion reached in relation to the initiative

A more equitable funding method will allow Community Transport schemes to apply annually. This method will allow the Council to base its awards on the merits of the applications and the service that can be delivered for the funding applied for.

### 11. Actions

What actions are required in relation to obtaining further data/information, to reduce or remove negative impacts or improve positive impacts?

Action	Who will be responsible for seeing it is done?	When will it be done by?	How will we know we have achieved our objective?
Applicants for funding will have to complete an application form.	Passenger Transport Officers	Following closing date	Assessment of monitoring form along with evidence provided.
Successful applicants will have to sign a GRANT AGREEMENT with the Council.	Passenger Transport Officers	On notification	Assessment of monitoring form along with evidence provided.
Six monthly monitoring forms will need to be completed by the successful applicant.	Passenger Transport Officers	September and March of the year the grant is for	Assessment of monitoring form along with evidence provided.

### 12. Sign off

	Name	Position	Signature	Date
Completed by	Peter Jackson	ITU Manager	Peter Jackson	12.04.21
Signed off by	D.W Griffiths	Head of Service	David W Griffiths	12.04.21



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## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Cabinet

12 May 2021

### Report of the Corporate Directors Group

#### Matter for Decision

**Wards Affected:** All Wards

#### Corporate Plan 2021-2023

#### Purpose of Report

1. To present an updated Corporate Plan for the period 2021-2023 for consideration and approval prior to the Plan being adopted by Council on 26<sup>th</sup> May 2021.

#### Executive Summary

2. The Council's draft Corporate Plan for 2020-2023 was due to be presented to Council for approval in April 2020. However, the onset of the Covid-19 Pandemic meant that it was not practical to publish a refreshed detailed Corporate Plan so the well-being objectives and priorities for improvement set out in the 2019-2022 Plan were rolled over into 2020-2021. A summary of the progress made on delivering those improvement priorities will be set out in the Council's Annual Report for 2020-2021 which will be published in the autumn 2021.
3. During 2020-2021, a review of the priorities for improvement contained in the draft Corporate Plan for 2020-2023 has been undertaken and those that remain relevant along with any new priorities for improvement that have been identified for delivery have been carried over into this Plan for the period 2021-2023. The three well-being objectives remain unchanged but will be reviewed as part

of the preparation of the Council's Corporate Recovery Plan. This work will include a fundamental review of the Council's vision, values and priorities, ways of working, patterns of investment, reflecting on the impact of Covid-19 on the Council's own operations but also on our communities across Neath Port Talbot.

4. The Plan outlines our initial thinking on how we will undertake the above work.
5. The Plan has been updated to ensure the Council meets the statutory requirements contained within the Well-being of Future Generations (Wales) Act 2015.

## **Background**

6. The Well-being of Future Generations (Wales) Act 2015 requires the Council to set well-being objectives which seek to maximise the Council's contribution to the national well-being goals, whilst also embracing the sustainable development principle.
7. The Council is required to consider whether the current well-being objectives remain relevant or whether changes to those well-being objectives should be considered, when preparing its annual report (last prepared - October 2021). Given that the well-being objectives were agreed in September 2017 and the work that is planned to develop the Council's Corporate Recovery Plan it was not considered necessary to make any changes at that time.
8. The process to update the Plan has involved Senior Management Teams from across the Council, who have considered a number of factors when updating their sections of the Plan and the key performance indicators. These factors include the following:
  - the on-going pandemic and the demand on services and functions;
  - ensuring the Plan reflects the political priorities of the current Administration;
  - latest performance data of services and functions;
  - the budget recently approved by Council and the likely budget outlook; and
  - changes in the Council's external environment;



### **Key Performance Indicators**

9. As part of the annual review of the Plan, a small number of key performance indicators have changed. Some of the targets have been revised for 2021-2022 and 2022-2023 to reflect realistic expectations following impact of Covid-19. However, some of the performance data will not be available until after the Plan has been published. Once this data becomes available the Plan will be updated accordingly.

### **Well-being Statement**

10. There is no change to the Well-being Statement that appears in this updated Plan compared with that approved by Council in 2019.

### **Monitoring and Review**

11. The Corporate Plan provides a corporate framework that will be implemented through the business planning and performance management system (CPMS). On an annual basis, Council will formally report on the progress made in implementing the Plan and the extent to which the objectives are being met

### **Financial Appraisal**

12. In putting this Plan together, account has been taken of any budget savings/financial impacts, as part of the Council's budget setting and planning process for 2021-2022. These have been incorporated into revenue and capital budgets for the financial year.

### **Integrated Impact Assessment**

13. A first stage impact assessment has been undertaken to assist the Council in discharging its legislative duties (under the Equality Act 2010, the Welsh Language Standards (No.1) Regulations 2015, the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016. The first stage impact assessment has indicated that a more in-depth assessment was required.

An overview of the Integrated Impact Assessment has been included below in summary form only and it is essential that Members read

the Integrated Impact Assessment, which is attached to the report at Appendix 2, for the purposes of the meeting.

*In terms of addressing inequality and socio-economic disadvantage the Plan will have a positive impact on the overall well-being of residents via the continued work to advance equality of opportunity whilst eliminating discrimination and harassment. The Plan will also have a positive impact on the biodiversity of the area as key improvement priorities relate to the promotion of sustainable economic growth and the conservation and enhancement of the natural environment. With regard to the Welsh language, as a result of our continued work to improve Welsh education and learning provision, there will be a positive impact on opportunities to use the Welsh language.*

### **Valleys Communities Impact**

14. The Plan contains initiatives to support valley communities across the county borough.

### **Workforce Impact**

15. Audit Wales are supporting the Council to learn workforce planning lessons from the Covid-19 pandemic, and to strengthen workforce planning arrangements as we move into recovery and deliver the work outlined in the Plan.

### **Legal Impact**

16. The publication of this Plan will meet the requirements of the Well-being of Future Generations (Wales) Act 2015 by setting out our well-being objectives and the steps we will take to achieve them and how we will measure progress. Our well-being objectives show how the Council contributes to the social, economic, cultural and environmental well-being of Neath Port Talbot and to the seven national well-being goals contained within the Well-being of Future Generations (Wales) Act 2015.

## **Risk Management**

17. The Council's Corporate Risk Register will be updated with any risks associated with the delivery of the work outlined in the Plan.

## **Consultation**

18. There is no requirement under the Well-being of Future Generations (Wales) Act 2015 to consult on this updated Plan as no changes have been made to the well-being objectives.

## **Recommendations**

19. Having had due regard to the Integrated Impact Assessment it is recommended that:
  - i. Cabinet approve the updated Corporate Plan for the period 2021-2023.
  - ii. The Head of Human & Organisational Development be authorised to add the additional performance data to the report when available.
  - iii. The Head of Human & Organisational Development is given delegated authority in consultation with the Leader, Deputy Leader and Chief Executive to make any further changes that are necessary prior to final publication and which do not materially change the content of the Plan.
  - iv. Members refer this Plan to Council for formal adoption at its meeting on the 26<sup>th</sup> May 2021.

## **Reason for Proposed Decision**

20. 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 as they relate to council corporate planning activities.

## **21. Implementation of Decision**

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

## **Appendices**

- 22. Appendix 1 – Corporate Plan 2021-2023
- 23. Appendix 2 – Integrated Impact Assessment

## **List of Background Papers**

- 24. Wellbeing of Future Generations (Wales) Act 2015
- 25. Shared Purpose: Shared Future, Statutory Guidance on the Well-being of Future Generations (Wales) Act 2015, SPSF:1, SPSF2; SPSF3
- 26. Corporate Plan 2019-2022

## **Officer Reporting:**

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**DRAFT**

**NPT Council**

**Corporate Plan 2021-2023**

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## Foreword – Leader

The Council is operating at a time of unprecedented uncertainty. During 2020/2021 we have faced two of the toughest challenges we could have imagined.

In March 2020, the Council moved into emergency response mode to deal with the impact of the Coronavirus pandemic. I am immensely proud of the way in which the Council’s workforce and our communities adapted to the severe restrictions placed on us all. The efforts across the county borough to sustain critical services and to support those most at risk have been extraordinary.

During this challenging time, the Council kept working, not only in dealing with the pandemic and its effects, but in pressing ahead with major projects like the redevelopment of Neath Town Centre which will be crucially important to us post-Covid. You will find more information on those projects we progressed in this Plan.

In January 2021, the Council again moved into emergency response mode alongside other civil contingencies partners to deal with the impact of the “blow out” at Goshen Park Skewen which caused extensive flooding in the surrounding area. The partnership response ensured the safeguarding of residents affected and I again wish to thank all those that worked tirelessly to deal with this awful event.

For 2021/2022, the key priority for this Council is to lead NPT out of the pandemic by building NPT back better.

This work will be supported by the delivery of a number of other key priorities which include the opening of a new £29.3m comprehensive school in Cimla to replace Cefn Saeson Comprehensive; the self-powering Technology Centre being built at the Baglan Bay Energy Park to boost green jobs and investment; and the Global Centre of Rail Excellence (GCRE) proposed project at the Nant Helen surface mine and Onllwyn coal washery at the head of the Dulais and Tawe Valleys.

The future remains uncertain. At the time of writing, we await the next steps in lifting restrictions. However, in moving the Council forward and delivering on our current priorities, we will ensure we reflect carefully on the learning we have collectively undertaken since March 2020 and use that learning to inform the way in which we move forward, leading Neath Port Talbot out of the pandemic.

**Edward Latham**  
**Leader of Council**



## **Foreword – Chief Executive**

This Plan, outlines our initial thinking on how we will lead Neath Port Talbot out of the pandemic.

Over the next twelve months we will need to maintain our ability to respond to the circulation of Coronavirus within our communities; support services, local businesses and our communities to adapt as the Government eases restrictions on daily life; whilst also ensuring that we use the lessons we have learned over the last twelve months to shape the future of the Council.

It will be important that we engage as widely as possible as we reflect on how things have changed as a result of the pandemic so that as many people as possible have a chance to identify what matters most to them. I look forward to this as it is only by working together that we will improve life for our citizens.

**Karen Jones**  
**Chief Executive**

## Looking back – 2020/2021

In the middle of March 2020, the Council mobilised an emergency response to the developing Covid-19 national emergency situation. There have been two significant waves where infection rates across the county borough have reached very high levels. There has been immense effort to ensure the Council responded in step with the policy decisions taken by the Welsh Government and the UK Government. At all times our approach has been to work with and in support of government policy, striving to protect and support our communities.

Key actions taken during the response phase of the emergency included:

- A 7 day/week enhanced communications service to ensure that public health messages were continuously promoted across all channels owned/commissioned by the Council; and accurate and timely information was provided about changes to service delivery, including the establishment of new services to support vulnerable people;
- The closing down of some Council services to assist in reducing the spread of the disease as well as focusing our regulatory services on ensuring compliance with new legislation and guidance by local businesses; other organisations; and local people;
- Changing some services so that critical services could operate safely over the period. For example: supporting continuity of learning using remote technologies to connect learners with their teachers; innovating across safeguarding services to fulfil our statutory safeguarding responsibilities using digital platforms and also employing creative approaches to outreach work; supporting care providers to minimise the risks involved in providing personal care across community and residential settings; re-prioritising and adapting street-scene services to keep vital refuse and recycling services operational; and re-shaping services at crematoria and burial grounds in line with governmental advice;

- We also established new service responses to discharge duties placed on us by Government. Childcare provision was delivered through a network of school-based hubs, ensuring the most vulnerable learners and the children of those working in essential roles have been well supported over the period. New on-line services were set up to support the administration of financial assistance to businesses and community groups. The Council undertook the project management of the construction of the Llandarcy Field Hospital, completing the build within four weeks; Children entitled to free school meals have also been supported throughout the period, initially through the “grab bag” scheme and then more latterly by payments into the bank account of eligible parents; and
- The new NPT Safe and Well Service was set up to support people told to shield themselves from the virus (and other vulnerable people) with daily living tasks. Over 2,500 residents have used the service and over 600 people have registered to volunteer; The Council encouraged and supported the fantastic community action we saw across the county borough, helping to connect local businesses with other businesses and local communities, working with local third sector organisations and housing associations, respecting what each agency and communities could contribute at this extraordinary time.
- In summer 2020, working with the Swansea Bay University Health Board and the City and County of Swansea Council we established Test, Trace, Protect. This service is now an integral part of our health protection system, helping to identify how the disease is behaving within our community and to establish measures to contain and reduce infection rates.
- As vaccinations became licensed, we worked with the Swansea Bay University Health Board to facilitate the vaccination of our local residents. Margam Orangery was re-purposed for use as a Mass Vaccination Centre and we refurbished a mobile library so that it could be used as an ambulance, taking vaccines out to very vulnerable groups and people living in more remote communities.

This would not have been achieved but for the exceptional commitment from the Council’s workforce and the strong partnership between the Council and the trade unions.

Internal support functions adapted to enable these changes. Some examples of the work completed includes:

- The refocusing of the Council's Human Resources Service to support the workforce as many were required to work from home using new remote technologies; providing employees with advice and reassurance if their ability to work was affected by their own health conditions, caring responsibilities or because their work had significantly changed or had temporarily been suspended. All of those unable to work were invited to consider redeployment. Several hundred of the Council's workforce voluntarily agreed to temporary redeployment into other roles – this has included secondment to the communications team, refuse and recycling, customer services, NPT Safe and Well, Test Trace and Protect;
- Health and safety was a top priority over the period. Risk assessments, identifying the range of protective measures put in place to protect staff and service users, such as: PPE; workplace redesign to ensure social distancing; and use of other equipment such as in-cab screens has required an immense effort, especially in the early stages of the outbreak when global supply chains were under immense pressure and Government guidance was changing very rapidly as scientific evidence developed;
- Alongside health and safety physical control measures, there was an early focus on supporting the emotional wellbeing of employees. A wide range of new on-line wellbeing resources were established and promoted to the workforce and telephone helplines for all staff and pupils were also been put in place, connecting those needing help to the Occupational Health Service or the Education Wellbeing Service ;
- The nature of the Coronavirus meant that people should avoid face to face contact wherever possible and avoid touching things that other people may have touched. The work done in recent years to develop the Council's digital capability has been a key asset during the outbreak. For example, staff using remote technology increased from an average of 50 per day to over 2000 per day over the first four weeks of the outbreak as many were required to work from home using Microsoft Teams to connect with other work colleagues. New software services created through collaboration between business rates, economic development and digital services staff created on-line services to enable rapid payment of government grants to over 2,000 businesses - the value of payments made to date exceeding £40 million. Similarly, collaboration between finance, education and digital services teams have enabled payment of funds to over 5,000 parents of pupils entitled to free school meals and the data sciences skills within digital services

enabled lists of people advised to shield to be matched with other data to support the development of systems needed by the NPT Safe and Well Service. More latterly, focus has also turned to those who are digitally excluded. Over 1,200+ devices have been issued to pupils who have no suitable device or wifi connection at home which will ensure no learner is excluded from learning because of technology limitations in their household.

- As the pattern and nature of work has shifted over the period, learning and development activities have adapted too. **e-learning** has massively expanded with many people unable to perform their normal duties taking the opportunity to update their skills include, for example, Welsh language and safeguarding training. Where there has been a need for face to face training adaptations have been made to ensure social distancing.

# Our NPT Safe & Well Service Supported 2,600+ People:

**698**  
Volunteers registered



**400+**  
Weekly prescriptions delivered



**2000 +**  
Welfare calls made to those shielding



**450+**  
Food parcels delivered weekly



**470**  
Jobs created/safeguard as a result of financial support



**£41.3M**  
Covid Grants paid out to local businesses



**1,200+**  
Laptops given to digitally excluded pupils



**51**  
Business expansion and investment enquiries supported



**226**  
Households prevented from becoming homeless



**19**  
Consumer fraud investigations carried out



**199**  
New business start-up enquiries assisted



**5,500+**  
Children supported with free school meal payments amounting to over £107,000



In addition to the above, whilst responding to the pandemic, we also delivered a number of projects to support the delivery of our vision and three well-being objectives:

- **Regeneration** – in November 2020 building work started on the Neath Town Centre Redevelopment Scheme. The project will deliver a major leisure, wellbeing, shopping and learning zone for Neath's town centre featuring a swimming pool, gym, health suite, retail floor-space and a modern library.
- **School improvements** - construction work continued on the Council's planned replacement for the ageing Cefn Saeson Comprehensive School in Cimla, Neath. The project will complete before its due date.
- **Bridge repairs** – a vital link between the villages of Blaengwrach, Cwmgwrach and Glynneath was restored when the Blaengwrach River Bridge was replaced in November 2020.
- **Coastal Defence** - the multi-million pound coastal defence work project on the Aberavon Seafront was completed ensuring the popular attraction will be in place for generations to come despite constant battering from the tides. Structural concrete repairs were carried out on the existing sea walls, toe protection (repairs to the lower part of the sea wall involving 30,000 tonnes of rock armour) and improved access including a new slipway at the promenade's western end were all part of the scheme.
- **Plaza Cinema** – work has continued to transform Port Talbot's Grade II listed building into a community hub with a café, gym, office space, a hall, multi-purpose rooms, a conference area, digital recording studio and shops.
- **School Award** – teachers and pupils at Ysgol Hendrefelin were awarded the highly regarded British Council National eTwinning Award and Project of the Year Award 2020:  
[https://www.npt.gov.uk/1410?pr\\_id=6687](https://www.npt.gov.uk/1410?pr_id=6687)
- **Armed Forces** – usually parades, displays and concerts are arranged nationally and locally to show support for the men and women who make up our armed forces community. However, due to Covid – 19 the 2020 commemorations for the 75<sup>th</sup> Anniversary of Victory in Europe (VE) Day in May, Armed Forces

Day at the end of June and the 75<sup>th</sup> Anniversary of Victory over Japan (VJ) took place virtually, across our digital platforms: <https://www.npt.gov.uk/4367>

- **Margam Country Park** was voted among the top ten most popular parks and green spaces in the UK after a month long public vote. The accolade came after a UK-wide “People’s Vote” organised by environmental charity Keep Britain Tidy to find the country’s ten best Green Flag Award-winning parks and green spaces. Margam Country Park was the only park in Wales and the only one outside of England to be voted into the prestigious top ten.
- **Housing Renewal Team** – Our Housing Renewal Team has now installed more than 60 free central heating systems thanks to the Warm Homes Fund. That’s more than £450,000 worth of installations and energy saving measures across the county borough. The Fund helps homeowners who do not already have an oil or gas central heating system, to lower the costs of their energy bills through heating their homes more efficiently.
- **Active Travel** – a new active travel route has been created between Neath and Tonna. By upgrading and creating new walking and cycling routes, the council plans to make Active Travel the “normal” way to make local journeys, improving air quality, promoting healthier lifestyles and increasing the attractiveness of local communities as places to live and work.
- **Communications Award** – the Council’s Communications & Digital Services Team scooped silver at the Public Service Communications Awards 2020. The team was nominated in the Skills category for its communications campaign around the NPT Safe & Well Scheme that was set up at the start of the coronavirus pandemic.
- **Support for Business** - We have paid out a total of £40m in grant support to help local businesses protect jobs and deal with the effects of Covid-19 since the start of the pandemic.

In January 2021, 144 homes in the community of Skewen were affected by a blow-out from underground mine workings. The blow-out causes significant flood damage to many properties in the area and also caused the temporary evacuation of other residents. There has been a sustained and significant effort on the part of the



Council, partner agencies and the community to support all of those affected. Recovery from the incident for some households is likely to take six to nine months. A Recovery Board, chaired by the Council's Chief Executive continues to meet to ensure everyone is helped to get back on their feet and that a suitable, permanent alternative drainage solution is installed on the junction of Goshen Park by the Coal Authority.

You can read more stand out stories from 2020/2021 at [https://www.npt.gov.uk/1410?pr\\_id=6686](https://www.npt.gov.uk/1410?pr_id=6686)

## Looking forward – Leading NPT out of the Pandemic in a sustainable way in 2021/2022

### Our Approach

At the time of writing this Plan, the rate of Covid-19 per 100,000 population has fallen to 12.6 cases/100,000 and positivity rates have fallen to 1.3%. The vaccination programme is making good progress with all residents in the first nine categories identified by the Joint Committee on Vaccination and Immunisation (JCVI) due to be completed on time by mid-April with all adults over 18 expected to have been vaccinated by the end of July 2021.

The first quarter of 2021/22 will therefore need to concentrate on moving from emergency response to a further period of stabilisation. This will involve standing up services that have been closed down in full or in part as required by Government in line with the national timetable. Health and safety will remain of paramount importance over this period and we will need to ensure we can mobilise a further emergency response should this be necessary.

We will also undertake a more fundamental review of the Council's priorities, ways of working, patterns of investment, reflecting on the impact of Covid-19 on our own operations but also on our communities. We want to build on the engagement we have had throughout the last 12 months with our residents, our workforce, our businesses and partners to reach a clear consensus on what we should concentrate upon to begin the process of recovery, resetting and renewing relationships, priorities and ways of working.

We will approach this exercise from a “**one Council**” approach, collectively focused on the impact we need to make for those who live, work and invest here. We will build on the agility we have developed over the last 12 months, empowering our workforce to continue to find new and innovative ways of meeting the needs of our

communities, exploiting digital approaches and embedding “green” thinking across all of our work. We will support all of our councillors to strengthen their community leadership role and encourage communities to further develop the resilience and social capital that has been so evident and important over this last year.

### Sustainability

To ensure the above work is undertaken in a sustainable way, during 2021/2022 the following 7 core activities will be integrated into the work to inform the setting of the Council’s longer term well-being objectives from 2022 onwards. For each of the 7 core activities, the 5 ways of working will be applied to ensure they are fit for purpose to underpin the work:

1. **Corporate Planning** – it will be important to strike the balance between dealing with the short term pressures and the setting of our longer term priorities to improve the economic, social, environmental and cultural well-being of people living in Neath Port Talbot as a result of the pandemic. Involving citizens, local businesses, employees and trade unions will be key to understanding what is important to them, what we need to improve and what we need to do differently having regard to both the Public Sector Equality Duty and the Socio Economic Duty.
2. **Financial Planning** – To set longer term priorities and to facilitate early intervention and preventative actions to improve the economic, social, environmental and cultural well-being of people living in Neath Port Talbot work will be undertaken to further develop the Council’s medium term financial planning framework so that patterns of investment are aligned with the recovery priorities and associated programmes.

3. **Workforce Planning** – During the pandemic the Council’s workforce responded flexibly and innovatively to the different demands placed on them to work differently. There is further change ahead and it will be important to equip our workforce to fully participate in shaping these changes.
4. **Procurement** – We will ensure that we maximise the social, economic, environmental and cultural impact of our spending decisions, setting clear steps that show how procurement is supporting the delivery of our recovery planning and the development of our longer term well-being objectives. We will also be considering our procurement processes in light of forthcoming legislation from the Welsh Government on social partnership and how procurement maybe redefined stemming from the UK's departure from the European Union.
5. **Assets** – We will need to ensure the effective use and management of our assets as we reshape our services and functions over the longer term.
6. **Risk Management** - There will be long term risks that will affect both the delivery of our services and our communities and businesses who we will be enabling to recover from the pandemic. As we progress the recovery planning work, the Council’s risk registers will be reviewed to ensure the risks we identify in the short, medium and long term, are captured and clear monitoring arrangements are established.
7. **Performance Management** – The Council has a clear structure in place for delivering the well-being objectives, priorities and steps set out in this Plan supported by a suite of key performance indicators (collected quarterly / annually) to monitor progress. However, over the last year, there has been a change in the type of data used to design service responses and assess performance. The focus has been on more timely qualitative data as well as quantitative data with a greater appetite to analyse data to inform decisions /service design and response. The data requirements to evidence recovery will need to be developed and integrated into the Council’s revised performance management framework to enable

progress towards the Council's longer term priorities and the alleviation of short term pressures to be measured.

During 2020/2021, Audit Wales undertook a review of the Council's Corporate Performance Management System (CPMS) to assess whether it is strengthening the Council's arrangements for business planning, performance and risk management. The review output included a number of opportunities for improvement which will be incorporated into the above work for both performance management and risk management during 2021/2022.

## Looking forward – Delivering our Vision and Achieving our Well-being Objectives in 2021/2022

The following pages set out the Council's current Purpose, Vision and Values. These will be revisited during 2021/2022 as part of the Council's work on recovery, reset and renew.

### Our Purpose

Neath Port Talbot 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.

### 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.

### Our Values

- 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 - benefit our citizens and communities.

to



# Our Well-being Objectives

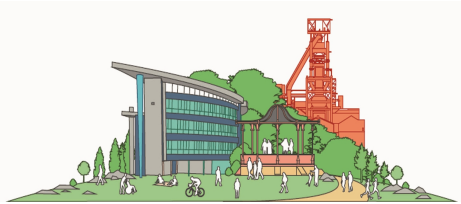


This Plan is produced to meet the requirements of the [Well-being of Future Generations \(Wales\) Act 2015](#) (WBFG) by setting out our three ambitious well-being objectives (that will help us achieve our vision) , and the steps we will take to achieve them and how we will measure progress.

**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”*



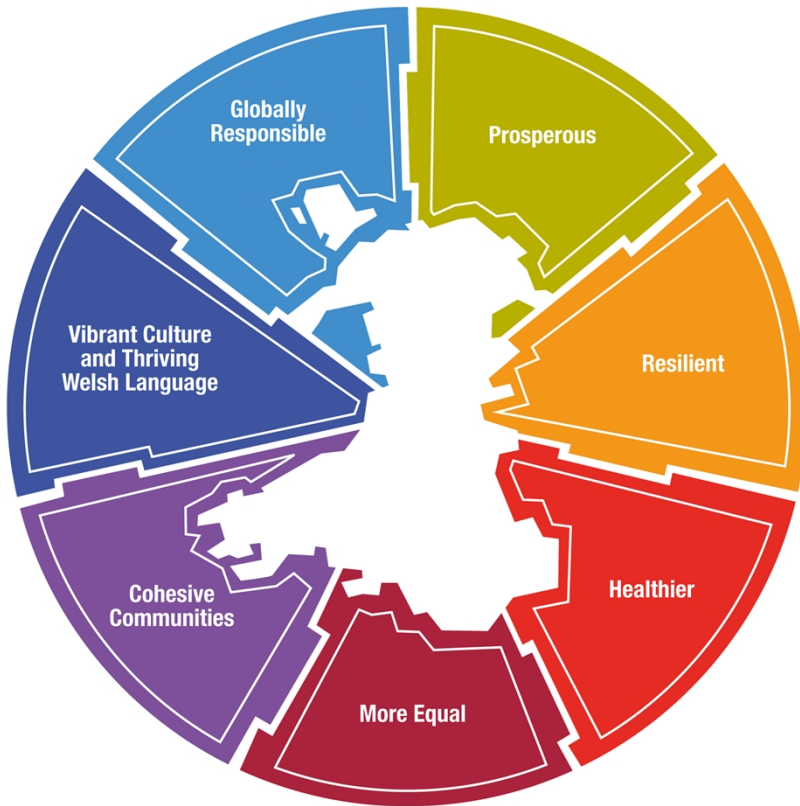
**Well-being Objective 2:** To improve the well-being of all adults who live in the county borough: *“Everyone participates fully in community life – socially and economically”*



**Well-being Objective 3:** To develop the local economy and environment so that the well-being of people can be improved: *“The whole of Neath Port Talbot county borough will be a vibrant, healthy and safe place to live, work and enjoy recreational time”*



Our well-being objectives, improvement priorities and steps show how the Council contributes to the social, economic, cultural and environmental well-being of Neath Port Talbot and to the following seven national well-being goals contained within the Well-being of Future Generations Act:



This contribution is made through the way in which we work in accordance with the [sustainable development principle](#) contained within the Act.

There are 5 things we need to think about to show that we have applied the sustainable development principle, these are:

- Looking ahead to the medium term
- Preventing problems from occurring or getting worse
- Ensuring our well-being objectives do not contradict each other and complement those of other public bodies
- Working in partnership with others
- Involving local people

The priorities for improvement under each of our well-being objectives are the areas prioritised for service change by the Council to respond to the challenges and opportunities that had been identified and to deliver on manifesto promises (pre-Covid 19).

The Council's Corporate Plan for 2020/2023 was due to be presented to Council for approval in April 2020. However, the onset of the Covid-19 Pandemic meant that it was not practical to publish a refreshed detailed Corporate Plan so the well-being objectives and priorities for improvement set out in the 2019/2022 Plan were rolled over into 2020/2021. A summary of the progress made on delivering those improvement priorities will be set out in the Council's Annual Report for 2020/2021 which will be published in October 2021.

During 2020/2021, a review of the priorities for improvement contained in the draft Corporate Plan for 2020/2023 has been undertaken and those that remain relevant along with any new priorities for improvement that have been identified for delivery have been carried over into this Plan for the period 2021/2023. The three well-being objectives remain unchanged for 2021/2022 but will be reviewed as part of the Council's recovery, reset and renew work.

The contribution of each wellbeing objective to the seven national goals is set out on the following pages along with a suite of performance indicators (for each well-being objective) to measure progress made.

In addition to the review of the priorities for improvement for 2021/2022, a small number of key performance indicators also changed. Some of the targets have been revised for 2021/22 and 2022/23 to reflect realistic expectations following impact of the Covid-19 pandemic.

**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	Well-being objective 1 - 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. 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.
A Wales of cohesive communities	<p>There is a strong emphasis on ensuring equality and celebrating diversity across the range of improvement 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.</p> <p>Programmes to educate children and young people about personal and community safety 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.</p>

National Goals	Well-being objective 1 - contribution to each goal
A resilient Wales	Children and young people will be introduced to the importance of the eco systems and our environment through family focused activities in the natural environment. The benefits of taking part in these activities should increase well-being and a greater appreciation for the role the natural environment plays in their lives.
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. 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 education in both pre-school and full time education settings. The Council is making good progress on delivering on its Welsh Language Promotional Strategy which supports the Council's objectives to increase the number of people who can speak Welsh. We will also be working in partnership with the Welsh Language Commissioner to seek support to help us deliver on our standards.
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 21 <sup>st</sup> 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.

**Well-being Objective One: 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**

<b>Improvement Priority</b>	<b>The steps we will take to meet the improvement priority</b>
<p>1.1 Children in their early years will benefit from integrated and effective pre-school programmes that maximise their well-being and their readiness for learning</p>	<p>1.1.1 We will implement the actions identified from our Childcare Sufficiency Assessment action plan, including implementation of Welsh Government programmes and making use of relevant funding to increase availability and quality of childcare.</p>
	<p>1.1.2 Families struggling to provide good parenting for their children will be provided with tailored support</p>
	<p>1.1.3 We will deliver a national programme and targeted intervention through the Book start programme to introduce literacy and numeracy for babies and young children, taking into account accessibility, cultural and language requirements.</p>
	<p>1.1.4 We will work with partners to deliver multi-agency, co-ordinated support to those children at risk of adverse childhood experiences.</p>
<p>1.2 Children of school age will be safer, healthier and engaged with their learning</p>	<p>1.2.1 We will ensure communities are empowered to strengthen their own capacity so all children and young people can fully participate in a range of activities that promote their social, cultural, economic and environmental well-being (this work links to step 2.5.6).</p>
	<p>1.2.2 We will continue with our Strategic School Improvement Programme of school reorganisation to provide 21<sup>st</sup> Century teaching and learning facilities and meet 'secure by design' standards.</p>

Improvement Priority	The steps we will take to meet the improvement priority
	1.2.3 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
	1.2.4 We will pilot a Children’s Community model in the Sandfields West ward.
	1.2.5 We will ensure that we effectively implement new statutory duties created by Welsh Government to benefit children and young people with additional learning needs.
	1.2.6 We will work with schools to ensure all learners develop the four purposes of the curriculum for Wales and that all schools move towards self-improvement.
	1.2.7 We will work with schools and partners to ensure we provide excellent support for children’s’ health and wellbeing.
	1.2.8 We will work with schools and local organisations to ensure teaching of the new curriculum reflects the multi-ethnic nature of Wales.
	1.2.9 We will continue to work with schools and other relevant settings to ensure that their learning environments are safe and nurturing, where there is respect and due regard to equality, diversity and inclusion.
1.3 Children and young people in need of protection, care and support will be protected	1.3.1 We will develop greater integration of working arrangements between Children & Young People and Adult Services.
	1.3.2 With our partners, we will continue to develop our Family Support Strategy to ensure the right range and quality of services are in place to meet need.



Improvement Priority	The steps we will take to meet the improvement priority
and safeguarded and more of those children will be able to grow up in a stable family setting	1.3.3 We will undertake focused work with our partners to improve access to the right support for children and young people who have poor emotional/physical wellbeing/mental health.
	1.3.4 We will further develop our in-house fostering service to ensure the sufficiency and stability of placements, including the development of arrangements for Special Guardianship Carers.
1.4 Young people leaving full-time education will have the opportunity to enter employment, training or further/ higher education	1.4.1 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.
	1.4.2 Youth Workers in Schools will support young people identified as being most at risk of becoming not in employment, education or training (NEET) to help them achieve a positive destination.
	1.4.3 We will build on our work as Corporate Parents to ensure that all young people have suitable accommodation and support when they leave the care of the Council.
	1.4.4 Youth Workers will provide school leavers identified by their schools and partners with transition support to help them achieve a positive destination
1.5 All children and young people will be helped to have a say in matters that affect them	1.5.1 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.
	1.5.2 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.
	1.5.3 We will work with our Think Family partners to ensure children and young people can shape and develop services

Improvement Priority	The steps we will take to meet the improvement priority
	1.5.4 We will encourage young people to exercise their right to vote and participate in local democracy.
1.6 Children and young people are safe and feel safe	1.6.1 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 (Healthy Relationships For Stronger Communities Strategy).
	1.6.2 We will ensure all children and young people know how to stay safe when on-line.
	1.6.3 We will ensure all Council services follow rigorous and consistent safeguarding practices.
	1.6.4 We will work with our partners to implement our Road Safety Strategy.
1.7 Children of all ages will benefit from participation in activities in the natural environment, providing benefits for well-being and a greater appreciation for the role the natural environment plays in their lives	1.7.1 Working with partners and specialist providers, we will make use of external funding to deliver programmes of family focused activities in the natural environment.

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

(PAM = National Indicators known as Public Accountability Measures)

No.	Key Performance Indicators (KPI)	2019/20 Actual data	2020/21 Actual data	How we compare (All Wales - latest data available)	2021/22 Target (full year)	2022/23 Target (full year)	Improvement Priority Reference
1.	Number of full day childcare places provided	<b>2,335</b>	<b>2,413</b>	N/a	<b>2,400</b>	<b>2,400</b>	1.1
2.	% of pupils' attendance in primary schools (PAM)	<b>94.02%</b> 18/19 Academic Year	<b>93.33%</b> 19/20 Academic Year (upto 13 <sup>th</sup> March 2020)	<b>94.66%</b> 18/19 Academic Year	No target set due to Covid -19	No target set due to Covid -19	1.2
3.	% of pupils' attendance in secondary schools (PAM)	<b>93.46%</b> 18/19Academic Year	<b>92.01%</b> 19/20 Academic Year (upto 13 <sup>th</sup> March 2020)	<b>93.82%</b> 18/19 Academic Year	No target set due to Covid -19	No target set due to Covid -19	
4.	% of pupils assessed in Welsh at the end of Foundation phase	<b>16.63%</b> 18/19Academic Year	Data not available due to Covid-19	Data no longer available	<b>15.8%</b> 20/21 Academic Year	<b>17.1%</b> 21/22 Academic Year	
5.	% of year 11 pupils studying Welsh first language	<b>11.42%</b> 18/19 Academic Year	<b>11.33%</b> 19/120 Academic Year	<b>17.18%</b> 18/19 Academic Year	<b>11.7%</b> 20/21 Academic Year	<b>12.5%</b> 21/22 Academic Year	
6.	Capped 9 score (PAM)	<b>342.1</b> 18/19 Academic Year	<b>369.0</b> 19/20 Academic Year	<b>353.8</b> 18/19 Academic Year	<b>345</b> 20/21 Academic Year	<b>346</b> 21/22 Academic Year	1.3

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

(PAM = National Indicators known as Public Accountability Measures)

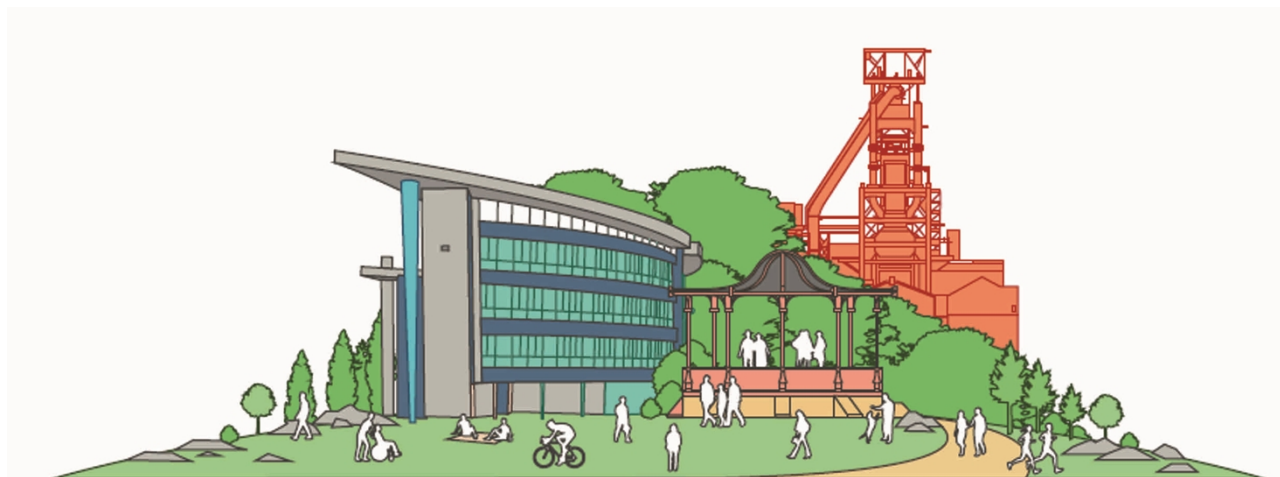
No.	Key Performance Indicators (KPI)	2019/20 Actual data	2020/21 Actual data	How we compare (All Wales - latest data available)	2021/22 Target (full year)	2022/23 Target (full year)	Improvement Priority Reference
7.	% of children in care who had to move 3 or more times (PAM)	<b>7.77%</b>	Not available until May 2021	<b>9.2%</b>	<b>8.0%</b>	<b>7.5%</b>	
8.	% of child assessments completed in time (PAM)	<b>98.8%</b>	<b>97.4%</b> (9 months data up to 31 December 2020)	<b>88.9%</b>	<b>94.0%</b>	<b>95.0%</b>	
9.	Number of apprenticeships on formal recognised apprenticeship schemes per 1,000 employees (PAM)	<b>6.7</b>	<b>8.1</b>	Not available	<b>8</b>	<b>8</b>	1.4
10	% of young people who are not in employment, education or training (NEET) (PAM)	<b>2.15%</b>	<b>2.12%</b>	<b>1.6%</b>	<b>3.0%</b>	<b>3.0%</b>	
11.	% of 11-19 year olds in contact with the youth service	<b>45.75%</b>	<b>9.47%</b> Lower due to Covid-19	<b>25%</b>	<b>28%</b>	<b>29%</b>	
12.	% of children that have received the Healthy Relationship lesson to address violence against women, domestic abuse and sexual violence (VAWDAYS)	NEW	NEW	N/A	<b>35%</b>	<b>50%</b>	1.6

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

(PAM = National Indicators known as Public Accountability Measures)

No.	Key Performance Indicators (KPI)	2019/20 Actual data	2020/21 Actual data	How we compare (All Wales - latest data available)	2021/22 Target (full year)	2022/23 Target (full year)	Improvement Priority Reference
13.	Road safety - killed or seriously injured: Child casualties (0-15 years)	<b>3</b> (2019 calendar year)	<b>Available Summer 2021</b>	N/A	New Strategy/target to be set by WG	New Strategy/target to be set by WG	
14.	Road safety - killed or seriously injured: Pedal cyclists (all ages)	<b>0</b> (2019 calendar year)	<b>Available Summer 2021</b>	N/A	New Strategy/target to be set by WG	New Strategy/target to be set by WG	
15.	Road safety - killed or seriously injured: Young Drivers (16-24 year olds)	<b>1</b> (2019 calendar year)	<b>Available Summer 2021</b>	N/A	New Strategy/target to be set by WG	New Strategy/target to be set by WG	

**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	Well-being objective 2 - contribution to each goal
A prosperous Wales	A key priority is to create/facilitate 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.
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.

<b>National Goals</b>	<b>Well-being objective 2 - contribution to each goal</b>
A Wales of vibrant culture and thriving Welsh language	The priorities seek to strengthen and develop the social capital of communities to ensure sustainability and resilience. This work will also ensure that the unique cultures of each community are respected, including work to extend daily use of the Welsh language and the preservation of the county borough's rich heritage.
A globally responsible Wales	Procurement and regulatory activity will take proper account of the Council's duty to act in a sustainable and responsible manner. By signing up to the Ethical Supply Chains Programme, we are committed to ensuring that the Council actively examines where it sources its goods and services from to ensure those arrangements are ethical.



**Well-being Objective Two: To improve the wellbeing of all adults who live in the County Borough.  
Everyone participates fully in community life – socially and economically**

<b>Improvement Priority</b>	<b>The steps we will take to meet the improvement priority</b>
2.1 Local people can access sustainable, local, quality employment	2.1.1 Support existing and new businesses to help create and sustain local employment opportunities for local people.
	2.1.2 Maximise strategic funding available to deliver employability programmes such as Workways+, Communities for Work, Communities for Work Plus and 'Kickstart' to assist economically inactive and unemployed to obtain and sustain employment.
	2.1.3 The Council will seek to avoid compulsory redundancies to the maximum extent possible.
	2.1.4 Maximise employment and training opportunities for local people through community benefits and supporting new investments in the county borough.
2.2 Local people can access quality affordable housing	2.2.1 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.
	2.2.2 We will take the lead in facilitating the local strategic housing partnership to prevent homelessness more often and housing the homeless more quickly.
	2.2.3 We will target available funding to provide effective housing support for people identified as in need of additional help and support.
	2.2.4 We will continue to provide Disabled Facilities Grants within the limits of the funding available to the Council.
	2.2.5 We will develop a Housing Support Programme Strategy outlining the

Improvement Priority	The steps we will take to meet the improvement priority
	Council's strategic direction for housing support services.
2.3 People are safe and feel safe	2.3.1 We will make early intervention and prevention a priority to reduce the number of repeat victims and reduce the number of high risk cases (Healthy Relationships For Stronger Communities Strategy)
	2.3.2 We will support and protect people who are vulnerable to being drawn into terrorism and extremism.
	2.3.3 We will continue to monitor antisocial behaviour across the county borough in collaboration with our community safety partners and ensure an effective response when required.
	2.3.4 We will work with the Area Planning Board (APB) and wider partners to implement an integrated public health model approach to providing services across the community improving responses for people who have substance use issues prioritising the reduction of drug related deaths and improving services for those who have a co-occurring condition.
	2.3.5 We will work with our partners to implement our Road Safety Strategy.
	2.3.6 We will work with our partners to ensure those with the most complex needs are safeguarded, strengthening our vulnerable adults safeguarding arrangements.
	2.3.7 We will regulate food premises to ensure that the food provided is fit for human consumption and the premises from which it is sold are hygienic.
	2.3.8 We will investigate breaches in the integrity of the food chain, from farm to

Improvement Priority	The steps we will take to meet the improvement priority
	fork (feed, animal health and food standards).
	2.3.9 Working with partners and protecting the public, we will investigate significant breaches of consumer fraud, product safety and age restricted sales detected proactively or reactively.
	2.3.10 We will work with all stakeholders to deliver a safe and sustainable built environment.
2.4 People unable to work can maximise their income	2.4.1 People will be supported to receive the UK Government benefits they are entitled to.
	2.4.2 We will implement the Welsh Government's Scheme to relieve the Council Tax burden on those with the lowest income.
	2.4.3 We will continue to work with Chwarae Teg to deliver our Gender Equality Action Plan, including specific actions to reduce the Council's gender pay gap.
2.5 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	2.5.1 We will further develop the "front door" to social services, ensuring that we provide a coherent, information, advice and assistance service.
	2.5.2 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.
	2.5.3 We will implement the Hospital 2 Home scheme to support people over 65 to return home from hospital as soon as they are well enough, allowing them to recover and receive an assessment of their longer term support needs in more familiar surroundings.
	2.5.4 We will further develop our progression-based model of care for people with

Improvement Priority	The steps we will take to meet the improvement priority
	<p>mental health needs, learning disabilities and physical disabilities</p> <p>2.5.5 We will review the services we provide for people with the most complex needs to ensure that they remain fit for purpose.</p>
2.6 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	<p>2.6.1 We will implement the Regional Joint Carers' Strategy with our health partners and develop a local plan for carers</p> <p>2.6.2 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</p>
2.7 Develop a range of strategies to improve health and well-being of older people across the county borough	2.7.1 We will produce a 'Market Position Statement' which identifies service supply, demand and gaps to improve commissioning of support to meet people's needs
2.8 People will benefit from participation in activities in the natural environment, providing benefits for well-being and a greater appreciation for the role the natural environment plays in their lives	2.8.1 We will make use of external funding to deliver programmes of activities in, or relating to, the natural environment, ranging from well-being focused activities, to awareness raising of the natural environment, and progression (where relevant) to volunteering and community activity

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

(PAM = National Indicators known as Public Accountability Measures)

No.	Key Performance Indicators (KPI)	2019/20 Actual data	2020/21 Actual data	How we compare (All Wales - latest data available)	2021/22 Target (full year)	2022/23 Target (full year)	Improvement Priority Reference
16.	Number of new business start-up enquires assisted	<b>273</b>	<b>199</b>	N/A	<b>250</b>	<b>280</b>	2.1
17.	Communities for Work – priority 1 (age 25+): number of people helped to gain training, volunteering, work experience or sustainable employment	New	Data to follow	N/A	<b>86</b>	<b>86</b>	
18.	Communities for Work – Priority 3 (age 16-24): number of people helped to gain training, volunteering, work experience, full time education or sustainable employment	New	Data to follow	N/A	<b>44</b>	<b>44</b>	
19.	Communities for Work Plus – Programme for age 16+: number of people helped to gain training, volunteering, work experience, sustainable employment or those who are in “in work poverty”	New	Data to follow	N/A	<b>300</b>	<b>300</b>	
20.	Workways+: number of people helped back to work, training or volunteering	<b>127</b>	<b>58</b>	N/a	<b>72</b>	<b>51</b>	
21.	Number of compulsory redundancies made	<b>9</b>	<b>1</b>	The aim is to minimise compulsory			

**Well-being Objective 2 – To improve the Well-being of all adults who live in the county borough**  
(PAM = National Indicators known as Public Accountability Measures)

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No.	Key Performance Indicators (KPI)	2019/20 Actual data	2020/21 Actual data	How we compare (All Wales - latest data available)	2021/22 Target (full year)	2022/23 Target (full year)	Improvement Priority Reference
	by the Council		(9 months data up to 31 December 2020)	redundancy to the maximum extent possible			
22.	Average calendar days taken to deliver a Disabled Facilities Grant (PAM)	<b>196</b>	<b>363.2</b>	<b>207</b>	<b>270</b>	<b>230</b>	2.2
23.	% empty private properties brought back into use (PAM)	Data not available due to Covid-19	Data not available due to Covid-19	<b>4.6%</b>	<b>4.3%</b>	<b>4.3%</b>	
24.	% households successfully prevented from becoming homeless (PAM)	<b>51.5%</b>	<b>66.7%</b>	<b>67.8%</b>	<b>60%</b>	<b>60%</b>	
25.	% of incidents of domestic abuse where people are repeat victims (Council)	<b>40.1%</b>	<b>31.6%</b> (6 months data up to 30 September 2020)	N/A	<b>32%</b>	<b>31%</b>	2.3
26.	Road safety - killed or seriously injured: Older Drivers (75 years and over)	<b>0</b> (2019 calendar year)	<b>Available Summer 2021</b>	N/A	New Strategy/target to be set by WG	New Strategy/target to be set by WG	

**Well-being Objective 2 – To improve the Well-being of all adults who live in the county borough**  
(PAM = National Indicators known as Public Accountability Measures)

No.	Key Performance Indicators (KPI)	2019/20 Actual data	2020/21 Actual data	How we compare (All Wales - latest data available)	2021/22 Target (full year)	2022/23 Target (full year)	Improvement Priority Reference
27.	Road safety - killed or seriously injured: Motorcyclists – all ages	<b>6</b> (2019 calendar year)	<b>Available Summer 2021</b>	N/A	New Strategy/target to be set by WG	New Strategy/target to be set by WG	
28.	Road safety - killed or seriously injured: Pedal cyclists – all ages	<b>0</b> (2019 calendar year)	<b>Available Summer 2021</b>	N/A	New Strategy/target to be set by WG	New Strategy/target to be set by WG	
29.	% food establishments that meet food hygiene standards (PAM)	<b>95.2%</b>	<b>95.16%</b> (9 months data up to 31 December 2020)	<b>95.7%</b>	<b>95.0%</b>	<b>95.0%</b>	
30.	Benefits - Average days taken for new claims and changes of circumstances – application to assessment	<b>2.3</b>	<b>3.1</b>	N/A	<b>6</b>	<b>6</b>	2.4

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



**“The whole of Neath, Port Talbot county borough will be a vibrant, healthy and safe place to live, work and enjoy recreational time”**



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

<b>National Goals</b>	<b>Well-being objective 3 - contribution to each goal</b>
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, 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. This includes: the opportunity to obtain quality employment, safe and clean places where people can live and bring up their families and a wide range of choices to take part in cultural events.
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.

<b>National Goals</b>	<b>Well-being objective 3 - contribution to each goal</b>
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 (e.g. "Active Buildings" solar power concept) are also incorporated into the work proposed.

**Well-being Objective Three: To develop the local economy and environment so that the well-being of people can be improved. The whole of Neath Port Talbot will be a vibrant, healthy and safe place to live, work and enjoy recreational time.**

<b>Improvement Priority</b>	<b>The steps we will take to meet the improvement priority</b>
3.1 We will provide an environment where new businesses can establish themselves and existing businesses can grow	3.1.1 We will deliver strategic regeneration programmes
	3.1.2 We will maximise strategic funding opportunities to deliver council priorities including strategic regeneration programmes
	3.1.3 We will deliver the Neath Port Talbot Council led Swansea Bay City Deal programmes / projects
	3.1.4 We will support existing and new businesses to grow the local economy and attract new investment
	3.1.5 We will identify supply chain opportunities for local companies within major developments in the county borough
3.2 We will work with communities to increase reuse, recycling and composting	3.2.1 We will review and refine our waste management strategy in the context of delivering against statutory targets
3.3 Local people and visitors can access good quality leisure and community facilities, country parks and countryside	3.3.1 We will identify tourism investment opportunities for both the private and public sector
	3.3.2 We will work with partners to refurbish, repair and maintain locally important buildings and structures
	3.3.3 We will develop and promote the local tourism sector

Improvement Priority	The steps we will take to meet the improvement priority
	3.3.4 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
	3.3.5 We will develop the offer of our theatres to attract a wide range of acts and performances
3.4 To identify and develop opportunities for sustainable economic growth in our valley communities across the county borough improving the health and well-being of our communities	3.4.1 We will 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
	3.4.2 We will promote and protect a diverse portfolio of employment land and employment opportunities in the right places
	3.4.3 Develop a prioritised programme of initiatives to deliver economic growth in our valley communities
	3.4.4 Identify and secure funding to deliver the prioritised programme of initiatives in our valley communities
3.5 To protect, conserve and enhance our natural environment (including green and blue infrastructure, important landscapes and countryside, habitats and species and wider	3.5.1 All services will work together to deliver the Biodiversity Duty Plan
	3.5.2 We will use our statutory powers to challenge unacceptable levels of pollution
	3.5.3 We will work and engage with local communities and wider partners to deliver a programme of activities that supports the involvement of local people in looking after their natural environment

Improvement Priority	The steps we will take to meet the improvement priority
ecosystem resilience) increasing awareness of its value and encouraging wider participation	3.5.4 We will make best use of external funding opportunities to add value to existing services, increasing the Council's capacity to deliver long-term, landscape scale projects for the benefit of the natural environment and residents
	3.5.5 We will work to improve the natural environment, including enhancing green infrastructure for the benefits of rural and urban communities
3.6 To deliver a positive contribution to the regional planning agenda	3.6.1 We will work collaboratively with neighbouring authorities to scope and deliver a Strategic Development Plan which aligns with the requirements of Future Wales: The National Plan 2040
	3.6.2 We will work with our partners to develop a well-being assessment to analyse the strengths, assets, challenges and opportunities in our communities to inform the next well-being plan
3.7 To promote and deliver sustainable accessibility and improve connectivity and communication links	3.7.1 We will work with developers and partners to improve accessibility to public transport and active travel; along with enhanced public transport services and connectivity of different modes across the county borough and wider City Region through the delivery of key transport infrastructure
	3.7.2 We will endeavour to maintain and expand the current work with partner organisations to improve the transport network and explore and develop alternative transport solutions where conventional transport bus services are no longer sustainable
3.8 We will work with partners to improve connectivity and infrastructure across the county borough	3.8.1 We will work with partners to improve digital infrastructure and connectivity throughout the county borough
	3.8.2 We will help promote the Welsh Government's Superfast Broadband Cymru Programme

Improvement Priority	The steps we will take to meet the improvement priority
	3.8.3 We will support the third sector to enable more people to access on-line services
	3.8.4 We will promote the importance of having effective digital strategies, including measures to address digital exclusion, to Public Services Board partners
3.9 We will introduce a series of interventions and improvement measures across the county borough to maximise the economic, social and environmental benefits and opportunities provided by the decarbonisation agenda	3.9.1 We will take a coordinated approach across the Council to introduce a variety of measures to reduce the Council's own carbon footprint whilst carrying out its functions
	3.9.2 To raise awareness and promote and facilitate a decarbonised economy, we will work with the public, our partners and local businesses to share good practice and encourage actions
	3.9.3 We will work to facilitate and deliver natural carbon sequestration through the sustainable management of our natural resources such as peat and specific projects and initiatives
	3.9.4 We will work to address any barriers to the development of renewable energy across the county borough and promote the sustainable and appropriate use of renewable resources

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

(PAM = National Indicators known as Public Accountability Measures)

No.	Key Performance Indicators (KPI)	2019/20 Actual data	2020/21 Actual data	How we compare (All Wales - latest data available)	2021/22 Target (full year)	2022/23 Target (full year)	Improvement Priority Reference
31.	Number of jobs created/safeguarded as a result of financial support by the local authority	<b>610</b>	<b>470</b>	N/A	<b>280</b>	<b>300</b>	3.1
32.	% of waste, reused, recycled or composted (PAM)	<b>61.74%</b>	<b>67.34%</b> Provisional Data Data is subject to NRW ratification.	<b>62.79%</b>	<b>64%</b> statutory target	<b>64%</b> statutory target	3.2
33.	Kilograms of residual waste generated per person (PAM)	<b>182.02</b>	<b>209.7</b> Provisional Data Data is subject to NRW ratification	<b>180</b>	No target set N/a	No target set N/a	
34.	% of streets that are clean (PAM)	<b>93.86%</b>	<b>90.98%</b>	<b>94%</b>	Maintain/improve performance		
35.	Average number of days to clear fly tipping (PAM)	<b>2.97</b>	<b>2.84</b>	<b>2.2</b>	Maintain/improve performance		

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

(PAM = National Indicators known as Public Accountability Measures)

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No.	Key Performance Indicators (KPI)	2019/20 Actual data	2020/21 Actual data	How we compare (All Wales - latest data available)	2021/22 Target (full year)	2022/23 Target (full year)	Improvement Priority Reference
36.	% of quality indicators met by the Library Service (PAM)	<b>66.7%</b>	Data not due until November 2021	<b>80.31%</b>	No target set due to Covid - 19	No target set due to Covid - 19	3.3
37.	Number of visits to our theatres	<b>217,161</b> (9 months data up to 31 December 2019) <b>Latest data</b>	Data not available due to Covid-19 (Theatres closed)	N/A	No target set due to Covid - 19	<b>250,000</b>	
38.	Number of visits to leisure centres per 1,000 population (PAM)	<b>7,758</b>	Data not available due to Covid-19	<b>9,116</b>	No target set due to Covid - 19	<b>7,500</b>	
39.	% all planning applications determined in time (PAM)	<b>97.44%</b>	<b>95.4%</b>	<b>88.0%</b>	<b>95.0%</b>	<b>95.0%</b>	3.4
40.	Extent of land under Council ownership or control that is protected and/or under appropriate management for biodiversity: Part A: Area (hectares) Part B: Length (km)	<b>Baseline as at 31 January 2020</b> (A) 179.39 (B) 22.79	Available May 2021	N/A	Annual increase on baseline		3.5



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

(PAM = National Indicators known as Public Accountability Measures)

No.	Key Performance Indicators (KPI)	2019/20 Actual data	2020/21 Actual data	How we compare (All Wales - latest data available)	2021/22 Target (full year)	2022/23 Target (full year)	Improvement Priority Reference
41.	Number of PM10 breaches in the Air Quality Management Area (Port Talbot/Taibach)	<b>7</b>	<b>7</b> (9 months data up to 31 December 2020)	N/A	<b>35</b>	<b>35</b>	
42.	% of A roads in poor condition (PAM)	<b>4.99%</b>	<b>3.38%</b>	<b>3.9%</b>	<b>&lt;5%</b>	<b>&lt;5%</b>	3.7
43.	% of B roads in poor condition (PAM)	<b>2.84%</b>	<b>2.4%</b>	<b>4.5%</b>	<b>&lt;5%</b>	<b>&lt;5%</b>	
44.	% of C roads in poor condition (PAM)	<b>5.68%</b>	<b>4.78%</b>	<b>14.0%</b>	<b>&lt;10%</b>	<b>&lt;10%</b>	

<b>Governance and Resources</b>						
(PAM = National Indicators known as Public Accountability Measures)						
<b>No.</b>	<b>Key Performance Indicators (KPI)</b>	<b>2019/20</b> Actual data	<b>2020/21</b> Actual data	<b>How we compare</b> (All Wales - latest data available)	<b>2021/22 Target</b> (full year)	<b>2022/23 Target</b> (full year)
45.	Average time to answer telephone calls – English	<b>52 seconds</b>	<b>43 seconds</b>	N/A	<b>40 seconds</b>	<b>40 Seconds</b>
46.	Average time to answer telephone calls – Welsh	<b>45 seconds</b>	<b>51 seconds</b>	N/A	<b>40 seconds</b>	<b>40 seconds</b>
47.	Average customer waiting times (face to face) - Minutes	<b>8 Minutes</b>	Data not available due to Covid-19	N/A	<b>10 Minutes</b>	<b>10 Minutes</b>
48.	Percentage of customers leaving before being seen	<b>0.34%</b> (9 months data up to 31 December 2019) Latest data)	Data not available due to Covid-19	N/A	<b>0.5%</b>	<b>0.5%</b>
49.	Number of new services available on line	<b>22</b>	<b>TBC</b>	N/A	<b>12</b>	<b>12</b>
50.	Number of hits to the Corporate Website a) Welsh pages b) English pages	<b>34,045</b> <b>3,542,253</b>	<b>23,423</b> <b>3,980,097</b>	N/A	<b>Year on Year Increase</b>	
51.	Number of full time equivalent working days lost to sickness absence per employee (PAM)	<b>12.13</b>	<b>6.76</b> (9 months data up to 31 December 2020)	<b>11.2</b>	To be below the Welsh national figure across local government and to benchmark in the top half of the all Wales benchmarking table	
52.	% Local Government Electors (via all routes) verified and registered to vote:	<b>N/a New</b>	<b>96.2%</b> baseline	N/A	<b>96.5%</b> <b>May 2022</b>	<b>N/a</b>

<b>Governance and Resources</b>						
(PAM = National Indicators known as Public Accountability Measures)						
<b>No.</b>	<b>Key Performance Indicators (KPI)</b>	<b>2019/20</b> Actual data	<b>2020/21</b> Actual data	<b>How we compare</b> (All Wales - latest data available)	<b>2021/22 Target</b> (full year)	<b>2022/23 Target</b> (full year)
	Route 1: DWP and local data matching Route 2: Unmatched properties Route 3: Properties of multiple occupation e.g. residential care homes and student accommodation				<b>elections</b>	
53.	Number of statutory recommendations made by the Council's external auditors on strategic and operational planning arrangements	<b>0</b>	<b>0</b>	N/A	<b>0</b>	<b>0</b>
54.	% of persons (aged 3 and over) who say they can speak Welsh  Source: Stats Wales – estimated data	<b>20.62%</b>	<b>21.7%</b>  (as at 30 <sup>th</sup> September 2020)	<b>28.5%</b>  (as at 30 <sup>th</sup> September 2020)	By 2023 the Council will have contributed to a minimum increase of 1% in the number of Welsh speakers within the county borough (Welsh Language Promotion Strategy)	
55.	% of invoices paid within 30 days	<b>94.25%</b>	<b>93.35%</b>	N/A	<b>95%</b>	<b>95%</b>
56.	% of non-domestic rates due for the financial year which were received by the local authority	<b>98.71%</b>	<b>98.06%</b>	N/A	<b>98%</b>	<b>98%</b>
57.	% of council tax due for the financial year which was received by the authority	<b>98.07%</b>	<b>97.54%</b>	N/A	<b>97%</b>	<b>97%</b>

## Well-being Statement

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. The objectives also respond to the challenges and opportunities identified (pre-Covid 19) as facing the Council over the term of the administration, including the various legal duties that are placed upon the Council. The well-being objectives, improvement priorities and steps will be reviewed during 2021/2022 as part of the Council's recovery, reset and renew work.

Our 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 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 intend to maximise our contribution to the seven well-being goals set by the Welsh Government. We believe the life course approach to the first two objectives, coupled with attention to all of the factors that impact upon well-being, provided a framework for the long term and for adopting preventative approaches which the Council could build upon in each review period.

The objectives are corporate well-being objectives and each of the objectives interacts with the other two, so they need to be considered as a whole. Services integrate their work across the Council where this enables us to maximise the impact we can have on the objectives, as well as integrating and collaborating with other partners where this makes sense. The well-being objectives that had been published to date by other public bodies and partners were also considered when developing our three well-being objectives. 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.

## **The Local Government & Elections (Wales) Act 2021**

In January 2021, the Local Government & Elections (Wales) Act 2021 received royal assent. The Act is a substantial piece of legislation covering electoral reform, public participation, governance and performance and collaborative working.

### **Governance and Performance**

The Council is democratically accountable for the performance of its services, including governance arrangements and the Act replaces the current duty for principal councils set out in the Local Government (Wales) Measure 2009.

The various provisions contained within the Act commence at different times and we have started to plan how we will implement the various provisions including those contained in Part 6, Chapter 1 of the Act which relate to performance and governance. These include duties to:

- Check how the Council is performing e.g. how well is the Council carrying out its role, is the Council looking after its resources and is the Council being managed and run well;
- Ask people how well they think the Council is doing every year;
- Write a self-assessment report every year which includes information on the work the Council has done and how well it has done it;
- Arrange for a panel of people (peer assessment) to check the Council's work (at least once between Council elections); and

- Respond to the report the panel writes about the Council

The intention of Part 6, Chapter 1 is for councils to be proactive in considering how internal processes and procedures should change to enable more effective planning, delivery and decision making to drive better outcomes.



Our current systems of governance comply with the Chartered Institute of Public Finance and Accounts framework. Our corporate governance arrangements are reviewed by a Corporate Governance Group who prepare an Annual Governance Statement and oversee any improvement work identified following its preparation. The work is reported to corporate directors, Cabinet and Cabinet Scrutiny Committee and the Audit Committee on a systematic basis.

The initial improvement work identified following the preparation of the 2019/2020 Annual Governance Statement was reviewed (at the request of the Council's Cabinet) in light of the outbreak of the Covid – 19 pandemic and the changes that were required to be made very quickly to the leadership and democratic oversight of the Council's work.

You can find the latest copy of the Annual Governance Statement [here](#) (contained within the 2019/2020 Statement of Accounts) where you will also find a copy of the Addendum that was prepared which sets out the

findings of the above review and the revised improvement work action plan for 2020/2021. A six month progress report on the delivery of the improvement work was presented to Cabinet on 24<sup>th</sup> February 2021 (add link).

During 2021/2022 we will continue to work on our governance arrangements to ensure they support the duties set out in the Local Government & Elections (Wales) Act 2021 and the Well-being of Future Generations (Wales) Act 2015.

## 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 an annual report of progress made in achieving its well-being objectives and improvement priorities. The Council will publish its final annual report in October 2021 which meets the requirements of the Local Government (Wales) Measure 2009 (*the Local Government & Elections (Wales) Act 2021 repeals the Local Government (Wales) Measure 2009*). The report will be published on the Council's web pages and widely communicated throughout the county borough using a range of different media ([‘ShapingNPT’](#)).

In preparing the [annual report for the 2019-2020](#) financial year, the Council was required to consider whether the current well-being objectives remained relevant or whether changes to those objectives should be considered. Given that the objectives were only agreed in September 2017 and reviewed in March 2019, when the word ‘safe’ was added to the third well-being objective for the Corporate Plan 2019-2022 (approved by Council in April 2019), it was not considered necessary to make any changes at that point in time.

On a quarterly basis the Cabinet and relevant Cabinet Boards, will receive a report on progress being made in relation to the well-being objectives and improvement priorities via the basket of key performance indicators set out at the end of each well-being objective in this Plan.

Scrutiny Committees also play an important role in ensuring progress and have been encouraged to adopt a more targeted approach to performance scrutiny, as well as receiving regular assurances that performance is being sustained.

## **Collaborative Working**

This Council has a strong tradition of working in partnership and we can point to many partnerships and collaborations at local, regional and national levels.

We believe in collaboration but it is important that citizens in Neath Port Talbot and the local economy benefit from the outcomes being delivered via these working arrangements and which contribute to the achievement of our well-being objectives. Given the importance of collaboration to this Council, in early 2020 (pre Covid-19) each scrutiny committee was due to review existing collaborations to make sure they were all on a strong footing and productive to enable the Council's Cabinet to be confident that those arrangements are working in the best interest of citizens and also, that there is clear and effective democratic oversight of those arrangements. The focus of this work will be reviewed in early 2021/2022 as part of the Council's recovery, reset and renew work.

The Local Government & Elections (Wales) Act 2021 establishes Corporate Joint Committees (CJC's) and during the course of 2021/2022 we will be working with regional partners who will comprise the South West Wales Corporate Joint Committees. The Act requires these authorities to form CJC's in the areas of economic well-being, strategic planning and regional transport arrangements and we will develop a model of working that integrates with our recovery planning.



## Public Services Board

Since the Corporate Plan was last updated, the Neath Port Talbot Public Services Board published its second Annual Report which details progress made on priorities set put in the Well-being Plan during 2019/2020. (A copy of the plan and annual reports can be found [here](#)).

As well as progressing the work streams identified in the Well-being Plan, the Public Services Board has been responding to emerging local issues. To do this effectively, the Public Services Board initially wanted to understand the extent of the impact the pandemic and restrictions are having on those who live, work and visit Neath Port Talbot. A multi-agency data and research group was established to assist the PSB by developing a local community impact assessment. Data was collated and grouped around the four pillars of well-being: economic, social, environmental and cultural. This data was supplemented by an in-depth survey which captured detailed insights from residents at a particular point in time.

The Community Impact Assessment was first presented to the PSB in 2020 when it was agreed for the data and research group to continue to update and amend the CIA to capture the situation as it changes over time. All key issues identified in the CIA are mapped against existing partnership groups who are able to implement initiatives or support mechanisms to address the issues. Whilst matching issues with relevant partnerships it became apparent that there were some gaps in respect of the economic, community and housing concerns raised in the CIA. As a result the PSB has established new multi-agency forums to take forward these areas of work.

Evidence from the CIA will continue to inform the approach to recovery and to help identify key areas where collective action by partners could reduce the negative impacts of the pandemic. Collaborative work on the CIA has strengthened existing partnerships, developed new ones and provided a solid basis for the Well-being Assessment the PSB is required to publish by May 2022.

## Equality

As a Council responsible for delivering services to the people who live, work and visit Neath Port Talbot, we are committed to make Neath Port Talbot a place where everyone has an equal chance to get on in life. As an employer we are also committed to being a Council that makes full use of the talents, skills and experiences of our staff.

However, with continuing austerity, the increasing unease as a result of the national political and economic climate, the impact of various national policies combined with rising levels of poverty, hate incidents and the increasing awareness of mental health issues - the gap between those worse off and better off is widening across a wide range of measures of inequality.

As part of the statutory requirements of the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 we, along with other public bodies, have a duty to develop equality objectives and produce a Strategic Equality Plan containing equality objectives and other information as required in the Regulations.

During 2019/2020 we reviewed our Strategic Equality Plan, equality objectives and the actions to meet them using information gathered from a range of sources: feedback from internal engagement activities; local, national and regional research publications as well as relevant strategies and plans that were either already in existence or being developed.

As part of this review, we took on board the outcomes from other related work streams such as the review of the Healthy Relationships for Stronger Communities Strategy; the exploration of the requirements and impact of socio-economic duty; and the outputs of the Poverty Symposium held in September 2019.

The Equality and Human Rights Commission's 'Is Wales Fairer?' Report was also a key source of data to inform the development of the draft equality objectives. The Report focuses on six themes: Education, Health, Personal Safety, Living Standards, Employment and Participation and these appear to reflect those areas which have been highlighted locally.

The following equality objectives were developed by the Equality and Community Cohesion Group, the membership of which includes senior officers of the Council, the police and representatives of local equality groups, organisations and communities:

- Education** – to ensure children and young people are the best they can be
- Health and Wellbeing** – to promote wellbeing and good mental health and tackle mental health stigma and discrimination
- Personal Safety** – to ensure people and communities are safe, respected and free from violence and abuse
- Employment** – to ensure our workforce is more reflective of our community, our policies are fair and equitable and gender pay gaps are reduced
- Participation** – to ensure services are accessible for all and people and communities are able to better influence decisions that affect them
- Living standards** – to work to reduce poverty and support independent living

Following a period of public consultation, which generated 46 responses, the revised Strategic Equality Plan, including the above equality objectives and associated actions, was due to be presented to Cabinet in April but was delayed due to the immediate response required by the Council to the Covid-19 pandemic.

However, while lockdown from March 2020 delayed the publication of the Strategic Equality Plan it gave us an opportunity to reconsider the appropriateness of our equality objectives, and the proposed actions, in light of the unfolding impact of coronavirus on members of our most vulnerable communities.

It became increasingly apparent that while all communities were affected, Black, Asian and minority communities have been affected disproportionately in matters of health, as key workers, with the severe effects on employment as well as in relation to accessible education for children and young people.

In addition the brutal killing of George Floyd on 25th May 2020, along with other events in our recent history as well as the devastating impact the pandemic has had on Black, Asian and minority ethnic communities has brought into sharp focus the deep seated attitudes and behaviours that remain towards people from these communities.

As a consequence we reviewed the equality objectives and actions to ensure we fully address the impact of these events on our local communities. The equality objectives, taking into account evidence as reported to various government committees during the summer, were considered to be still relevant and so the new [Strategic Equality Plan](#), including the equality objectives along with other relevant information was published in October 2020 to meet statutory requirements.

Additional actions were developed, with the involvement of our workforce and Black, Asian and minority ethnic communities, and to sit alongside those originally identified. These actions are published as an [addendum](#) to the Strategic Equality Plan.

We recognise that this is not the end of our work. Not only do we need to implement and make progress but we are mindful that they, like our ever changing society and circumstances are not set in stone. As a result they will be reviewed on a regular basis to ensure they remain relevant and appropriate to the needs of our communities.

## Zero Racism Policy Pledge

Race Council Cymru (RCC), is an overarching body established by ethnic minority grassroots communities to bring key organisations together to combat racial prejudice, racial discrimination, harassment and victimisation. It launched its Zero Racism Wales Campaign during 2020 which was supported and promoted by Welsh Government and other organisations across Wales. As a Council we participated in this campaign with promotion via our social media platforms during the winter of 2020.

The commitments of the Zero Racism Wales Policy reflect the principles of the Public Sector Equality Duty which underpin the Council's work as well as making explicit commitments which complement the Council's equality objectives and actions and its employment policies and practices. Along with all other councils across Wales the Council signed the Zero Racism Wales Policy Pledge thereby supporting the policy, and agreeing to take a stand against racism and promote a more inclusive and equal workplace and society that gives every individual in Wales the right to feel safe, valued and included. The Pledge was signed on 19 March 2021.

**Socio Economic Duty** – The duty was to be commenced in April 2020, but was delayed due to concerns raised by bodies across Wales that its introduction at this time did not give sufficient time for adequate processes to be put in place to implement the duty as well as the unprecedented nature of the coronavirus crisis. The duty subsequently came into force on the 31 March 2021.

The duty places a legal responsibility on relevant bodies when taking strategic decisions to have due regard to the need to reduce the inequalities of outcome resulting from socioeconomic disadvantage. Key aspects in meeting the duty include taking into account evidence and potential impacts through consultation and engagement as well as understanding the views and needs of those impacted by a decision, particularly those who suffer socio-economic disadvantage.

Although the impact of policy decisions on socio economic grounds was considered to a limited extent in our existing Integrated Impact Assessment tool the duty required a more detailed and considered assessment. As

our assessment process already allowed for consideration of our other statutory duties we incorporated the socio economic duty more fully into the process to ensure we could fully meet the duty. The amended Integrated Impact Assessment tool was introduced in April 2021.

## **Welsh Language**

We remain committed to the principles in the Welsh Language Measure 2011 and endeavour to comply with the Welsh language standards as applied to the Council during such these unprecedented and challenging times. We recognise we don't always get things right but take on board the lessons learned.

During the latter part of 2020/2021 we have begun a review of our compliance with and promotion of the Welsh language which will continue over the coming year, to help ensure we can provide a more effective and responsive service going forward. Our [Welsh Language Standard Annual Report 2019-2020](#) provides additional information on how we are meeting the standards and progress on our [Welsh Language Promotion Strategy](#) can be found [here](#).

## **Participation and Involvement**

### **Promoting Access to Local Government**

During 2021/2022 we will continue to develop our arrangements to ensure we comply with the requirements contained in Chapter 2 of the Local Government and Elections (Wales) Act 2021 – Public Participation in Local Government which commence in May 2022. The focus of Chapter 2 is for Council's to encourage local people to participate in the making of decisions by the Council and during 2021/2022 we will prepare and consult on a public participation strategy which will set out how we will:

- Promote awareness of the Council's functions and how to become a Member of the authority;
- Facilitate access to information about decisions made, or to be made by the Council;
- Promote and facilitate processes by which local people may make representations to the Council about a decision before, and after, it is made;
- Set out the arrangements for bringing views of the public to the attention of scrutiny committees; and
- Promote awareness among Members of the benefits of using social media to communicate with local people.

During 2021/2022 we will also prepare and publish a petition scheme which is also required under Chapter 2. Petitions are a way in which residents can make their concerns known and request that action be taken. The Scheme will include the following information:

- how a petition may be submitted to the council;
- how and by when the council will acknowledge receipt of a petition;
- the steps the council may take in response to a petition received by it;
- the circumstances (if any) in which the council may take no further action in response to a petition;
- how and by when the council will make available its response to a petition to the person who submitted the petition and to the public; and

- the receipt of electronic petitions

### **Access to Meetings of Local Authorities**

During the pandemic and following the enactment of legislation to remove the requirement for Members to be seen and heard in formal meetings of the Council, the Council moved quickly to resume key meetings using Microsoft Teams. This move accelerated our plans to meet the requirements contained in Chapter 4 of the Local Government and Elections (Wales) Act 2021 – Access to Meetings of Local Authorities. All upcoming Council meetings are routinely publicised via the Council’s social media and web platforms, encouraging members of the public to view meetings live via a virtual public gallery. Those meetings are being recorded and subsequently uploaded to the Council’s web pages. During 2021/2022 we will continue to develop our plans to enable hybrid meetings and continue to contribute to the Wales wide discussions to find a technical solution to enable the holding of meetings in Welsh and English (one of the limitations of the Microsoft product (at the time of writing) is the ability to hold meetings in Welsh and English).



## 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: [policy@npt.gov.uk](mailto:policy@npt.gov.uk)

The Citizens Panel enables residents to take part in research relating to the council. This means you will be able to tell us what you think about council policies, priorities and/or services. The feedback helps us to understand the residents' perspective and is used to help make decisions. You do not need any knowledge of council services to become a member of the panel. We are looking for a variety of views from a range of different people. Panel members may be asked to take part in online questionnaires, informal discussions, workshops, telephone interviews and other forms of consultation. If you would like to join up please complete the recruitment questionnaire [here](#)

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>



Cyngor Castell-nedd Port Talbot  
Neath Port Talbot Council

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## Integrated Impact Assessment (IIA)

This Integrated Impact Assessment considers the duties and requirements of the following legislation in order to inform and ensure effective decision making and compliance:

- Equality Act 2010
- Welsh Language Standards (No.1) Regulations 2015
- Well-being of Future Generations (Wales) Act 2015
- Environment (Wales) Act 2016

### Version Control

Version	Author	Job title	Date
Version 1	Fiona Clay-Poole	Corporate Policy Officer	05/03/2021
Version 2	Caryn Furlow-Harris	Strategic Manager – Policy & Executive Support	15/04/2021

### 1. Details of the initiative

	<b>Title of the Initiative: Corporate Plan 2021-2023</b>
<b>1a</b>	<b>Service Area:</b> Corporate Policy & Performance Management
<b>1b</b>	<b>Directorate:</b> Chief Executive's
<b>1c</b>	<b>Summary of the initiative:</b> The Corporate Plan provides the framework for the Council's services and functions whilst discharging duties set out in various legislation, but in particular the Well-being of Future Generations (Wales) Act 2015 which requires the Council to set well-being objectives which seek to maximise the Council's contribution to the national well-being goals, whilst also embracing the sustainable development principle.
<b>1d</b>	<b>Is this a 'strategic decision'?</b> Yes, it's a medium term plan adopted by Council.

<b>1e</b>	<p><b>Who will be directly affected by this initiative?</b> Everyone who lives, works and/or visits Neath Port Talbot</p>
<b>1f</b>	<p><b>When and how were people consulted?</b></p> <p>A detailed public consultation exercise was undertaken in 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 interested bodies and the general public had 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 in 2017.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• a self-completion questionnaire published on the Council's web site</li> <li>• consultation packs in 35 public buildings (such as libraries, community centres and civic buildings)</li> <li>• promotion via email to a range of stakeholders</li> <li>• attendance at community/public events across the county borough and facilitated workshops with various organisations</li> <li>• promotion via the Council's corporate social media accounts messages</li> </ul> <p>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.</p> <p>Since 2017, on an annual basis, the Council is required to consider whether the current well-being objectives remain relevant or whether changes to those well-being objectives should be considered, when preparing its annual report (last prepared - October 2021). The improvement priorities and steps in the Plan were reviewed by Heads of Service in December 2020 to ensure they remain relevant in light of the pandemic.</p>
<b>1g</b>	<p><b>What were the outcomes of the consultation?</b></p> <p>In terms of the 2017 public consultation a significantly high percentage of respondents agreed with the 3 Well-being Objectives, while a similarly high percentage of respondents thought that the objectives will improve their quality of life. 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</p>

transport amongst others. A few additional well-being objectives were suggested around mental health, environment and inclusion and social interaction but these were not implemented.

Following the annual review of the well-being objectives when preparing the annual report for the period 2019/2020 and the review of the improvement priorities and steps by Heads of Services in December 2021, no changes have been made to the well-being objectives with only minor amendments made to a few steps.

An extensive consultation exercise to inform the Council's Corporate Recovery Plan for April 2022 onwards will be undertaken during 2021.

## 2. Evidence

### What evidence was used in assessing the initiative?

The Corporate Plan is informed by a range of data collected and analysed about service users, service performance and delivery. Financial data from the budget, data from key departmental plans and changes in the external environment also influence the content of the Corporate Plan.

### 3. Equalities

a) How does the initiative impact on people who share a **protected characteristic**?

Protected Characteristic	+	-	+/-	Why will it have this impact?
Age	+			The Corporate Plan specifically sets out how the Council will intends to improve the well-being of children, young people and adults in Neath Port Talbot.
Disability	+			We intend to embed a rights-based approach for disabled people across the Council and ensure that people have access to advocacy support where that is required. Progress in achieving this will be monitored and reported throughout the year.
Gender reassignment			+/-	Impacts on this group is unknown at this time but will be tested during extensive consultation to inform the Council's Corporate Recovery Plan for April 2022 onwards which will be undertaken during 2021.
Marriage & civil partnership			+/-	Impacts on this group is unknown at this time but will be tested during extensive consultation to inform the Council's Corporate Recovery Plan for April 2022 onwards which will be undertaken during 2021.
Pregnancy and maternity	+			The Corporate Plan features specific improvement priorities to support children and the parents of children in their early years. Including, efforts to ensure the availability and quality of childcare is increased, tailored parenting support, and multi-agency approaches to introduce literacy and numeracy for babies and young children, taking into account accessibility, cultural and language requirements.
Race	+			We have reviewed the equality objectives and actions in the Council's Strategic Equality Plan to ensure we fully address the devastating impact the pandemic and the murder of George Floyd had on all of our local communities. The equality objectives, taking into account evidence as reported to various government committees during the summer, were considered to be still relevant and so the new <a href="#">Strategic Equality Plan</a> , including the equality objectives along with other relevant information was published in October 2020 to meet statutory requirements.

Religion or belief			+/-	Impacts on this group is unknown at this time but will be tested during extensive consultation to inform the Council's Corporate Recovery Plan for April 2022 onwards which will be undertaken during 2021.
Sex	+			The Council plans to continue work with Chwarae Teg to deliver the Gender Equality Action Plan.
Sexual orientation			+/-	Impacts on this group is unknown at this time but will be tested during extensive consultation to inform the Council's Corporate Recovery Plan for April 2022 onwards which will be undertaken during 2021.

### What action will be taken to improve positive or mitigate negative impacts?

An extensive consultation exercise to inform the Council's Corporate Recovery Plan for April 2022 will be undertaken during 2021.

### b) How will the initiative assist or inhibit the ability to meet the **Public Sector Equality Duty**?

Public Sector Equality Duty (PSED)	+	-	+/-	Why will it have this impact?
To eliminate discrimination, harassment and victimisation	+			A core intention of the Plan is the reduction of 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.
To advance equality of opportunity between different groups	+			

To foster good relations between different groups	+		<p>We have made a commitment in the first two well-being objectives to develop a rights-based approach. We also plan to extend good practice in our education and social services departments, where children, young people, older and vulnerable people are supported and encouraged to participate in decisions and matters that affect them, to all other areas of our work.</p> <p>The Plan outlines our commitment to engage with different groups and communities to facilitate greater understanding between groups as we work together to reduce inequality and improve the lives of all our residents.</p>
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### What action will be taken to improve positive or mitigate negative impacts?

An extensive consultation exercise to inform the Council's Corporate Recovery Plan for April 2022 will be undertaken during 2021.

#### 4. Socio Economic Duty

What is the impact	Why will it have this impact?
Positive	<p>Neath Port Talbot Council exists to serve and represent the interests of its citizens and communities. The Corporate Plan outlines our commitment to improve the economic, social, environmental and cultural well-being of all of our people. To achieve this we are seeking to:</p> <ul style="list-style-type: none"> <li>• Advance equality of opportunity in a number of ways, including continuing to work with schools and other relevant settings to ensure that their learning environments are safe and nurturing, where there is respect and due regard to equality, diversity and inclusion.</li> <li>• In the Plan we outline our aim to eliminate discrimination, harassment and victimisation by making early intervention and prevention a priority to reduce the number of repeat victims and reduce the number of high risk cases of domestic abuse. We will also</li> </ul>



	<p>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.</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>
Negative	N/A
Neutral	N/A

#### What action will be taken to improve positive or mitigate negative impacts?

An extensive consultation exercise to inform the Council's Corporate Recovery Plan for April 2022 will be undertaken during 2021.

#### 5. Community Cohesion/Social Exclusion/Poverty

	+	-	+/-	Why will it have this impact?
Community Cohesion	+			During 2020/2021 we reviewed our Strategic Equality Plan, equality objectives and the actions to meet them using information gathered from a range of sources: feedback from internal engagement activities; local, national and regional research publications as well as relevant strategies and plans that were either already
Social Exclusion	+			

Poverty	+			<p>existence or being developed.</p> <p>As part of this review, we took on board the outcomes from other related work streams such as the review of the Healthy Relationships for Stronger Communities Strategy; the exploration of the requirements and impact of socio-economic duty; and the outputs of the Poverty Symposium held in September 2019.</p>
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**What action will be taken to improve positive or mitigate negative impacts?**

An extensive consultation exercise to inform the Council’s Corporate Recovery Plan for April 2022 will be undertaken during 2021.

**6. Welsh**

	+	-	+/-	Why will it have this effect?
What effect does the initiative have on: – people’s opportunities to use the Welsh language	+			There are specific actions set out in the Corporate Plan 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.
– treating the Welsh and English languages equally	+			Efforts are made to ensure that the five year Welsh Language Promotion Strategy is informed by and integrated with the Corporate Plan.  The Welsh Language Strategy action plan is also developed in collaboration by a cross party task and finish group with the assistance of Neath Port Talbot County

				Borough Council staff and a representative of Menter Iaith Castell-nedd Port Talbot (Menter Iaith CNPT) (Neath Port Talbot Language Initiative).
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**What action will be taken to improve positive or mitigate negative impacts?**

During the latter part of 2020/2021 we started a review of our compliance with and promotion of the Welsh language which will continue over the coming year, to help ensure we can provide a more effective and responsive service going forward. In addition, 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. During 2021/2022 we will also be reviewing the Welsh Language Promotion Strategy Action Plan to ensure it aligns with the Council's Corporate Recovery Plan from April 2022 onwards.

**7. Biodiversity**

How will the initiative assist or inhibit the ability to meet the **Biodiversity Duty**?

<b>Biodiversity Duty</b>	<b>+</b>	<b>-</b>	<b>+/-</b>	<b>Why will it have this impact?</b>
To maintain and enhance biodiversity	+			The intention behind Well-being Objective three is the development of the local economy and environment so that the well-being of people can be improved.

				Sustainable economic growth and the conservation and enhancement of the natural environment are key improvement priorities in the plan.
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment, such as air quality, flood alleviation, etc.	+			Limiting future climate change is regarded internationally as the single most serious environmental issue faced by society. Tackling the issue requires collective action and the Council has an important role to play in this respect. The Council's Decarbonisation and Renewable Energy Strategy outlines our overarching vision and objectives, what we have already achieved and the potential future opportunities that exist. The Strategy is an integral part of the Council's overall sustainability drive and the associated action plan will assist the Council in meeting its carbon footprint reduction / aspirations.

**What action will be taken to improve positive or mitigate negative impacts?**

An extensive consultation exercise to inform the Council's Corporate Recovery Plan for April 2022 will be undertaken during 2021.

**8. Well-being of Future Generations**

How have the five ways of working been applied in the development of the initiative?

Ways of Working	Details
i. <b>Long term</b> – looking at least 10 years (and up to 25 years) ahead	The Corporate Plan is published every year to outline the Council's priorities for improvement and how we are changing the way we do things to ensure we continue to improve the services we deliver in our communities. Although this seems like short term planning a number of the improvement priorities in the plan embrace current challenges whilst considering the impact

	<p>these efforts will have on the future. Sustainability plays a key role in the plan, particularly in terms of the natural environment. Current work to reduce the council's carbon footprint, if successful, will undoubtedly have a positive impact on the future environment of the area and the well-being of its residents.</p>
<p>ii. <b>Prevention</b> – preventing problems occurring or getting worse</p>	<p>We have prioritised the adoption of early intervention and prevention approaches to reduce the number of repeat and high risk domestic abuse cases through the development of a Healthy Relationships for Stronger Communities Strategy which is monitored through the Corporate Plan.</p> <p>To set longer term priorities and to facilitate early intervention and preventative actions to improve the economic, social, environmental and cultural well-being of people living in Neath Port Talbot work will be undertaken to move the Council's financial planning framework from a one year process to the development of a medium term financial plan.</p>
<p>iii. <b>Collaboration</b> – working with other services internal or external</p>	<p>The well-being objectives and improvement priorities show the Council's contribution to the social, economic, cultural and environmental well-being of Neath Port Talbot but the Council would be unable to make these improvements without collaboration. In order to improve access to public transport and active travel the Council is engaged with developers to improve infrastructure and a range of partners at a regional level to develop connectivity.</p> <p>The Council is a statutory partner of a number of multi-agency partnerships locally, regionally and across Wales including; the Public Services Board, Voluntary Sector Liaison Forum, Regional Partnership Board and West Glamorgan Safeguarding Board.</p>
<p>iv. <b>Involvement</b> – involving people, ensuring they reflect the diversity of the population</p>	<p>There was no requirement under the Well-being of Future Generations (Wales) Act 2015 to consult on this updated Plan as no changes have been made to the well-being objectives.</p> <p>However, during 2021, an extensive consultation exercise to inform the Council's Corporate Recovery Plan for April 2022 will be undertaken which will reflect the diversity of the population of Neath Port Talbot.</p> <p>During 2021/2022 we will continue to develop our arrangements to ensure we comply with the requirements contained in Chapter 2 of the Local Government and Elections (Wales) Act 2021 – Public Participation in Local Government which commence in May 2022. The focus of Chapter 2 is for Council's to encourage local people to participate in the making of decisions by</p>

	<p>the Council and during 2021/2022 we will prepare and consult on a public participation strategy which will set out how we will:</p> <ul style="list-style-type: none"> <li>• Promote awareness of the Council’s functions and how to become a Member of the authority;</li> <li>• Facilitate access to information about decisions made, or to be made by the Council;</li> <li>• Promote and facilitate processes by which local people may make representations to the Council about a decision before, and after, it is made;</li> <li>• Set out the arrangements for bringing views of the public to the attention of scrutiny committees; and</li> <li>• Promote awareness among Members of the benefits of using social media to communicate with local people.</li> </ul>
<p><b>v. Integration</b> – making connections to maximise contribution to:</p>	<p>The contribution each of the three well-being objectives makes to each of the seven national well-being goals is detailed in the plan.</p>
<p><b>Council’s well-being objectives</b></p>	<ul style="list-style-type: none"> <li>▪ To improve the well-being of children and young people</li> <li>▪ To improve the well-being of all adults who live in the county borough</li> <li>▪ To develop the economy and the environment so that the well-being of people can be improved</li> </ul>
<p><b>Other public bodies objectives</b></p>	<p><b>Public Services Board priorities</b></p> <ul style="list-style-type: none"> <li>▪ Support children in their early years, especially children at risk of adverse childhood experiences.</li> <li>▪ Create safe, confident and resilient communities, focussing on vulnerable people</li> <li>▪ Encourage Ageing Well</li> <li>▪ Promote well-being through and in the workplace</li> </ul>

- Recognise and promote green infrastructure, how green infrastructure can support the economic, social and cultural well-being of the people of Neath Port Talbot
- Increase levels of digital participation/inclusion

## 9. Monitoring Arrangements

Provide information on the monitoring arrangements to:

Monitor the impact of the initiative on Equalities, Community Cohesion, the Welsh Measure, Biodiversity Duty and the Wellbeing Objectives.

The progress made in achieving the well-being objectives, improvement priorities and the impact on the above initiatives will be monitored on a quarterly basis by the Cabinet and Cabinet Boards.

An Annual Report is produced each year (autumn) which considers whether the well-being objectives and improvement priorities remain appropriate. Where necessary, the well-being objectives and improvement priorities are revised.

The Annual Report 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 platforms.

## 10. Assessment Conclusions

Please provide details of the conclusions reached in relation to each element of the assessment:

	<b>Conclusion</b>
<b>Equalities</b>	There is a positive impact with the well-being objectives contributing to our work to address inequality.
<b>Socio Economic Disadvantage</b>	Continued work to advance equality of opportunity whilst eliminating discrimination and harassment identified throughout the plan will have a positive impact on the overall well-being of our residents.

<b>Community Cohesion/ Social Exclusion/Poverty</b>	The well-being objectives will have a positive impact on the many facets that contribute to people’s experiences of poverty and social exclusion and will potentially result in stronger communities, greater community involvement and participation thereby ensuring their voices are heard.
<b>Welsh</b>	As a result of our continued work to improve Welsh education and learning provision there will be a positive impact on opportunities to use the Welsh language.
<b>Biodiversity</b>	There will be a positive impact on the biodiversity of the area as key improvement priorities in the plan relate to the promotion of sustainable economic growth and the conservation and enhancement of the natural environment.
<b>Well-being of Future Generations</b>	There will be a positive impact as the well-being objectives have been developed in line with the five ways of working.

**Overall Conclusion**

Please indicate the conclusion reached:

- **Continue** - as planned as no problems and all opportunities have been maximised x
- **Make adjustments** - as potential problems/missed opportunities/negative impacts have been identified along with mitigating actions
- **Justification** - for continuing with the initiative even though there is a potential for negative impacts or missed opportunities
- **STOP** - redraft the initiative as actual or potential unlawful discrimination has been identified

Please provide details of the overall conclusion reached in relation to the initiative

The purpose of the Corporate Plan and the well-being objectives is to improve the economic, social, environmental and cultural well-being of the people of Neath Port Talbot. The well-being objectives and improvement priorities were developed with this in mind and as such will help members of our communities improve their well-being.

As a result of our continued work to improve Welsh education and learning provision there is potentially a positive impact in relation to opportunities to use the Welsh language.



There will be a positive effect on biodiversity or Eco-system resilience.

There will be a positive impact in relation to the Wellbeing of Future Generations as the well-being objectives have been developed in line with the five ways of working.

## 11. Actions

What actions are required in relation to obtaining further data/information, to reduce or remove negative impacts or improve positive impacts?

<b>Action</b>	<b>Who will be responsible for seeing it is done?</b>	<b>When will it be done by?</b>	<b>How will we know we have achieved our objective?</b>
During the summer of 2021 we aim to undertake an extensive programme of consultation and engagement with a very wide range of stakeholders on the Council's Corporate Recovery Plan, the Public Services Board's Well-being Assessment, and the regional Population Needs Assessment.	A multi-agency, multi-disciplinary approach will be taken and will include officers from the Council, Health, third sector partners and other public sector bodies.	End of 2021	Our overall aim is to ensure that we have a co-ordinated approach to these exercises that satisfies our legal duties but is done in the most economic, efficient and effective way. Taking a co-ordinated approach would also enable us to make sure that priorities that emerge at the planning stage are also set in a coherent way, minimising duplication and reducing the risk of there being important gaps between the respective plans.

## 12. Sign off

	<b>Name</b>	<b>Position</b>	<b>Signature</b>	<b>Date</b>
<b>Completed by</b>	Fiona Clay-Poole	Corporate Policy Officer	Fiona Clay-Poole	12 <sup>th</sup> April 2021
<b>Completed by</b>	Caryn Furlow-Harris	Strategic Manager – Policy & Executive Support	Caryn Furlow-Harris	15 <sup>th</sup> April 2021
<b>Signed off by</b>	Sheenagh Rees	Head of Service/Director	Sheenagh Rees	27 <sup>th</sup> April 2021

## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### Cabinet

12 May 2021

### Report of Director of Finance & Corporate Services

H. Jenkins

#### Matter for Decision

**Wards Affected:** All Wards

#### Annual Governance Statement 2020-2021

#### Purpose of Report

1. To present to Cabinet the Council's Annual Governance Statement 2020-2021 for approval.

#### Executive Summary

2. The Annual Governance Statement (AGS) for 2020-2021 (attached at Appendix 1) has been prepared by the Corporate Governance Group and complies with the Delivering Good Governance in Local Government Framework: (CIPFA/SOLACE, 2016).
3. The AGS demonstrates the system of internal controls which have been in place within the Council for the year ending 31<sup>st</sup> March 2021 and provides examples of how the Council demonstrates compliance with good practice and meets the core and sub principles of effective governance. The AGS also provides details on the assurances taken during the year on the effectiveness of our governance arrangements.

## Background

4. The Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, that public money is safeguarded and properly accounted for and is used economically, efficiently and effectively.
5. The AGS forms part of the Statement of Accounts and reports on the extent of the Council's compliance with its principles and practices of good governance, including how the Council has monitored the effectiveness of its governance arrangements in the year ending 31<sup>st</sup> March 2021.
6. The AGS is prepared under the remit of the Corporate Governance Group, which is chaired by the Director of Finance & Corporate Services and is made up of Heads of Service who are directly responsible for governance aspects.
7. The AGS also contains:
  - An update on the progress made during 2020-2021 against the improvement areas that were identified during the development of the 2019-2020 AGS (Table 1 on page 57).
  - Improvement areas proposed for 2021-2022 following the development of 2020-2021 AGS (Table 2 on page 63).
8. Table 2 contains a number of improvement areas to be actioned during 2021/2022. The Corporate Governance Group will keep this work under review as the Council progresses recovery planning during 2021/2022 and if necessary will prioritise the work which may result in some improvement areas rolling into the early part of 2022/2023.
9. As the Council moves forward its plans in terms of recovery the Council's governance arrangements will continually be kept under review by the Corporate Governance Group to ensure that they remain effective.

## **Consultation**

10. There is no requirement for consultation on this item.

## **Financial Appraisal**

11. The improvement work undertaken during 2020-2021 was delivered against a continuing challenging financial backdrop.

## **Integrated Impact Assessment**

12. There is no requirement for an Integrated Impact Assessment on this item.

## **Workforce Impact**

13. The progress set out in Table 1 on page 57 has been delivered during the Council's response to the pandemic which has been a challenging time for the workforce. During that time the Workforce Planning Group met and a key role of the Group was to review key employment strategies to support the Council's response to the pandemic.

## **Legal Impact**

14. The Council has a general duty under the Local Government & Elections (Wales) Act 2021 to keep its performance under review and the extent to which:
  - a) It is exercising its functions effectively;
  - b) It is using resources economically, effectively and efficiently;and
  - c) Its governance is effective for securing the matters set out in a) and b) above.
15. The Annual Governance Statement explains how the Council has met the requirements of Regulation 5(2) of the Accounts and Audit (Wales) Regulations 2014 in relation to an annual review of the effectiveness of the Council's systems of internal control and the preparation and approval of an Annual Governance Statement.

## **Risk Management**

16. The Council's risk register was not updated on a regular basis during 2020/2021 due to Covid-19. However, the Pandemic was recognised on the risk register as a key Strategic Risk. The risks arising from the pandemic were managed via the establishment of a Corporate Incident Management Team chaired by the Council's Chief Executive.

## **Recommendations**

17. It is recommended that :
  - i. Members note the progress made on the Corporate Governance improvement work undertaken during 2020-2021
  - ii. Approve the Annual Governance Statement 2020-2021 attached at Appendix 1.
  - iii. Approve the proposed Corporate Governance improvement work to be undertaken during 2021-2022.

## **Reason for Proposed Decision**

18. To ensure the Annual Governance Statement meets the requirements of Regulation 5(2) of the Accounts and Audit (Wales) Regulations 2014 in relation to an annual review of the effectiveness of the Council's systems of internal control and the preparation and approval of an Annual Governance Statement.

## **Implementation of Decisions:**

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

## **Appendices**

20. Appendix 1 – Annual Governance Statement 2020-2021

## **List of Background Papers**

21. None

## **Officer Contact**

22. Hywel Jenkins, Director of Finance & Corporate Services Tel: 01639 763251 or e-mail: [h.jenkins@npt.gov.uk](mailto:h.jenkins@npt.gov.uk)
23. Caryn Furlow-Harris, Strategic Manager – Policy & Executive Support Tel: 01639 763242 or e-mail: [c.furlow@npt.gov.uk](mailto:c.furlow@npt.gov.uk)

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**Neath Port Talbot Council  
Annual Governance Statement  
2020/2021**

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## Introduction

The Council has adopted the 2016 Delivering Good Governance in Local Government: Framework (the Framework), developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE). To comply with the Framework, the Council must publish an Annual Governance Statement (AGS), which explains the processes and procedures in place to enable the Council to carry out its functions effectively. The governance framework comprises the systems, processes, cultures and values by which the Council is directed and controlled, and through which we engage with and lead the local community. The framework brings together an underlying set of legal requirements, good practice and management processes.

In preparing the AGS, the Council conducted a review on the effectiveness of its system of internal control in place for the year ending 31<sup>st</sup> March 2021 to ensure that:

- its business is conducted in accordance with all relevant laws and regulations;
- public money is safeguarded and properly accounted for;
- there is sound and inclusive decision making;
- resources are used economically, efficiently and effectively; and
- there is clear accountability for the use of those resources to achieve agreed priorities which benefit local people and communities.

***“Corporate governance is about making sure that the Council is run properly. It is about ensuring the Council does the right things, at the right time and in the right way.”***

The Council’s system of internal control are designed to manage risk to a reasonable level. The Council cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. During the year ending March 2021, Covid-19 had a dramatic impact on the way we live and work and during that time the Council’s leadership and governance arrangements needed to adapt very quickly. Those

changes are reflected in this document to evidence how the Council ensured visibility of decision making and business was continued to be conducted in accordance with all relevant laws and regulations.

### The Framework

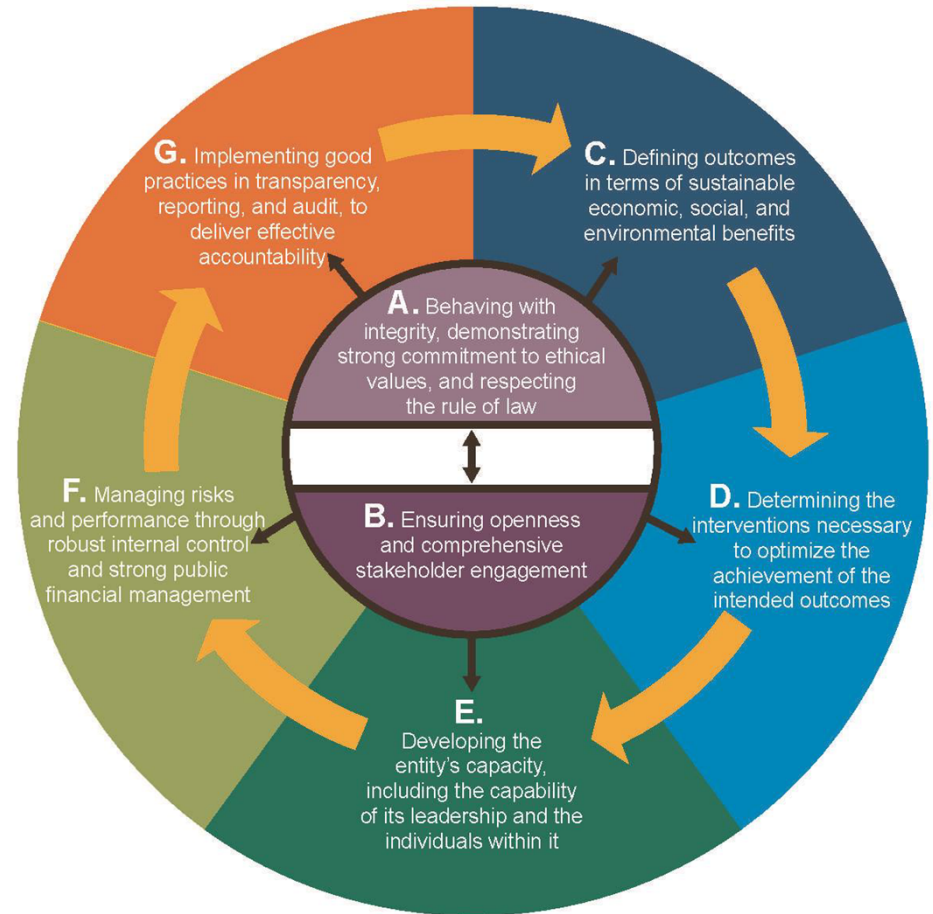
The Framework comprises two core principles and five supporting principles as illustrated in the diagram.

Principles A and B run through principles C to G but good governance is dynamic, and the Council as a whole is committed to improving governance on a continuing basis through a process of evaluation and review.

The next section: **Putting the Principles into Practice**, illustrates examples of how the Council demonstrates compliance to meet these seven principles and the assurances taken during the year on the effectiveness of our governance arrangements.

Any governance improvement areas identified from undertaking the review have been included in an action plan set out in **Table 2** on page 63. The Corporate Governance Group, will oversee the action plan and progress will be reported to Corporate Directors Group, Cabinet and Audit Committee throughout the financial year.

Progress made on improvement work identified during 2019/2020 are contained in **Table 1** on page 57.



## Putting the Principles into Practice

Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law			
Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
1.1 Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation	1.1.1 Employee Code of Conduct	An Internal Audit review of adherence to the Code was published in November 2020 and the Code was updated in January 2021 to take into account the recommendations made in the report.	None identified
	1.1.2 <a href="#">Member Code of Conduct</a>	<p>Monitored by the <a href="#">Standards Committee</a> and Corporate Governance Group.</p> <p>On signing their Declaration of Acceptance of Office, Members are required to give an undertaking to abide by the Members' Code of Conduct.</p> <p>Ordinarily Members would receive training on the Code of Conduct and refresher training throughout the year. However, during 2020/2021 specific Code of Conduct training did not take place, instead ad hoc advice was provided to members on Code of Conduct matters via email or in general discussions as and when required. Specific Code of Conduct training is scheduled to take place on the 8<sup>th</sup> April 2021 and biannually thereafter.</p>	None identified

**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
Page 150		The Local Government and Elections (Wales) Act 2021 will provide an additional duty on group leaders to ensure members within their political group also comply with the Members Code of Conduct and ongoing support will be provided on this function via the Standards Committee.	
	1.1.3 Members: An <a href="#">induction programme for Members</a> was published on the Council website in 2017.	The induction programme forms part of the Authority’s Strategy and Charter for Member Development and is structured for both new and returning members. The aim is to provide a supportive and structured development framework to enable Members perform their duties. Members elected through by-elections receive a tailored induction.  A review of the programme is scheduled during 2021 in readiness for the Member Induction following the Local Government Elections in May 2022.	None identified
	1.1.4 Staff: an Induction Checklist, (which contains information about the expected standards of behaviour) must be signed by managers and their employees.	The corporate Induction Checklist is emailed to recruiting managers in advance of when a new starter is due to commence employment and is signed by both manager and employee.	None identified

**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
Page 151		In 2021, the HR team will implement the iTrent HR / Payroll Database that will have an 'onboarding' module, which will replace the Induction Checklist and facilitate more effective recording of induction arrangements and therefore provide much greater assurance.	
	1.1.5 <a href="#">Performance Appraisal Process 2016</a>	In 2021, the HR team will implement the iTrent HR / Payroll Database that will have a 'performance appraisal' module, which will facilitate more effective recording of the appraisal process and provide greater assurance. We will be able to report against the number of appraisals carried out to conclusion.	None identified
1.2 Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles)	1.2.1 Organisational Vision and Values are published in the <a href="#">Corporate Plan – Shaping NPT</a>	The Vision and Values are incorporated into recruitment processes (written into job descriptions and person specifications of senior posts in the organisation).	None identified
	1.2.2 The vision and priorities for staff are contained within the <a href="#">Workforce Plan 2018-2022</a>	A review of the Workforce Plan was carried out in December 2019 to review the actions taken to date and ensure future actions remain fit for purpose moving forward.  Audit Wales are supporting the Council to learn workforce planning lessons from the	None identified

**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 152</p>		<p>Covid-19 pandemic, and to strengthen workforce planning arrangements as we move into recovery and developing the Council’s workforce into the future, embracing opportunities linked to new ways of providing services and working.</p>	
	<p>See also 1.1.2 <a href="#">Member Code of Conduct</a> - The Standards Framework for Members (Section 1, Ethical framework)</p>	<p>As 1.1.2</p>	
<p>1.3.2 Leading by example and using these standard operating principles or values as a framework for decision making and other actions</p>	<p>1.3.1 Integrated Impact Assessment (IIA)</p> <p>The tool assesses the impact of proposed initiatives (e.g. policy, service, procedures, strategies, projects etc.) relating to key legislation (i.e. equality, sustainable development, the Welsh language etc.). It is applied to decisions relating to the initiative and to consider whether the initiative will have a positive, negative or</p>	<p>An IIA tool has been implemented across all service areas since April 2019.</p> <p>During 2020/2021 the IIA tool and associated guidance was amended to formally take into account the Socio-Economic Duty, introduced on 31<sup>st</sup> March 2021.</p> <p>Training on the revised IIA tool for relevant officers and elected members will be completed by April 2021.</p>	<p>A1.3.1: A review will be undertaken in 2021/2022 to ensure the revised IIA tool is embedded into practice by Autumn 2021.</p>



**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
Page 153	neutral impact on the community.		
	1.3.2 Declarations of Interest	These are made by Members at the beginning of Committee meetings and recorded in the meeting minutes.	None identified
	1.3.3 The <a href="#">Standards Committee</a>	<p>The Committee meet on a quarterly basis (or more frequently where referrals from the Ombudsman are considered).</p> <p>Reports are regularly presented to the Standards Committee and any recommendations arising.</p> <p>The Committee also has delegated authority to discharge a number of functions. The Local Government and Elections (Wales) Act 2021 will provide an additional duty on group leaders to ensure members within their political group also comply with the Members Code of Conduct and ongoing support will be provided on this function via the Standards Committee.</p> <p>An annual report of the Standards Committee will also be presented to full</p>	None identified

**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 154</p>	<p><a href="#">1.3.4 Member and Officer Relations Protocol</a></p>	<p>Council highlighting the work of the Standards Committee.</p> <p>A protocol is in place as part of the Council's Constitution and Employee Code of Conduct</p> <p>A review of the Protocol will be undertaken by the end of September 2021 as part of the wider review of the Council's Constitution which was tasked to the Democratic Services Committee by Council in December 2020.</p> <p>The protocol is monitored by the <a href="#">Standards Committee</a></p>	<p>None identified</p>
	<p>1.4 Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively</p>	<p>1.4.1 The Anti-fraud, Corruption and Malpractice Strategy</p>	<p>The review of this Strategy was temporarily paused as a result of Covid-19 and the requirement to re-prioritise the work of the Internal Audit Service. The review has now re-commenced and once approved by the relevant committee the new three year Strategy will be published.</p> <p>Compliance with the Code of Practice on Managing the Risk of Fraud and Corruption (CIPFA, 2014).</p>

**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
Page 155	1.4.2 <a href="#">Member Interests</a> are shown by individual Members on the Council website.	Declarations of Interest for Members is a standing item on all committee meeting agendas and recorded in minutes of meetings.	None identified
	1.4.3 Staff Interests	An up-to-date register is held by each Director and is subject to Internal Audit review annually.	None identified
	1.4.4 Members: The <a href="#">Constitution</a>	The Council's Monitoring Officer is required, by law, to keep a Register of all notifications made by Members. The Register is open to public inspection during normal office hours.	None identified
	1.4.5 Staff Gifts & Hospitality	An up-to-date register is held by each Director.	None identified
	1.4.6 Whistleblowing Policy	Policy approved by Personnel Committee in August 2015 and reviewed in January 2020.	None identified
	1.4.7 <a href="#">Corporate Comments, Compliments and Complaints Policy</a>	<p>The Corporate Comments, Compliments and Complaints Policy has been revised to meet the requirements set out in the Public Service Ombudsman for Wales Model Complaints Policy.</p> <p>The Local Government &amp; Elections Wales Act 2021 sets out the following functions for the Governance &amp; Audit Committee (from 1<sup>st</sup> April 2021):</p>	None identified

**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
Page 156		‘to review and assess the authority’s ability to handle complaints effectively’ and ‘to make reports and recommendations in relation to the authority’s ability to handle complaints effectively’.	
	1.4.8 <a href="#">Social Services Compliments and Complaints</a>	A Social Services Compliments and Complaints Annual Report was prepared during 2020/2021 but was not reported to Cabinet due to the pandemic. Reporting to Cabinet will re-commence during 2021/2022.	None identified
	1.4.9 Corporate Comments, Compliments and Complaints and responses	Reported to Cabinet and relevant Cabinet Boards on a quarterly basis. During 2020/2021, due to the pandemic this reporting did not occur. Will re-commence during 2021/2022.	None identified
	See also 1.4.4 Members: The <a href="#">Constitution</a> , Part 5, Section 3 ‘Personal Interests’ addresses this.	Member’s interests are published on the NPT Council website for each committee throughout the year.	None identified
	See also 1.1.1 Officers: <a href="#">Employee Code of Conduct</a> (Section 9, 2017).	The Council’s Contract Procedure Rules, Employee Code of Conduct and the Public Contract Regulations (2015) require officers and members not to have any involvement in a tender process where they have a potential conflict of interest.	None identified

**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
		They should have no role whatsoever which should negate the need for any declarations of interest to be made.	
<p>2.1 Seeking to establish, monitor and maintain the organisation’s ethical standards and performance</p>	<p>2.1.1. The Corporate Procurement Team</p>	<p>This is acknowledged by the team when undertaking tender work for other sections when developing and evaluating procurement process. The team also monitor and evaluate compliance looking at what approach sections adopt. The Ethical Employment Code of Practice and Modern Slavery Statement issued to all sections sets out processes that should be valued.</p>	<p>A2.1.1: Corporate Procurement to monitor and evaluate compliance looking at what approach sections adopt. Head of Legal &amp; Democratic Services to report annually to the Corporate Governance Group.</p>
<p>2.2 Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation’s culture and operation</p>	<p>2.2.1 Member training</p> <p>See also 1.1.2 Member Code of Conduct)</p> <p>See also 1.3.3 Standards Committee – special dispensation to vote</p>	<p>Through the year, Members receive training on the Code of Conduct (&amp; refresher training).</p> <p>Annual reports are presented to Standards Committee.</p> <p>Members Declaration of Acceptance of Office – undertaken given to abide by the Members’ Code of Conduct</p> <p>Leading in the Welsh Public Service Behaviours Framework.</p>	<p>A2.2.1: Ethical awareness Officer training was provided in March 2021 on ensuring safe and legal decision making. Further sessions and ethical awareness matters are planned for 2021/2022.</p>

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**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
<p>2.3 Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 158</p>	<p>2.3.1 Recruitment and Selection Policy 2018</p>	<p>Recruitment arrangements will be reviewed in 2021 to ensure that they remain fit for purpose. The implementation of a new online Recruitment service (as part of the iTrent HR / Payroll system) presents opportunities to introduce evidence based equality and diversity practices into our recruitment process. This will be considered as part of the review of our Recruitment Policy.</p> <p>Training is provided to recruiting managers.</p>	<p>A2.3.1 Courses in relation to Recruitment and Selection and Safe Recruitment and other Employment Policies and Procedures to be delivered in 2021/2022.</p>
	<p>2.3.2 <a href="#">Pay Policy Statement</a></p>	<p>The 2021/2022 review has taken place and the revised Pay Policy Statement was presented to Council on 24<sup>th</sup> March 2021.</p>	<p>None identified</p>
	<p><a href="#">2.3.3 Contract Procedure Rules</a></p>	<p>Training is available to staff and advice booklets are provided. Ongoing support is provided to sections in complying with procurement rules and processes.</p>	<p>None identified</p>
<p>2.4 Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with high ethical standards expected by the organisation</p>	<p><a href="#">2.4.1 Ethical Employment in Supply Chain Policy 2019</a></p>	<p>Policy introduced in 2019 and annual reports brought to Cabinet and Cabinet Scrutiny setting out how the Council complies with the arrangements set out in the policy.</p>	<p>None identified</p>

**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
<p>Page 159</p>	<p>2.4.2 We continue to participate in a number of partnerships. Governance arrangements are in place for each for partnership which:</p> <ul style="list-style-type: none"> <li>• Clarify the roles of members both individually and collectively in relation to the partnership and to the Council;</li> <li>• Clearly set out the legal status of the partnership; and</li> <li>• Make clear the extent to which representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions.</li> </ul>	<p>Given the importance of collaboration to this Council, in early 2020 (pre Covid-19) each scrutiny committee was due to review existing collaborations to make sure they were all on a strong footing and productive to enable the Council’s Cabinet to be confident that those arrangements are working in the best interest of citizens and also, that there is clear and effective democratic oversight of those arrangements. The focus of this work will be reviewed in 2021/2022 as part of the Council’s recovery, reset and renew work.</p>	<p>A2.4.2: To ensure that a copy of all partnership agreements are logged centrally with the Head of Legal &amp; Democratic Services by September 2021.</p>
<p>3.1 Ensuring members and staff demonstrate a strong commitment to the</p>	<p>3.1.1 Cabinet and Committee Reports contain a section entitled</p>	<p>Safe and Legal Decision Making Training is available for relevant officers and is provided</p>	<p>None identified</p>

**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
rule of the law as well as adhering to relevant laws and regulations	“Legal Impacts” so that legal obligations are placed at the forefront of decision making. See also 1.4.4 The <a href="#">Constitution</a>	on an annual basis by the Head of Legal and Democratic Services to Council officers.  Democratic Services Officers and Legal Services monitor reports to ensure legal compliance.	
3.2 Creating the conditions to ensure that statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements	3.2.1 Financial management arrangements	We have a range of policies and procedures (such as financial regulations, financial procedures, contract standing orders, accounting instructions and officer delegations) that conform to the governance requirements of the CIPFA Statement of the Role of the Chief Financial Officer in Local Government (2010).	A3.2.1: To put in place an agreed procedure where Financial Regulations and Accounting Instructions are reviewed to ensure they remain relevant and proportionate. A review of Accounting Instructions is currently underway and will be completed by December 2021.
	3.2.2 Democratic Services - support function.	The Head of Democratic Services presents an annual report to Democratic Services Committee and Council, outlining the resource requirements to enable the Council, Cabinet and Committee to receive high level support and discharge of its democratic functions. The Chair of the Democratic Services Committee presents an Annual Report of the Democratic Services Committee to full Council updating Members	None identified

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**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
<p>Page 10</p>		<p>on the work that has been undertaken by the Committee during the previous civic year.</p>	
	<p>See also 1.4.4 The Council’s Constitution sets out the different responsibilities of Members and Officers. Clear job descriptions for all staff, which highlight their roles and responsibilities.</p>	<p>The Monitoring Officer oversees the Council’s Constitution and ensures it is kept up to date.</p>	<p>None identified</p>
<p>3.3 Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders</p>	<p>3.3.1 Cabinet and Committee Reports contain a section entitled “Legal Impacts” so that legal obligations are placed at the forefront of decision making.</p>	<p>Legal Enterprise Case Management Software providing audit trails of legal advice given and time spent providing legal advice on all matters.</p> <p>Transaction documentation and hard copies of Legal Advice provided are stored by the Council.</p> <p>Legal training provided to officers on regular basis to ensure they are up to date with recent legal developments and powers available.</p>	<p>None identified</p>
<p>3.4 Dealing with breaches of legal and regulatory provisions effectively</p>	<p>3.4.1 Data Protection Breaches Panel review cases.</p>	<p>Head of Legal &amp; Democratic Services reports annually to the Corporate Governance Group to give an assurance</p>	<p>None identified</p>

**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
<p>Page 152</p>	<p>3.4.2 Internal Audit Special Investigations / Disciplinary Cases</p> <p>See also 3.3.1 Cabinet and Committee Reports</p>	<p>that the current system for dealing with data protection breaches is fit for purpose.</p> <p>The Council requires that all officers who carry out disciplinary investigations have undertaken the ACAS Investigation Officers training. In addition, Heads of Service who are the decision makers in disciplinary investigations must have attended the ACAS Decision Maker training.</p>	<p>None identified</p>
	<p>3.5 Ensuring corruption and misuse of power are dealt with effectively</p>	<p>See 1.4.1 Anti-fraud, Corruption and Malpractice Policy</p> <p>See 1.4.6 Whistle Blowing Policy</p>	<p>Cases are monitored by the Public Services Ombudsman for Wales and the Council's Standards Committee. During the period 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021, the Monitoring Officer was notified of a total of 2 complaints made against County Borough Councillors alleging a breach of the Code of Conduct. Both were dismissed by the Public Service Ombudsman for Wales as not being appropriate for investigation.</p> <p>For the civic year: 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021, the Standards Committee received 0 referrals from the Public Service Ombudsman for Wales stemming from the previous civic year (2019/2020) relating to the Code of Conduct of Town and Community Councils only.</p>

**Principle B: Ensuring openness and comprehensive stakeholder engagement**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
<p>4.1 Ensuring an open culture through demonstrating, documenting and communicating the organisation’s commitment to openness</p> <p>Page 163</p>	<p>4.1.1 The Council produces a number of annual reports throughout the year to give assurances about our governance arrangements.</p>	<p>The reports are available to the public and the Corporate Governance Group oversee any risks identified to governance arrangements, arising from these annual reports.</p> <ol style="list-style-type: none"> <li>1. <a href="#">Corporate Plan Annual Report</a></li> <li>2. <a href="#">Strategic Equalities Plan Annual Report</a></li> <li>3. <a href="#">PSB Well-being Plan Annual Report</a></li> <li>4. <a href="#">Welsh Language Standards Annual Report</a></li> <li>5. <a href="#">Welsh Language Promotion Strategy</a></li> <li>6. <a href="#">Audit Service progress Report September 2020</a></li> <li>7. <a href="#">Complaints, Compliments and Comments Annual Report</a></li> <li>8. <a href="#">Ombudsman Annual Report</a></li> <li>9. <a href="#">The Pay Policy Statement is published annually in line with the Localism Act 2011 and to ensure transparency in the Council’s pay arrangements.</a></li> </ol>	<p>None identified</p>

**Principle B: Ensuring openness and comprehensive stakeholder engagement**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
Page 164			
	<a href="#">4.1.2 FOI Policy / FOI Publication Scheme</a>	<p>Published in March 2014.</p> <p>As a result of the Covid-19 pandemic there was a delay in undertaking a review of the Scheme.</p>	<p>A4.1.2: To undertake a review of FOI Publication Scheme throughout 2021-2022 with a report to Cabinet for approval. An amended version of the Publication Scheme will then be considered as part of a review on the Constitution to ensure it is fully up to date.</p>
	<p>4.1.3 The Council's strategic purpose, vision and values are set out in the Corporate Plan – Shaping NPT.</p>	<p>One of our values is: we will conduct the work of the in an open and accessible way, ensuring we are properly accountable for the decisions we make.</p>	<p>None identified</p>
	<p>4.1.4 <a href="#">Council Meeting Cycle</a></p>	<p>The Council agrees its meeting cycle at its Annual Meeting and this is published on the Council's website. Meetings are supported with forward work programmes detailing items for the next 3 meetings.</p>	<p>None identified</p>

**Principle B: Ensuring openness and comprehensive stakeholder engagement**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
<p>Page 165</p> <p>4.2 Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case the justification for the reasoning for keeping a decision confidential should be provided</p>	<p>4.1.5 Corporate Communications and Community Relations Strategy 2018-2020</p> <p>This includes new 'Brand' guidelines to create consistency and increase visibility and understanding about what the Council does.</p>	<p>We have improved the accessibility of information to better engage all stakeholders in the Council's work, with the intention that there will be a continuous flow of information about how the Council is delivering on its well-being objectives and to keep stakeholders up-to-date.</p> <p>Council Website (<a href="http://www.npt.gov.uk">www.npt.gov.uk</a>) performance is monitored using Google analytics to see how our website is being used. We also carry out an annual website survey to measure our effectiveness and ensure the website is performing as expected.</p>	<p>A4.1.5 Due to Covid-19 the review of the Corporate Communications and Community Relations Strategy has been delayed. This will be now be undertaken in 2021/2022.</p>
	<p>4.2.1 Executive and non-executive and regulatory report guidance and report template</p>	<p>The guidance was developed and circulated to reporting officers in May 2019. As and when changes arise the guidance is updated and circulated to report authors/officers.</p> <p>Report templates ensure the relevant information and advice is presented to substantiate recommendations.</p>	<p>None identified</p>
<p>4.2.2 Safe and Legal Decision Making</p>	<p>Training is available for relevant officers.</p>	<p>None identified</p>	

**Principle B: Ensuring openness and comprehensive stakeholder engagement**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
4.3 Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear	4.3.1 Modern.gov system  See also 1.3.1 Integrated Impact Assessment (IIA)	All publically accessible reports are published on the Council website via Modern.gov system showing the decisions taken at each meeting.	None identified
4.4 Using formal and informal consultation and engagement to determine the most appropriate and effective interventions / courses of action	4.4.1 Neath Port Talbot Consultation and Engagement Strategy 2018-2020	The Council uses Snap Survey software for corporate consultations for both internal and external stakeholders.  The Planning Policy Service use Objective consultation software for the Local Development Plan.  These arrangements are regularly reviewed to ensure they are effective and value for money when reviewing budget for the forthcoming financial year.	A4.4.1 Due to Covid-19 the review of the Consultation and Engagement Strategy has been delayed. This will be now be undertaken in 2021/2022.
	4.4.2 Community of Practice	First launched in September 2019, to improve the way we consult and involve our communities and partner agencies in the work we do from the outset. The aim being to get early feedback that helps shape proposals before the Council goes out to wider public consultation.	None identified
	4.4.3 Citizens Panel	The NPT Citizens Panel was launched in January 2020 enabling residents to express	None identified

<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
		their views and opinions about the Council's work and feel that their voices are listened to. This will strengthen the Council's approach to consultation and engagement and also help us to meet our obligations under the Wellbeing of Future Generations (Wales) Act 2015.	
Page 167	4.4.4 Shaping NPT	An area on the Council's website ' <a href="#">ShapingNPT</a> ' has been designed to improve communications and engagement. The aim is to improve awareness of what the Council does and encourage engagement by simplifying the narrative around the Council's Corporate Plan and Annual Reports. We are using citizens' and wider stakeholders' stories to bring the Council's work to life celebrating successes and highlighting areas where more work needs to be done to achieve our objectives.	None identified
4.5 Effectively engaging to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably	4.5.1 Corporate Communications and Community Relations Strategy 2018-2020	We have improved the accessibility of information to better engage all stakeholders in the Council's work, with the intention that there will be a continuous flow of information about how the Council is delivering on its well-being objectives and to keep stakeholders up-to-date.	See A 4.1.5

**Principle B: Ensuring openness and comprehensive stakeholder engagement**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
Page 168	4.5.2 Consultation and Engagement Strategy 2018-2020		See A 4.4.1
	4.5.3 Key Stakeholder List	We have a list of key stakeholders that we engage with on major policies and plans. These include: Youth Council; Black Minority Ethnic Community Association; and consultee database for the Local Development Plan.	None identified
	4.5.4 Youth Mayor	First established in September 2019 and elected by the young people of the borough. The role involves representing the voice of all children and young people across the borough at a number of pre-determined civic duties.	None identified
	4.5.5 Partnership working with our trade unions and teaching associations	This is a major feature of the Council's culture in relation to workforce engagement. It involves elected Members, managers, employees and trade unions developing and implementing a way of working based on mutual respect and trust, shared objectives and joint ownership of problem solving.	None identified



**Principle B: Ensuring openness and comprehensive stakeholder engagement**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
<p>4.6 Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 169</p>	<p>4.6.1 Third Sector Partnerships</p>	<p>The Council has a long and productive relationship with Third Sector organisations and awards grant funding to organisations so they can support our communities in a wide range of ways. The Council recognises and values the contribution the organisations make to help us deliver on some of our services (e.g. supporting the wellbeing of local people and communities). The Partnership Agreement (Compact) between the Council and the Voluntary and Community Sector in Neath Port Talbot formally recognises the contribution of voluntary work to local people and communities. It provides a framework for further developing the many years of partnership working in the county borough in pursuit of our shared interest to build strong communities where everyone has an equal chance to lead a fulfilled life. It sets out the responsibilities and expectations on both the Council and the Voluntary and Community Sector in working together.</p>	<p>None identified</p>
	<p>4.6.2 Voluntary Sector Liaison Forum</p>	<p>There is a partnership agreement in place between the Council and the local Voluntary and Community Sector in Neath Port Talbot.</p>	<p>None identified</p>
	<p>4.6.3 County Borough Council / Community Councils Liaison Forum</p>	<p>The Council meets with the Town and Community Councils throughout the year to discuss a wide number of issues. Due to the</p>	<p>None identified</p>

**Principle B: Ensuring openness and comprehensive stakeholder engagement**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 170</p>		pandemic the forum did not meet during 2020/21 but meetings will recommence in 2021/2022.	
	4.6.4 Informal partnerships	There are a number of informal partnerships in place, e.g. Equality and Community Cohesion Group which is made up of both officers from across the Council and representatives of external organisations.	None identified
	4.6.5 Public Services Board (PSB)	PSB members work together to deliver the objectives set out in the PSB Well-being Plan and monitor progress on delivery of work.	None identified
<p>4.7 Ensuring that partnerships are based on:</p> <ul style="list-style-type: none"> <li>• Trust</li> <li>• A shared commitment to change</li> <li>• A culture that promotes and accepts challenge among partners; and</li> <li>• that the added value of partnership working is explicit</li> </ul>	See 2.4.2 and 4.5.4	<p>The Council plays an active role in collaborative arrangements to ensure the best return for our citizens and other stakeholders.</p> <p>These arrangements are reviewed regularly to ensure they meet required needs of the Council and where they do not reports are brought to members highlighting various risks and concerns for the decisions to be made on future actions.</p>	A 4.7 Mapping exercise of partnership arrangements to be undertaken (as part of recovery planning) to capture the lessons learned including the identification of those partnerships that were effective and the de-prioritisation of those that were not.

<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
	4.7.1 Staff Council (Consists of: LGS Green Book Negotiating Forum, LSPG (Schools trade union partnership forum), Service Joint Consultative Groups, and the Corporate Health & Safety Trade Union forum).	All of these groups meet regularly but no Staff Council meeting took place during 2020/2021 but will recommence in 2021/2022. These meetings are an opportunity for two-way information sharing, consultation and where necessary, negotiation. As part of our approach to partnership working, trade unions have representation in other forums; so for example, trade unions sit as an integral part of the Heads of Service Workforce Planning Group.	None identified
4.8 Engaging stakeholders effectively, including individual citizens and service users - establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes	See 1.3.1 Integrated Impact Assessment (IIA)	The IIA assesses the need for consultation with stakeholders to consider whether 'initiatives' (e.g. policy, service, procedures, strategies, projects etc.) will have a positive, negative or neutral impact on the community.	See A1.3.1

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<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
4.9 Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement	See 4.5.1 Corporate Communications and Community Relations Strategy 2018/2020	Clear strategies are in place to ensure members and officers communicate effectively in relation to community engagement.  <a href="#">See 1.1.1 Employee Code of Conduct</a>  See 1.1.2 Member Code of Conduct - monitored by the <a href="#">Standards Committee</a>	See A.4.1.5
4.10 Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs	See section 4.4 and 4.5		
4.11 Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account	See section 4.5		
4.12 Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity	4.12.1 Council has a number of duties through the following legislation to ensure inclusivity of feedback from all stakeholder groups: <ul style="list-style-type: none"> <li>• Equality Act 2010</li> <li>• Welsh Language Standards (No.1) Regulations 2015,</li> </ul>	See 1.3.1	A1.3.1

Principle B: Ensuring openness and comprehensive stakeholder engagement			
Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
	<ul style="list-style-type: none"> <li>Well-being of Future Generations (Wales) Act 2015</li> <li>Local Government &amp; Elections (Wales) Act 2021</li> <li>Environment (Wales) Act 2016)</li> </ul>		
4.13 Taking account of the interests of future generations of tax payers and service users	4.13.1 Well-being of Future Generations (Wales) Act 2015.	<a href="#">Corporate Plan – Shaping NPT</a> Neath Port Talbot Public Services Board (PSB) <a href="#">Well-being Assessment</a>	A4.13.1: Where relevant incorporate proposals for improvements from external regulator’s audit work into the Council’s 2021-2023 corporate planning arrangements.
	4.13.2 The Council’s three Well-being Objectives and statement are published in the <a href="#">Corporate Plan – Shaping NPT</a>	The Council’s updated Corporate Plan 2020-2023 was due to be presented to Council for approval in April 2020 and as part of that work the well-being objectives were reviewed.  The onset of the Covid-19 Pandemic meant that it was not practical to publish a refreshed detailed Corporate Plan for 2020/2021. For 2020/2021 the well-being objectives and priorities for improvement set out in the 2019-2022 Plan remain the same.	None identified

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<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
Page 174		<p>In preparing the Annual Report for the 2019/2020 financial year, the Council is required to consider whether the current well-being objectives remain relevant or whether changes to those objectives should be considered. Given that the objectives were agreed in September 2017 and reviewed in March 2020, it was not considered necessary to make any changes. This was endorsed by Council on the 14<sup>th</sup> October 2020.</p> <p>Audit Wales has issued certificates confirming that the council has discharged its duties under relevant legislation for our <a href="#">Corporate Plan</a> and our <a href="#">Annual Report</a>.</p>	

<b>Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvements / action</b>

**Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvements / action
<p>5.1 Having a clear vision which is an agreed formal statement of the organisation’s purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation’s overall strategy, planning and other decisions</p>	<p>See 4.1.4 - The Council’s Corporate Plan. The Council’s vision is set out in the Corporate Plan</p>	<p>The Council’s strategic vision and priorities for the county borough are set out in the: <a href="#">Corporate Plan – Shaping NPT</a></p> <p>The Plan is reviewed each year to ensure it reflects current state of affairs / local need.</p>	<p>None identified</p>
<p>Page 175</p>	<p>5.1.1 Corporate Performance and Risk Management system (CPMS)</p>	<p>The system enables the integration of the Council’s strategic planning, business planning, performance management and risk management arrangements. This ensures that there is a ‘Golden Thread’ running from the three corporate well-being objectives, through to key corporate strategies and to service business plans. This enables the Council to clearly demonstrate how its services and functions contribute to the Council’s well-being objectives which in turn</p>	<p>A5.1.1: Incorporate the findings from the Audit Wales review of our performance, risk and business planning arrangements (undertaken in 2020/2021) into the corporate review of the Council’s corporate planning, financial planning and performance management arrangements (to be undertaken during 2021/2022 – as part of recovery planning).</p>
<p>5.2 Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer</p>	<p>5.2.1 Commissioning</p>	<p>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.</p> <p>Service user questionnaires are undertaken as part of contract monitoring; contracts</p>	<p>None identified</p>

<b>Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvements / action</b>
		require processes to be in place to ensure providers actively engage with service users, informing service and feedback on proposed changes. Contract Monitoring Officers review practice, including interviewing service users.	
5.3 Delivering defined outcomes on a sustainable basis within the resources that will be available Page 176	See section 4.1	We examine the progress made in achieving our well-being objectives set out in the Corporate Plan, including the key performance indicators. On an annual basis progress is summarised in our Annual Report which includes data on key areas of performance.	None identified
5.4 Identifying and managing risks to the achievement of outcomes	5.4.1 Corporate Risk Management Policy	The Council's risk register was not updated on a regular basis during 2020/2021 due to Covid-19. The Pandemic was recognised on the risk register as a key Strategic Risk.  The risks arising from the pandemic were managed via the establishment of a Corporate Incident Management Team chaired by the Council's Chief Executive.	See A5.1.1
	5.4.2 Senior Information Risk Owner (SIRO)	The Assistant Chief Executive and Chief Digital Officer fulfilled the SIRO role between June 2019 and December 2020. In January 2021 the Director of Finance and Corporate	None identified



<b>Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvements / action</b>
		Services took over the role of SIRO. The SIRO will report directly to the Corporate Directors Group on information security matters. The SIRO is accountable for information risk throughout the Authority. An Information Management Strategy has been prepared to support the SIRO in their role.	
5.5 Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available	See also 1.3.1 Integrated Impact Assessment (IIA)		
5.6 Sustainable economic, social and environmental benefits - considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision	See also 4.1.4 The Council's strategic vision and priorities (set out in the <a href="#">Corporate Plan – Shaping NPT</a> )  See also 4.3.3 Budget setting process  See also A1.3.1		
5.7 Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints	5.7.1 <a href="#">Welsh Government Procurement Policy</a>  <a href="#">See also 2.4.1 Ethical Employment in Supply Chain Policy 2019</a>	Complying with the policy, by ensuring that contracts over the value of £1,000,000 include community benefits clauses and contracts split into "Lots" or smaller arrangements – allowing smaller organisations to bid for elements of contracts if they are unable to bid for larger packages.  The Council has made a commitment to actively examine where it sources its goods and services from to ensure those arrangements are ethical.	None identified

<b>Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvements / action</b>
5.8 Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social, and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs	See section 5.7 / 4.3 / 4.4		
5.9 Ensuring fair access to services Page 178	5.9 <a href="#">Strategic Equality Plan (SEP)</a>	<p>We revised the Council’s equality objectives and published them as part of the SEP 2020-2024 in October 2020. They were developed taking into account findings from the Equality and Human Rights Commission’s ‘Is Wales Fairer?’ Report. The Report focuses on six themes: Education, Health, Personal Safety, Living Standards, Employment and Participation, we have adopted these themes for our revised equality objectives.</p> <p>Actions initially developed to meet the equality objectives were revised to address the impact of the outbreak of COVID-19 on our communities as well as issues raised by the Black Lives Matter movement. The actions were approved by Council on 27<sup>th</sup> January 2021 and are published on our website.</p>	None identified

**Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes**

<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
<p>6.1 Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided</p>	<p>See 1.4.4 The Council’s Constitution sets out the different responsibilities of Members and Officers. Clear job descriptions for all staff highlight roles and responsibilities.</p>	<p>The Monitoring Officer oversees the Council’s Constitution and ensure it is kept up to date.</p> <p>The Report Guidance for both Executive and Non-Executive reports requires report authors to describe all options that have been considered, not just any preferred option.</p>	<p>None identified</p>
<p>6.2 Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts</p>	<p>See section 5.7.</p> <p><u>See sections 4.5 / 4.10 / 4.11 / 4.12</u></p>		

<b>Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
6.3 Planning Interventions - establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets	See 4.1.4 <a href="#">Corporate Plan – Shaping NPT</a> .	See 4.3.1	None identified
6.4 Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered	See also section 6.2		
6.5 Considering and monitoring risks facing each partner when working collaboratively including shared risks	See 2.4.2 See also 5.4.1 Corporate Risk Management Policy		
6.6 Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances	See 4.1.4 <a href="#">Corporate Plan – Shaping NPT</a> .		
6.7 Establishing appropriate local performance indicators (as well as relevant statutory or other national performance indicators) as part of the planning process in order to identify how the performance of services and projects is to be measured	See 4.1.4 <a href="#">Corporate Plan – Shaping NPT</a> .	There is a clear structure in place for delivering the objectives, priorities and actions set out in this Plan, which includes a basket of key performance indicators.  Service Business Plans also contain a number of local performance indicators.  On a quarterly basis the Cabinet and relevant Cabinet Boards, receive a report on progress being made in relation to the well-	None identified

<b>Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
		being objectives and improvement priorities. The above reporting arrangements did not happen during 2020/2021 due to the pandemic but will recommence in 2021/2022.	
6.8 Ensuring capacity exists to generate the information required to review service quality regularly	See also 5.1.1 Corporate Performance and Risk Management System (CPMS)	The system generates a number of performance reports to support the above quarterly reporting cycle.	See A5.1.1
6.9 Preparing budgets in accordance with organisational objectives, strategies and the medium-term financial plan	6.9.1 <a href="#">Budget</a> setting process	<p>For 2020/2021 the savings identified came from professional and Cabinet Member input and were subject to an extensive programme of consultation with service users, staff and trade unions, and scrutinised by the relevant committee. The equality impact of budget proposals was also explicitly considered when developing and agreeing the proposals within the revised Forward Financial Plan.</p> <p>Due to the operational and financial challenges arising from Covid-19 the frequency of budget monitoring reports to the Executive was increased from quarterly to bi-monthly.</p> <p>On 9<sup>th</sup> March 2021, Council approved the 2021/2022 budget following stakeholder</p>	A6.9.1 Additional work on the forward financial plan covering the period April 2022 – March 2025 will be undertaken.

<b>Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
		consultation. No new savings proposals were proposed and additional funding of £3.1m from reserves was incorporated to set a balanced budget.	
6.10 Informing medium and long-term planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy	See above 6.9.1 Budget setting process		
6.11 Optimising achievement of intended outcomes - ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints	See above 6.9.1 Budget setting process		
6.12 Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term	See above 6.9.1 Budget setting process		

<b>Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
6.13 Ensuring the medium-term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage	See A6.9.1		
6.14 Ensuring the achievement of 'social value' through service planning and commissioning. The Public Services (Social Value) Act 2012 states that this is "the additional benefit to the community....over and above the direct purchasing of goods, services and outcomes"	See A2.4.1	<a href="#">See 2.4.1 Ethical Employment in Supply Chain Policy 2019</a>	

<b>Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement /action</b>

**Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement /action
<p>7.1 Developing the entity's capacity - reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness</p> <p style="text-align: center;">Page 184</p>	<p>See 1.2.2 The vision and priorities for staff are contained within the <a href="#">Workforce Plan 2018-2022</a></p>	<p>The Workforce Plan seeks to identify the key challenges and priorities for our employees over the 5 year period, as set out in the Corporate Plan objectives and priorities, Forward Financial Plan, the Asset Management Plan and the Corporate Risk Register.</p> <p>The action plan seeks to address these challenges, and to ensure that the Council has the right number of people, with the right skills and attitudes, in the right place, at the right time, and in order to deliver its services and functions.</p> <p>A review of the Workforce Plan will take place in 2021 to ensure that it remains fit for purpose given the changing circumstances of the council and to support organisational development as we move into recovery and future ways of providing service and working.</p>	<p>None identified</p>
<p>7.2 Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority's resources are allocated so that outcomes are achieved effectively and efficiently</p>	<p>7.2.1 There are a number of examples of research and benchmarking exercises undertaken across the Council:</p>	<p>The Corporate Policy &amp; Performance Management Team work collaboratively with a number of other welsh Councils in relation to our corporate performance management system to share best practice.</p>	<p>None identified</p>



**Principle E: Developing the entity’s capacity, including the capability of its leadership and the individuals within it**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement /action
<p>Page 105</p>		<p>A number of services benchmark via The Association for Public Service Excellence (APSE) for some services                      The Council’s Electoral Services officers participate in the Association of Electoral Administrators network to benchmark electoral administration.                      Participation by Officers and Members in networks facilitated by the WLGA to benchmark and research out best practice across Democratic Services functions in other Councils.</p>	
<p>7.3 Recognising the benefits of partnerships and collaborative working where added value can be achieved</p>	<p>See 2.4.2 / section 4.6 and 4.7</p>		
<p>7.4 Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources</p>	<p>7.4.1 Social Care Workforce Development Partnership (SCWDP)</p> <p>See also section 7.1 Workforce Plan 2018-2022</p>	<p>The broad aim of the SCWDP is to improve the quality and management of social services provision through a planned approach to training and to increase the proportion of staff across the whole social care sector with the qualifications, skills and knowledge they need for the work they do and to achieve this through Social Care Development Partnerships led by local authorities.</p>	<p>None identified</p>

**Principle E: Developing the entity’s capacity, including the capability of its leadership and the individuals within it**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement /action
7.5 Developing the capability of the entity’s leadership and other individuals - developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained	<p>See 1.4.4 The Council’s Constitution (different responsibilities of Members and Officers / clear job descriptions for all staff).</p> <p>Additional support will be provided to the appointed Leader and Deputy Leader from March 2021</p>		
7.6 Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body	7.6.1 List of officer delegation	The Constitution requires the Head of Legal & Democratic Services to keep a list of all officer delegations made in accordance with the Constitution.	A7.6.1: Head of Legal & Democratic Services to undertake a review in 2021/2022 of all proposals and keep a central electronic list of delegations.
7.7 Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure, whereby the chief executive leads the authority in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other’s authority	7.7.1 Cross party panel	The panel which is made up elected Members (and chaired by the Leader) undertakes the Chief Executive’s appraisal and agrees the objectives for year ahead and personal learning.	None identified
	See 1.4.4 The Council’s Constitution sets out the different responsibilities of Members and Officers. Clear job descriptions for all staff highlight roles and responsibilities.	The Monitoring Officer oversees the Council’s Constitution and ensures it is kept up to date.	See A1.4.4

**Principle E: Developing the entity’s capacity, including the capability of its leadership and the individuals within it**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement /action
<p>7.8 Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal policy demands as well as economic, political and environmental changes and risks by:</p> <ul style="list-style-type: none"> <li>Ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged</li> <li>Ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis</li> <li>Ensuring personal, organisation and system-wide development through shared learning, including lessons learnt from both internal and external governance weaknesses</li> </ul>	<p>7.8.1 Member support and development.</p>	<p>Each year a schedule of Member Seminars is delivered over the Civic year. Some topics are standard items such as: Committee Procedures, Code of Conduct, Council Budget and Corporate Safeguarding. However, as the year evolves new topics are added. There was a full programme of Seminars scheduled for 2020/2021 however this was disrupted due to the Covid-19 pandemic.</p> <p>The following are examples of seminars that were held during 2020/2021:</p> <ul style="list-style-type: none"> <li>Additional Learning Needs Reform</li> <li>Houses in Multiple Occupation</li> <li>Review of the Strategic Equality Plan</li> <li>First Cymru Buses</li> <li>Armed Forces Community</li> <li>Covid-19 and Council Recovery</li> <li>Local Government &amp; Elections (Wales) Act (including Corporate Joint Committees)</li> <li>Socio Economic Duty</li> <li>Budget</li> </ul> <p>Members are also encouraged to participate in the Annual Development Review (ADR)</p>	<p>None identified</p>

**Principle E: Developing the entity’s capacity, including the capability of its leadership and the individuals within it**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement /action
Page 188		Process, and the Annual Survey of Members which highlights development and training needs.	
	7.8.2 Reviewing individual member performance	This is done on a regular basis taking account of their attendance and considering any training or development needs.	None identified
	7.8.3 Officer support and development	The training available for officers is reviewed and updated on an ongoing basis to ensure they can fulfil their roles and responsibilities.	None identified
	7.8.4 Reviewing individual officer performance	See below	None identified
	See also 1.1.3 An <a href="#">induction programme for Members</a> / 1.1.4 Staff: the Induction Checklist, (which contains information about the expected standards of) / 1.1.5 <a href="#">Performance Appraisal Process 2016</a> / 1.2.2 The vision and priorities for staff are contained within the <a href="#">Workforce Plan 2018-2022</a> / 2.2.1 Member training		
7.9 Ensuring that there are structures in place to encourage public participation	See section 4.5		

**Principle E: Developing the entity’s capacity, including the capability of its leadership and the individuals within it**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement /action
7.10 Taking steps to consider the leadership’s own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections	7.10.2 External regulator inspections See 1.1.5 <a href="#">Performance Appraisal Process 2016</a>	CIW have a programme of inspections based on their annual performance evaluation.  The Local Government & Elections (Wales) Act 2021 contains a requirement for Peer reviews to be undertaken once every electoral (ordinary) cycle.	None identified
7.11 Holding staff to account through regular performance reviews which take account of training or development needs	See 1.1.5 <a href="#">Performance Appraisal Process 2016</a>	The majority of employees within the Council have regular 1:1s or supervision sessions with their manager to address their performance and to discuss training and development needs.  In 2021 the HR team will be implementing the iTrent HR / Payroll Database that will have a ‘performance appraisal’ module, which will facilitate more effective recording of the appraisal process and provide greater assurance. We will be able to report against the number of appraisals carried out to conclusion.	None identified
7.12 Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing	See 1.2.2 <a href="#">Workforce Plan 2018-2022</a>	The Council has signed the Time to Change Wales Employer Pledge. We have in place an action plan which contains initiatives to support employees across the Council with mental ill health. Progress on the action plan is reported annually to Personnel Committee.	None identified

**Principle E: Developing the entity’s capacity, including the capability of its leadership and the individuals within it**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement /action
		A wide range of tools and resources have been developed to support our employees during Covid-19. We have developed different ways of communicating with and reaching out to our employees, and we are developing a training plan to support managers managing virtually and remotely, which require different skill sets and include an emphasis on supporting the health and well-being of remote workers.	

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**Principle F: Managing risks and performance through robust internal control and strong public financial management**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
8.1 Managing risk - recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making		See 2.4.2 / 4.1.1 / 4.5.4 / 5.4.1 / 5.4.2 and section 6.5	
8.2 Implementing robust and integrated risk management arrangements and ensuring that they are working effectively			

<b>Principle F: Managing risks and performance through robust internal control and strong public financial management</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
8.3 Ensuring that responsibilities for managing individual risks are clearly allocated			
8.4 Managing Performance - monitoring service delivery effectively including planning, specification, execution and independent post-implementation review	<p>8.4.1 Corporate Performance Management Framework</p> <p>See also 5.1.1 Corporate Performance and Risk Management system (CPMS)</p>	We have a range of performance indicators that enable the Council to measure performance of services. To support the delivery of the framework, there is a corporate performance management team as well as directorate performance management teams.	See A5.1.1:
8.5 Making decisions based on relevant, clear, objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook	<p>See also 1.4.4 The Council's Constitution</p> <p>The Constitution sets out how the Council operates and the process for policy and decision-making. Within this framework all the decisions are taken by Council, Cabinet or Cabinet Boards. The decisions are presented in a comprehensive written format in a standard template. The Cabinet Scrutiny Committee considers any decisions directly before the Cabinet meets. This is referred to as contemporaneous scrutiny. A record of decision-making and supporting materials are published (publically accessible reports only) on the Council's website via Modern.gov.</p>		

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**Principle F: Managing risks and performance through robust internal control and strong public financial management**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
<p>8.6 Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made, thereby enhancing the organisation’s performance and that of any organisation for which it is responsible</p>	<p>8.6.1 Scrutiny Committees</p>	<p>The role and responsibility for scrutiny has been established and is clear. Annual forward work programme sessions are arranged to identify items for the committees to focus on in the new civic year.</p> <p>Throughout the year scrutiny Members also undertake specific training to enhance their skills (e.g. Chair and Vice Chair training).</p>	<p>None identified</p>
<p>8.7 Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement</p>	<p>See 4.1.4 <a href="#">Council Meeting Cycle</a></p>	<p>The cycle of meetings sets out a calendar of dates for submitting, publishing and distributing timely performance reports.</p>	
<p>8.8 Ensuring there is consistency between specification stages (such as budgets) and post-implementation reporting (e.g. financial statements)</p>	<p>8.8.1 Financial standards, guidance and regulations</p>	<p>The Director of Finance &amp; Corporate Services is responsible for ensuring there are proper arrangements in place for the administration of the financial affairs of the Council. Corporate Directors are responsible for the financial management of their respective services and are supported by regular financial management information, which includes monthly financial monitoring reports.</p>	<p>None identified</p>



**Principle F: Managing risks and performance through robust internal control and strong public financial management**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
8.9 Robust internal control - aligning the risk management strategy and policies on internal control with achieving objectives	See also 5.4.1 Corporate Risk Management Policy		
8.10 Evaluating and monitoring risk management and internal control on a regular basis	See 5.4.1 Corporate Risk Management Policy		
8.11 Ensuring effective counter fraud and anti-corruption arrangements are in place	See 1.4.1 The Anti-fraud, Corruption and Malpractice Strategy		
8.12 Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor	8.12.1 Annual Governance Statement  See also 9.9.1 Internal audit service	The Annual Governance Statement reports on the extent of the Council's compliance with its principles and practices of good governance, including how the Council has monitored the effectiveness of its governance arrangements in the year. The Annual Governance Statement is reviewed every year and updated to reflect the improvement work undertaken during the year.	None identified

**Principle F: Managing risks and performance through robust internal control and strong public financial management**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
<p>8.13 Ensuring an audit committee or equivalent group or function which is independent of the executive and accountable to the governing body: provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment and that its recommendations are listened to and acted upon</p>	<p>Audit Committee (Terms of reference, Membership and Training)</p>	<p>Audit committee complies with best practice (Audit Committees: Practical Guidance for Local Authorities and Police (CIPFA, 2013))</p>	<p>A8.13: New responsibilities for the renamed Governance and Audit Committee to be developed during 2021/2022</p>
<p>8.14 Managing Data - ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data</p>	<p>8.14.1: Data management framework and procedures / data protection officer / policies and procedures</p>	<p>The Head of Legal &amp; Democratic Services is the Council's Data Protection Officer (DPO) and has responsibility for ensuring compliance with the Data Protection Act 2018. The DPO will report directly to the Corporate Directors Group on information security matters.</p>	<p>A8.14.1: A review of Data Processing, Data Protection and Data Sharing work to be undertaken by the Information Governance team.</p> <p>As a result of the Covid-19 pandemic there was a delay in commencing this area of work but work began in Spring 2021 and will continue throughout 2021/2022.</p>
<p>8.15 Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies</p>	<p>See 8.14.1</p>		

**Principle F: Managing risks and performance through robust internal control and strong public financial management**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
8.16 Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring	See 9.9.1 Internal audit service		
8.17 Strong public financial management - ensuring financial management supports both long-term achievement of outcomes and short-term financial and operational performance	See 3.2.1		
8.18 Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls	See 3.2.1		

**Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
9.1 Implementing good practice in transparency - writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate	See 4.3.1 Modern.gov system		
9.2 Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand	See 4.1.1 The Council produces a number of annual reports throughout the year to give assurances to our governance arrangements.		
9.3 Implementing good practices in reporting - reporting at least annually on performance, value for money and the stewardship of its resources			
9.4 Ensuring members and senior management own the results	See 1.4.4 The <a href="#">Constitution</a>		
9.5 Ensuring robust arrangements for assessing the extent to which the principles contained in the framework have been applied and publishing the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (annual governance statement)	9.5 Corporate Governance Group	The Corporate Governance Group ensure that the governance arrangements of the Council are robust and fit for purpose. The Group oversee any risks identified to governance arrangements and meet on a regular basis and have terms of reference to fulfil their role.	A9.5.1: Work to deliver governance awareness training across the Council is ongoing and will continue to ensure appropriate training takes place with Council officers. Training will continue throughout 2021 and 2022.

<b>Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
9.6 Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate	See 8.12.1 Annual Governance Statement		
9.7 Ensuring the performance information that accompanies the financial statement is prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations	See 8.12.1 Annual Governance Statement		
9.8 Assurance and effective accountability - ensuring that recommendations for corrective action made by external audit are acted upon	9.8 External audit / regulatory reports		
9.9 Ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon	9.9.1 Internal audit service	<p>During the initial period of the pandemic Internal Audit staff temporarily re-deployed to the Test, Trace and Protect Service. An abbreviated Internal Audit Plan was agreed by Audit Committee on 14<sup>th</sup> September focussing on auditing areas considered to be a higher risk due to remote working due and the subsequent changes in control processes.</p> <p>Compliance with CIPFA's Statement on the Role of the Head of internal Audit (2010).</p> <p>Compliance with Public Sector Internal Audit Standards.</p>	None identified

**Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
9.10 Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations	See 9.8		
9.11 Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement	See 8.12.1 Annual Governance Statement		
9.12 Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met	See 2.4.2 Governance arrangements are in place for each partnership we are involved in.		

## Review of Effectiveness

The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the Chief Officers and the Internal Audit Service who have responsibility for the development and maintenance of the governance environment and also by comments made by the external auditors and other review agencies and inspectorates. A Corporate Governance Group, reporting to the Corporate Directors Group ensures that improvement work is scheduled, resourced and monitored. The Council uses a number of ways to review and assess the effectiveness of its governance arrangements, the table below highlights the different mechanisms during 2020/2021:

<b>Constitution Review &amp; Monitoring (2020/2021)</b>	<b>Internal Audit Service (2020/2021)</b>	<b>Audit Committee (2020/2021)</b>	<b>Standards Committee (2020/2021)</b>	<b>External Auditors (2020/2021)</b>
<p>We started a review of the Constitution to look at ways to modernise arrangements.</p> <p>Democratic Services Committee were tasked in December 2020 to undertake a review of the Constitution and that work is presently ongoing with a report being brought back to Council in Summer 2021.</p> <p>Reports were taken to the Council's Cabinet and Cabinet Boards in 2020/2021 seeking authority to amend the Constitution to include additional delegated powers for officers in respect of decision making of new items</p>	<p>The focus of Internal Audit work in 2020/2021 was on auditing areas considered to be a higher risk due to remote working due to the pandemic and the subsequent changes in control processes. This is in order to provide an opinion on the internal control, risk management and governance arrangements of the Council.</p> <p>The Head of Internal Audit's opinion is that the Council's internal control environment and systems of internal control in the</p>	<p>In 2020/2021 the Audit Committee:</p> <ul style="list-style-type: none"> <li>• Approved the Council's Statement of Accounts including the Annual Governance Statement.</li> <li>• Approved the Council's Internal Audit Plan for the second half of the year including the focus on higher risk areas.</li> <li>• Monitored Internal Audit performance against the plan.</li> <li>• Monitored External Audit Performance and received update</li> </ul>	<p>During the period 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021, the Monitoring Officer was notified of a total of 2 complaints made against Members of Neath Port Talbot County Borough Council alleging a breach of the Code of Conduct.</p> <p>The annual report for 2019/2020 was presented to the Standards Committee on the 6<sup>th</sup> March 2020, highlighting the work undertaken and work will be ongoing in 2021 to address compliance with the</p>	<p>In the Audit Wales – Annual Audit Summary 2020 – which detailed the work completed since the Council's last Annual Improvement Report which was issued in September 2020, the Auditor General provided an unqualified true and fair opinion on the Council's financial statements on 15<sup>th</sup> September 2020, in line with the statutory deadline. The Auditor General also certified that the Council has met its legal duties for improvement planning and reporting, and believes that it is likely to meet the requirements of the Local Government (Wales)</p>

<b>Constitution Review &amp; Monitoring (2020/2021)</b>	<b>Internal Audit Service (2020/2021)</b>	<b>Audit Committee (2020/2021)</b>	<b>Standards Committee (2020/2021)</b>	<b>External Auditors (2020/2021)</b>
<p>of legislation and in particular dealing with the legislative changes brought about by the Covid-19 pandemic. Formal reports by s151 or Monitoring Officer – no reports were issued by the s151 or Monitoring Officer in 2020/2021.</p>	<p>areas audited are satisfactory; and that despite the limited scope of work reasonable assurance can be given that there have been no major weaknesses noted in relation to the internal control systems operating within the Authority.</p>	<p>reports from Audit Wales.</p> <ul style="list-style-type: none"> <li>The Committee received Treasury Management Progress Reports in order to fulfill their obligations in relation to the Scrutiny of Treasury Management activity.</li> </ul>	<p>Members Code of Conduct.</p>	<p>Measure 2009 during 2020-21.</p>



## Governance Improvement Areas

The Council is committed to improving the governance arrangements in place and addressing issues identified.

**Table 1** improvement areas identified during 2019/2020 and progress made during 2020/2021.

	Improvement Areas 2019/2020	Progress (during 2020/2021)
Page 201	<p>1. Democratic arrangements - continuous review of arrangements being undertaken to evolve democratic arrangements when meetings will be held remotely.</p>	<p>Continuous review of the Council's democratic arrangements was undertaken by the Head of Democratic Services in consultation with Leader and Group Leaders and Chairs and Vice Chairs of Scrutiny Forum and Democratic Services Committee.</p> <p>The cycle of meetings for the remainder of 2020/2021 was agreed at Council on 23<sup>rd</sup> December 2020 (which included the standing up of Cabinet Boards) and the next cycle of meetings for the civic year 2021/2022 was agreed at the Annual Meeting on the 17<sup>th</sup> March 2021.</p> <p>The Local Government and Elections (Wales) Act 2021 will require amendments to processes to reflect changes, including increased provision of webcasting, remote attendance and participation schemes. A Member Seminar was held during March 2021 and work will be ongoing to implement the legislative requirements with reports being brought back to Members accordingly</p> <p>With regard to simultaneous translation, there is no solution to date and officers continue to work with WLGA and Welsh Government to source suitable requirements and a report will be brought to Democratic Services Committee on updates as and when available.</p>
	<p>2. Audit - refocusing of the audit work programmes to focus on issues related directly to the crisis and revisiting risk assessments to identify priorities for forward programme of work for Internal Audit</p>	<p>Due to the impact of the pandemic, the Audit Committee on 14<sup>th</sup> September approved an Audit Plan for the quarter September 2020 – December 2020.</p> <p>A further update was presented to Audit Committee at their meeting on 14<sup>th</sup> January 2021 in relation to Audit work completed to date and plans for the remainder of the financial year.</p>

	Improvement Areas 2019/2020	Progress (during 2020/2021)
		<p>The focus of Internal Audit work in 2020/2021 was on auditing areas considered to be a higher risk due to remote working due to the pandemic and the subsequent changes in control processes.</p> <p>Coverage of these areas will provide the Head of Internal Audit with sufficient assurance not to have to issue a limitation of scope when providing the opinion required for the financial year.</p>
3.	<p>Health, safety and welfare - ensuring risk assessments and associated control measures are robust across the Council to protect the workforce, those who need to use our services and functions and to uphold confidence in the Council's response to the ongoing situation.</p>	<p>"Homeworking Guidance – during Covid-19" - guidance and information prepared on what it is recommended an employee should have in place to ensure home working is carried out in a safe manner.</p> <p>"Return to Workplaces Processes – following COVID-19" – a framework developed within which services can commence their planning in relation to how they return to the workplace and deliver services in a sustainable way.</p>
Page 202	<p>Equalities and other impacts - ensuring there is scrutiny of the extent to which the changes implemented and planned discharge the Council's legal obligations.</p> <p>(Ensuring democratic oversight of the wider impact on the community arising from the crisis and how this may vary between geographies and between people who share protected characteristics).</p>	<p>Assessing the impact of various new/changes to policies and services is a requirement of the Council's reporting arrangements. First stage integrated impact assessments, and/or full integrated impact assessments as required, are undertaken as part of the policy development process and consider the impact of policies and/or services to meet legal requirements. The assessment provides members with information on which to make an informed decision with the minutes reflecting the consideration given. With the recent changes and developments as a result of the commencement of the socio economic duty the IIA framework has been reviewed.</p> <p>The Public Services Board is leading on the multi-agency recovery planning for the County Borough following the Covid-19 outbreak. An initial community impact assessment was commissioned to understand how people, businesses and organisations have experienced the pandemic and what impact it has had. The evidence from the community impact assessment will inform the approach to recovery and to help identify key areas where collective action by partners could reduce the negative impacts.</p>

	<b>Improvement Areas 2019/2020</b>	<b>Progress (during 2020/2021)</b>
5.	Finance – understanding the one-off and recurring costs associated with the situation and the impact of this on the Council’s financial health.	<p>Monthly claims processes were set up to reclaim additional costs from the WG Hardship Fund. Claims also submitted for income loss resulting from the pandemic.</p> <p>Budget monitoring reports to Members moved to bi-monthly from quarterly to ensure Cabinet were kept informed as to the financial impact of the pandemic.</p> <p>The Council acted as agent for the Welsh Government to pay grants to support businesses affected by the Covid pandemic.</p>
6.	ICT - ensuring there is an assessment of the impact of innovation on Information Risk and suitable measures in place to manage the risks.	Digital Services and Information Governance have conducted Data Protection Impact Assessments (DPIAs) including Risk Assessments in respect of the introduction of new Digital solutions and to cover any significant changes to existing processes.
7. Page 203	Business Continuity – a review of business continuity planning to identify lessons learned for both the ongoing situation and for future incidents. (Assurance that emergency response can be mobilised quickly to any rise of infection across the county borough or to local clusters/outbreaks).	In September the Emergency Planning Team published the “1 <sup>st</sup> wave Covid-19 debrief report”. There are a number of recommendations which will be incorporated into the Council’s recovery plan.
8.	Statutory duties – careful consideration of Council responses to statutory duties suspended or relaxed during the emergency situation to ensure lessons learned from the emergency response inform choices made about the way such statutory duties are discharged into the future.	Ongoing review takes place of current and forthcoming legislative obligations and consideration will be given to all legislative aspects that have and will take place during the pandemic as part of recovery planning.
9.	Partnership working – ensure the lessons learned from mobilising the emergency response inform future choices made about partnership working	This improvement work to be carried over to 2021/2022 when a mapping exercise will be undertaken (as part of recovery planning) to capture the lessons learned including the identification of those partnerships that were effective and the de-prioritisation of those that were not.

	Improvement Areas 2019/2020	Progress (during 2020/2021)
Page 204	10. Capacity and capability – review the Council’s workforce planning priorities to ensure they continue to be aligned with the organisation’s priorities given the challenges and opportunities associated with the ‘new normal’.	<p>The already established Workforce Planning Group met more frequently throughout the emergency, weekly, and fortnightly from June and then as required later in the year.</p> <p>This forum supported the identification of critical skill shortages, enabled the rapid redeployment of staff to plug identified gaps, critical recruitment, and reviewed key employment strategies to support the Council’s response to the Covid-19 emergency. It is an inclusive approach, ensuring participation of all directorates and trade unions. The Group also provided sounding board for the Human Resource Team on key workforce strategies and ensured directorates had a framework for providing workforce data and intelligence.</p> <p>Audit Wales are working with the Council to identify learnings and future improvements for workforce planning with focus groups for key stakeholders planned</p>
	11. Report annually to the Standards Committee to give an assurance that the Member Code of Conduct is fit for purpose	<p>At a Standards Committee meeting in January 2021 Members considered code of conduct matters. A report will be presented to the 21<sup>st</sup> May Standards Committee meeting on the Code of Conduct to ensure it is fit for purpose.</p> <p>To date there have been no breaches referred to the Standards Committee in 2020-21 and a suitable assurance was given to the Corporate Governance Group.</p>
	12. Update the constitution and bring a report to members in Autumn 2020 following royal assent of the Local Government and Elections (Wales) Bill.	<p>The updating of the Constitution is continuing and a report was brought to Council in December 2020 seeking authority for the Democratic Services Committee to establish a task and finish group to review the appropriate provisions and to consider the implementation of the Local Government and Elections (Wales) Act 2021.</p> <p>Democratic Services Committee will now undertake this work stream during 2021/2022.</p>
	13. Whistle Blowing Policy to be reviewed in 2020 and published on the council website.	This was actioned in January 2020.

	Improvement Areas 2019/2020	Progress (during 2020/2021)
14.	Revise Corporate Complaints Policy in 2020 (to include: implementation of the Complaints Standards Authority for Wales (CSA) powers; recommendations from an internal audit review report which was received in November 2019; further staff guidance within the complaints process for disability related reasonable adjustments; further staff guidance in relation to covert recording and further staff guidance in relation to managing querulous/persistent complainants).	Revised Policy approved by Cabinet at its meeting on 16 <sup>th</sup> March 2021.
15.	Deliver six courses in relation to Recruitment and Selection and Safe Recruitment.	Only two courses have been provided this year as a result of re-prioritising HR activity.
16.	To provide training on implementation of Contract Procedure Rules - training to be scheduled for Spring 2020 and bi annually thereafter.	As a result of Covid-19 an extensive training programme was not able to take place. Officers adopted a new approach therefore of training officers in smaller groups via Microsoft Teams and issuing briefing and guidance notes to colleagues to assist in implementation. Ongoing support was provided by Corporate Procurement Team to any issues.
17.	Report annually to the Cabinet on the implementation and operation of the Ethical Employment in Supply Chain Policy - add to Cabinet forward work programme for 2020/2021.	Due to the pandemic this work has been delayed. A report will be brought to Cabinet for information in July 2021 as to the how the Ethical Employment in Supply Chain Policy has been implemented in Council Contracts.
18.	To ensure that a copy of all partnership agreements are logged centrally with the Head of Legal Services.	Work is presently ongoing and a definitive record of arrangements will be produced by September 2021.
19.	Reports annually to the Corporate Governance Group to give an assurance that the current system for dealing with data protection breaches is fit for purpose.	Data protection matters are reported to the Corporate Governance Group at every meeting and any updates or changes required are discussed at every meeting. The position has been that the policy remains fit for purpose because no changes are needed. However, a formal review of the policy is now taking place as a result of the exit from the European Union and suitable updates will be taken to the group in due course with an assurance provided at the same time.
20.	To undertake a review of FOI Publication Scheme in 2020/2021 with a report to Cabinet for approval.	Due to the pandemic this work has been delayed. Work is presently ongoing with this and an updated report will be provided to the Cabinet in 2021.
21.	Where relevant incorporate proposals for improvements from external regulators audit work into the Council's 2020-2021 corporate planning arrangements.	The onset of the pandemic meant that it was not practical to publish a refreshed detailed Corporate Plan for 2020/21. For 2020/21 the well-being

	Improvement Areas 2019/2020	Progress (during 2020/2021)
		<p>objectives and priorities for improvement set out in the 2019-2022 Plan remained the same.</p> <p>Corporate planning arrangements are underway for 2021/2022 and where relevant will incorporate proposals for improvement from external regulators audit work.</p>
22.	Incorporate the findings from the Audit Wales review of our performance, risk and business planning arrangements in 2020/2021 into CPMS.	Review undertaken in September 2020 (slightly scaled back from original scope). "Opportunities for improvement" received in December 2020 which will be considered as part of the corporate work to be undertaken early in 2021/22 to further develop the Council's performance management framework to meet the requirements set out in the Local Government & Elections (Wales) Act 2021
23	A review of Data Processing, Data Protection and Data Sharing work will be undertaken by the Information Governance team in 2020 and central records kept of data sharing.	This work is ongoing but due to Covid-19 and staff priorities being redirected to other areas it was determined not appropriate to commence this stream of work in the Autumn 2020 and will instead begin in early 2021.
24	To identify further training opportunities in order to provide additional clarity as to the role of Audit Committee Members and strengthen the Audit Committee function.	<p>Due to the pandemic no training was undertaken.</p> <p>Member training for the Governance &amp; Audit Committee will be undertaken during 2021/2022 following the appointment of Lay Members as required by the Local Government and Elections (Wales) Act 2021.</p>
25.	To deliver governance awareness training across the Council in 2020/2021.	Sessions were delivered by March 31 <sup>st</sup> 2021 (3 sessions). The sessions were a refresher for officers on how the Council makes decisions and the role of scrutiny.

**Table 2:** improvement areas identified during 2020/2021

<b>Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law</b>		
<b>Ref (action)</b>	<b>Improvement Action to be undertaken during 2021/2022 into 2022/2023</b>	<b>Responsible Officer</b>
A1	Reassess governance arrangements as part of recovery planning and the associated governance improvement priorities.	Corporate Governance Group
A1i	Democratic arrangements - continuous review of arrangements being undertaken to evolve democratic arrangements when meetings will be held remotely/hybrid.	Head of Legal & Democratic Services
A1ii	Health, safety and welfare - ensuring risk assessments and associated control measures are robust across the Council to protect the workforce, those who need to use our services and functions and to uphold confidence in the Council's response to the ongoing situation.	Head of Human & Organisational Development
A1iii	Equalities and other impacts - ensuring there is scrutiny of the extent to which the changes implemented and planned discharge the Council's legal obligations.  (Ensuring democratic oversight of the wider impact on the community arising from the crisis and how this may vary between geographies and between people who share protected characteristics).	Head of Legal & Democratic Services / Strategic Manager – Policy & Executive Support
A1iv	Finance – understanding the one-off and recurring costs associated with the pandemic and its future impact on the Council's financial health.	Head of Finance
Av	Digital and Cyber Security - ensuring there is an assessment of the impact of current service delivery and innovation on Information Risk and suitable measures in place to manage the risks.	Chief Digital Officer
Avi	Business Continuity – a review of business continuity planning to identify lessons learned for both the ongoing situation and for future incidents. (Assurance that emergency response can be mobilised quickly to any rise of infection across the county borough or to local clusters/outbreaks).	Head of Human & Organisational Development

**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

<b>Ref (action)</b>	<b>Improvement Action to be undertaken during 2021/2022 into 2022/2023</b>	<b>Responsible Officer</b>
A1vii	Capacity and capability – review the Council’s workforce planning priorities to ensure they continue to be aligned with the organisation’s priorities given the challenges and opportunities associated with moving through the “Recovery Process”.	Head of Human & Organisational Development
A1.3.1	Undertake a review in 2021/2022 to ensure the revised IIA tool is embedded into practice by Autumn 2021.	Strategic Manager Policy & Executive Support
A1.4.1	Review of Anti-fraud, Corruption and Malpractice Strategy to be completed and reported to Members during 2021/2022.	Head of Finance
A2.1.1	Report annually to the Corporate Governance Group on corporate procurement and compliance.	Head of Legal & Democratic Services
A2.3.1	Ethical awareness Officer training was provided in March 2021 on ensuring safe and legal decision making. Further sessions and ethical awareness matters are planned for 2021/2022.	Head of Legal & Democratic Services
A2.3.1	Courses in relation to Recruitment and Selection and Safe Recruitment and other Employment Policies and Procedures to be delivered in 2021/2022.	Head of Human & Organisational Development
A2.4.2	To ensure that a copy of all partnership agreements are logged centrally with the Head of Legal & Democratic Services by September 2021.	Head of Legal & Democratic Services
A3.2.1	To put in place an agreed procedure where Financial Regulations and Accounting instructions are reviewed to ensure they remain relevant and proportionate. A review of Accounting Instructions is currently underway and will be completed by December 2021.	Head of Finance

**Principle B: Ensuring openness and comprehensive stakeholder engagement**

<b>Ref (action)</b>	<b>Improvement Action to be undertaken during 2021/2022 into 2022/2023</b>	<b>Responsible Officer</b>
A4.1.2	To undertake a review of FOI Publication Scheme throughout 2021/2022 with a report to Cabinet for approval. An amended version of the Publication Scheme will then be considered as part of a review on the Constitution to ensure it is fully up to date.	Head of Legal & Democratic Services
A4.1.5	To undertake review of the Corporate Communications and Community Relations Strategy 2018-2020	Strategic Manager Policy & Executive Support



<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>		
<b>Ref (action)</b>	<b>Improvement Action to be undertaken during 2021/2022 into 2022/2023</b>	<b>Responsible Officer</b>
A4.4.1	To undertake review of the Consultation and Engagement Strategy 2018-2020	Strategic Manager Policy & Executive Support
A4.7	Mapping exercise of partnership arrangements to be undertaken (as part of recovery planning) to capture the lessons learned including the identification of those partnerships that were effective during the emergency response and the de-prioritisation of those that were not.	Strategic Manager Policy & Executive Support
A4.13.1	Where relevant incorporate proposals for improvements from external regulators audit work into the Council's 2021-2023 corporate planning arrangements.	Strategic Manager Policy & Executive Support

<b>Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits</b>		
<b>Ref (action)</b>	<b>Improvement Action to be undertaken during 2021/2022 into 2022/2023</b>	<b>Responsible Officer</b>
A5.1.1	A5.1.1: We will incorporate the findings from the Audit Wales review of our performance, risk and business planning arrangements into the corporate review of the Council's corporate planning, financial planning and performance management arrangements (to be undertaken early 2021-2022 – as part of recovery planning).	Strategic Manager Policy & Executive Support

<b>Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes</b>		
<b>Ref (action)</b>	<b>Improvement Action to be undertaken during 2021/2022 into 2022/2023</b>	<b>Responsible Officer</b>
A6.9.1	Additional work on the forward financial plan covering the period April 2022 – March 2025 will be undertaken.	Head of Finance

<b>Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it</b>		
<b>Ref (action)</b>	<b>Improvement Action to be undertaken during 2021/2022 into 2022/2023</b>	<b>Responsible Officer</b>
A7.6.1	To undertake a review of all proposals and keep a central electronic list of delegations.	Head of Legal & Democratic Services

<b>Principle F: Managing risks and performance through robust internal control and strong public financial management</b>		
<b>Ref (action)</b>	<b>Improvement Action to be undertaken during 2021/2022 into 2022/2023</b>	<b>Responsible Officer</b>
A8.13:	New responsibilities for the renamed Governance and Audit Committee to be developed during 2021/2022	Head of Finance / Head of Legal Services & Democratic Services
A8.14.1	Review of Data Processing, Data Protection and Data Sharing to be undertaken by the Information Governance team.  (As a result of the Covid-19 pandemic there was a delay in commencing this area of work but work began in Spring 2021 and will continue throughout 2021/2022).	Head of Legal & Democratic Services

<b>Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability</b>		
<b>Ref (action)</b>	<b>Improvement Action to be undertaken during 2021/2022 into 2022/2023</b>	<b>Responsible Officer</b>
A9.1	Work to deliver governance awareness training across the Council is ongoing and will continue to ensure appropriate training takes place with Council officers. Training has been provided in Spring 2021 and will continue throughout 2021 and 2022.	Head of Legal & Democratic Services / Strategic Manager Policy & Executive Support

**Signed:**



**Chief Executive: Karen Jones**

**Date: 4<sup>th</sup> May 2021**

**Signed:**



**Leader of the Council: Councillor Edward Latham**

**Date: 4<sup>th</sup> May 2021**

## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### CABINET

12<sup>th</sup> May 2021

#### Report of the Chief Executive – Mrs Karen Jones

#### Matter for Decision

#### Wards Affected:

All wards

#### South West Wales Corporate Joint Committee

#### Purpose of the Report:

1. To provide an overview to Members on the requirement to establish Corporate Joint Committees (“CJCs”) and to seek delegated authority for officers to enter into discussions with the authorities referenced in this report to develop suitable proposals for the CJC arrangements in South West Wales. This is the first of a series of reports that members will need to consider.

#### Background:

2. Part 5 of the Local Government and Elections (Wales) Act 2021 (“the Act”) provides for the establishment, through regulations, of CJCs. This can be achieved by two routes: at the instigation of two or more principal councils; and at the instigation of Welsh Ministers, but only in relation to certain functions or functional areas which are specified on the face of the Act.
3. The Welsh Government believes that CJCs have a role to play in bringing coherence to regional governance – strengthening local democracy and accountability by integrating decision making, with the goal to build wherever possible on existing regional

arrangements. The wider purpose is to share resources and ensure all local priorities and requirements can be complemented by regional action, ensuring a sense of consistency, harmony and resilience permeates regional public investment, planning and accountability.

4. Establishment Regulations have now been approved by the Senedd to establish four CJsCs in Wales
  - The Mid Wales CJC Regulations 2021
  - The North Wales CJC Regulations 2021
  - The South East Wales CJC Regulations 2021
  - The South West Wales CJC Regulations 2021 (“the Establishment Regulations”)
5. The Welsh Local Government Association political group leaders wrote to the Minister in March 2020 to set out the local government view that the footprint for CJsCs should be based on the existing city and growth deals geography. Accordingly, Neath Port Talbot County Borough Council will be included in the South West Wales CJC, also comprising:
  - The City and County of Swansea
  - Carmarthenshire County Council
  - Pembrokeshire County Council
  - Brecon Beacons National Park
  - Pembrokeshire National Park
6. Governance will be a key element of CJsCs and a number of factors must be considered by CJsCs.
  - Composition – each CJC will be comprised of a number of principal councils that, when combined, will form the area of the CJC. The CJC will be run by a committee of its members and it will be the CJC which will be responsible for delivering the functions exercised by it and taking the necessary decisions required to deliver those functions. A CJC will be accountable to its constituent principal councils and CJC members will report back to their principal councils and respond to questions and scrutiny. However, the CJC will have powers delegated to it and will make timely

decisions without the need for ratification by its constituent principal councils.

- Membership – CJsCs will comprise of the Leaders (senior executive members) of the constituent councils. The Leaders will decide whether additional representatives from the constituent councils or other organisations will be invited to be members of the CJC. The CJC will be able to co-opt such members to the CJC and determine/agree the terms of membership of any co-opted member (e.g. voting rights, role, funding contribution etc.).
- Meetings – the Establishment Regulations require that each CJC must hold its first meeting by Spring 2022. It will be possible for a CJC to meet as soon as the Establishment Regulations come into force, but CJsCs are not expected to be fully operational on day one as they need to take various decisions (e.g. election of chair & deputy chair; appointment of statutory officers) and implement governance & administrative arrangements. The frequency of meetings will be for each CJC to determine.
- Voting arrangements – CJsCs will be established on a ‘one member one vote’ (OMOV) basis with decisions being taken by simple majority; however, CJsCs will have the ability to adopt alternative voting procedures should they wish to do so. If a vote is tied, the matter is not carried and the chairperson will only have the casting vote in decisions relating to the exercise of strategic planning functions. The Establishment Regulations provide a limit on the number of co-opted members with votes, but only in so far as that the number of votes which may be cast by co-opted members may not exceed the number of votes cast by council members (plus National Park Authority members on strategic planning matters). They also provide for a quorum of no fewer than 70% of the voting members.
- Liability of members – CJsCs will be corporate bodies in their own right and the members will be taking decisions on functions which are theirs and theirs alone. As a result, in the event of any claim or legal action, it would be inappropriate for liability to be allocated or apportioned to each constituent council. CJsCs should therefore be required to indemnify their members for the decisions they take. The CJC should hold the liability, rather than individual members, employees or others discharging functions on their behalf.

- Sub committees – CJsCs will be able to establish sub committees if they wish to do so and decide who sits on them. These could consist of members of the constituent principal councils other than those members on the CJC itself (e.g. relevant Cabinet Members). Other partner organisations may also be invited/co-opted to be sub-committee members should a CJC wish to do so.
  - Scrutiny – each CJC will be required to put in place appropriate scrutiny arrangements (at the discretion of the CJC) and have an Audit and Governance Committee. Scrutiny committees are expected to not include a member of the CJC (or one of its sub-committees) and could include members (including non-executive members) of the constituent principal councils, whilst also taking account of political balance in the constituent principal councils.
  - Standing Orders and Code of Conduct – all CJsCs will be required to make standing orders for the regulation of their proceedings and business. They will also be required to adopt a Code of Conduct for its members and staff, and will fall within the future scope of the Public Service Ombudsman for Wales.
7. A number of Statutory Instruments have also been laid alongside the Establishment Regulations to ensure that, from the point they are established, CJsCs:
- are subject to appropriate standards of conduct and come under the remit of the Public Services Ombudsman for Wales
  - are subject to appropriate accounting and financial management duties and come within the remit of the Auditor General for Wales
  - are subject to the Public Services Equality Duty
  - will be able to be subject to Welsh Language Standards
8. Whilst the Act provides for improving education to be one of the functions that Welsh Ministers can specify a CJC on, this function is not provided for in the Establishment Regulations. Welsh Ministers have been clear that consideration of the role of CJsCs in the area of improving education is something that would evolve over time and further discussion is required with principal councils about the desired approach.
9. Three specific areas however are now expected to be incorporated into CJsCs:

- strategic development planning;
- regional transport planning; and
- the power to do things to promote or improve the economic well-being of the areas covered by the principal councils within the region.

### Strategic Development Planning

10. The intention of the Welsh Ministers is to create a hierarchy of Development Plans in Wales with the National Development Framework at the highest level, and with Strategic Development Plans sitting between that and the Local Development Plan and with the requirement that all are in general conformity with each other.
11. The requirement to prepare Strategic Development Plans is already contained in the Planning (Wales) Act 2015, allowing the option to produce Strategic Development Plans either on a voluntary basis (by two or more Local Planning Authorities (LPAs) or by Ministerial Direction.
12. The policy intent in respect of Strategic Development Plans is to introduce a more strategic approach to plan making at a scale greater than individual Local Development Plans. There is an identified need to improve how the planning system addresses issues that cross local authority boundaries, to reflect how people live their lives today and in the future. Strategic Development Plans aim to provide a more consistent, cost effective and efficient approach to plan making, with key decisions taken once at the strategic level. This will allow larger than local issues such as housing numbers, strategic housing allocations, strategic employment sites, strategic green infrastructure routes, supporting transport infrastructure which cuts across a number of Local Planning Authority areas to be considered and planned for in an integrated and comprehensive way. The aim being a more efficient and effective planning outcomes for communities

### Regional Transport Planning

13. Section 108 of the Transport Act 2000 Act requires a local authority to develop a local transport plan which promotes safe, integrated, efficient and economic transport within the authority's area.

14. The particular function to create this regional transport plan will now vest in the CJC.
15. The aim of the CJC will help to reflect the overarching Welsh Government Transport Strategy which is also being reviewed and is currently at the consultation stage. Llwybr Newydd – the Wales Transport Strategy sets out the long term vision for transport in Wales.

### Economic Well-Being

16. The Economic Wellbeing function is the power to do anything which the CJC considers is likely to promote or improve the economic wellbeing of its area. This will enable the principal councils, should they wish, to evolve the current regional approaches to the City and Growth deals into the CJC structures.
17. It may be necessary for a CJC and its constituent councils to operate the powers concurrently. The CJC will need to agree a process with its constituent principal councils for agreeing how this might operate in practice including but not limited to the specific activities within the scope of the agreement, how agreement will be achieved, reviewed and how disputes may be resolved. This is a matter for each CJC in response to local and regional needs and is in line with the approach to enable flexibility and local determination where possible. The Welsh Government intends to provide guidance to CJCs and its constituent principal councils on this matter.

### **Next Steps**

18. The Leaders of all four principal councils within the South West region are agreed that work should now commence to establish appropriate governance arrangements for the CJC. Welsh Government are making funding available, on a competitive basis, to create capacity to do this work. A prospectus was issued by Welsh Government on 24<sup>th</sup> March 2021 (Appendix 1) and an expression of interest has been submitted by the four Leaders in respect of this funding opportunity. The prospectus aims to set out the scope of the financial support available to support regional transitional planning arrangements and enable preparatory work to begin. It outlines a range of core areas associated with



establishing and implementing CJsCs which the Welsh Government could provide financial support towards, and includes, for example:

- Programme resource to take the lead in each region to plan and oversee the transition from existing arrangements to CJsCs
  - Dedicated resource / additional expertise to coordinate and /or develop appropriate constitutional and governance arrangements for the CJC;
  - Support for any meetings which may take place during the implementation / regional transitional planning phase
  - Expertise to develop approaches (potentially 'once for Wales' common approaches) to aspects such as scrutiny arrangements / standards / approaches to terms and conditions for staff
  - Other activity associated with setting up / establishing a CJC
19. Chief Executives of the four principal authorities will now establish the workstreams needed to progress the development of the South West Wales CJC. The relevant officers will work with their counterparts to develop suitable proposals. The associated documentation and strategies and reports will be brought back to members in due course for approval to proceed.
20. In drawing up proposals to establish the South West Wales CJC chief executives will, inter alia, consider extant regional groups and activities to ensure the resultant proposal for the CJC is coherent with wider arrangements. It should be noted that the legislation sets out specific functions to be vested in the CJC vest other functions into the arrangement, by agreement.

### **Financial Impacts:**

21. The Establishment Regulations do not prescribe any formula basis for funding of CJsCs. It will be for each CJC to decide how the budget requirement will be met by the constituent principal councils (and the National Park Authority in the case of the strategic planning functions). In the absence of unanimous agreement on the amount payable, the regulations provide for the amounts payable by the constituent councils and National Park member(s) to be directed by Welsh Ministers.

22. CJsCs will be the accountable body for the funding provided by constituent councils and/or directly received from any other funding streams. CJsCs will also be able to pay towards expenditure incurred or to be incurred in relation to carrying out its functions as it may determine, and to charge fees relating their specified functions. The Establish Regulations also enable CJsCs to provide assistance by way of grant or contributions to support functions exercisable by them. The funding from constituent principal councils will be held and managed by CJsCs and it is expected that they will be required to manage the funds under the same financial management arrangements as local government bodies in Wales.
23. CJsCs are new legal structures which include the ability to directly hold assets and budgets, employ staff, enact legal structures and undertake any other delivery and strategic functions vested in them. Any review will need to consider the impact on financial provisions, this includes understanding the costs and funding sources of any new frameworks required in order to meet and deliver agreed objectives. Welsh Ministers have made grant funding available to participant authorities to assist in the set-up of CJsCs and an application will be made by the South West Wales group for such funding to assist in the scoping and governance work necessary to create this new body. At this stage it is unknown whether the grant will be paid to one participating authority or whether it will be paid to individual authorities and authority would be sought to accept this grant.

#### **Integrated Impact Assessment:**

24. There is no requirement for an Integrated Impact Assessment for this report as this relates to governance arrangements. This will be kept under review with any future reports considering whether impacts require consideration.

#### **Valleys Communities Impacts:**

25. There are no valley community impacts with this report but the impact on valley communities will be considered as part of any proposals for the development of CJsCs

## **Workforce Impacts:**

26. The Establishment Regulations provide flexibility for each CJC to determine the approach it takes to staffing, including the ability to employ and recruit staff; make agreements to place staff at the disposal of other devolved Welsh Authorities and have staff placed at the CJC's disposal; and undertake secondments (in and out) to enable CJsCs to discharge their functions.
27. CJsCs will also be required to appoint a number of statutory "executive officers" similar to the roles within principal councils (e.g. Chief Executive, Chief Finance Officer, Monitoring Officer and Chief Governance Officer/Head of Democratic Services). The intention is for CJsCs to be able to directly employ, commission services or have relevant staff loaned from a constituent council to fulfil these roles as the CJC may determine. It is also intended that all executive roles within a CJC will be afforded the same statutory protection and indemnity as statutory officers within principal councils.
28. The provisions in law relating to staffing which apply to principal councils will also apply to CJsCs. These include TUPE and staff transfers; Trade Union relations and standing orders relating to employment (e.g. procedures relating to the appointment/dismissal of officers and disciplinary action). Staff employed by the CJC are to be appointed on the same or similar terms and conditions (including remuneration) as officers appointed to one of the constituent councils undertaking substantially similar or the same responsibilities.
29. The impact on the workforce and staffing of CJsCs will be considered as part of any programmes of work dealing with their establishment.

## **Legal Impacts:**

30. Part 5 of the Local Government and Elections (Wales) Act 2021 provides for the establishment, through regulations, of CJsCs and compliance will be had with this and the Establishment Regulations in the establishment of CJsCs.

### **Risk Management Impacts:**

31. There are no risk management issues associated with this report.

### **Consultation:**

32. There will be no requirement for any consultation.

### **Recommendations:**

33. It is recommended (noting there is no Integrated Impact Screening Assessment) that:

- (a) delegated authority be granted to the Chief Executive (in consultation with the Leader) to agree an application for grant funding to be made to Welsh Government for funding to establish the South West Wales CJC and to accept any grant offer that maybe made by Welsh Government (whether made to this Council or to a participating authority in the Swansea Wales CJC);
- (b) delegated authority be granted to the Chief Executive to enter into dialogue with authorities who will comprise the South West Wales CJC to develop proposals for establishing the South West Wales CJC; and
- (c) a report be brought back to members for approval, once dialogue has been completed for members to approve the arrangements for the South West Wales CJC so far as they relate to Neath Port Talbot County Borough Council

### **Reasons for Proposed Decision:**

34. To ensure compliance with the requirements of the Local Government and Elections (Wales) Act 2021 and ensure the needs of Neath Port Talbot County Borough Council are reflected in the development of these CJs.

### **Implementation of Decision:**

35. The decision is proposed for implementation after the expiry of the three day call in period.

### **Appendices:**

36. Appendix 1 – Welsh Government Prospectus

### **List of Background Papers:**

37. None

### **Officer Contact:**

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Chief Executive  
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Ein cyf/Our ref MA/JJ/1299/21

All Local Authority Leaders  
National Park Authority Chairs  
cc Chief Executives  
cc WLGA

24 March 2021

Dear Leaders/Chairs

I am delighted to inform you that on 16 March the Senedd formally approved the Establishment Regulations to create four regional Corporate Joint Committees (CJCs) for North, Mid, South West and South East Wales. Therefore, these CJCs will be established on 1 April 2021 when the regulations come into force. I am grateful to you all for your engagement on this work and your responses to the consultation which have helped to shape these regulations to ensure that CJCs will meet the needs of local government for the long term.

As we have agreed, the three main functions that your CJC will exercise (Strategic Development Planning, Regional Transport Planning and the Economic Well-being function) will not commence until 2022. This provides you with a period of time to put the necessary constitutional and governance arrangements in place and to set the budget for 2022/23 before the commencement of the key functions.

As we have discussed, I am keen to support you in the implementation of your CJCs and am therefore pleased to confirm I am providing a £1m grant fund in 2021/22 for that purpose. I anticipate this grant being broadly split on an equal basis between the 4 regions, subject to your proposals.

A prospectus is attached at Annex A for your consideration and to support the development of funding proposals for the grant. This prospectus provides a framework enabling each region to identify its own requirements for support during the implementation and transition phase over the coming year. Upon receipt of your proposals, and subject to approval, there will be a light touch grants process providing funding on a quarterly basis for one year - 2021/22. Bids could also include 'once for Wales' joint projects across CJC areas, for example potential development of a scrutiny process for national application.

As part of your establishment and transitional processes, you may also find it useful to use an element of the funding to start preparatory work towards exercising the Strategic Development Planning and Regional Transport Planning functions.

Canolfan Cyswllt Cyntaf / First Point of Contact Centre:  
0300 0604400

Bae Caerdydd • Cardiff Bay  
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CF99 1SN

[Gohebiaeth.Julie.James@llyw.cymru](mailto:Gohebiaeth.Julie.James@llyw.cymru)  
[Correspondence.Julie.James@gov.Wales](mailto:Correspondence.Julie.James@gov.Wales)

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

My officials are keen to support your teams locally within each region on the implementation of your CJsCs so I would be grateful for your confirmation of who the lead contacts should be, if not already provided.

As you are aware, further work is required to complete the legislative framework within which CJsCs will operate. In line with our principle of co-development, Welsh Government officials will continue to engage with your officers and associated professional groupings such as Lawyers in Local Government, Society of Welsh Treasurers and HR Directors in the development of the package of general regulations which will underpin CJsCs. The intention remains that legislation will be developed in line with the principle that CJsCs should be treated as a member of the 'Local Government family' and will therefore be largely subject to the same rules and requirements.

Guidance to support CJsCs is currently being co-produced with local government officers, with the aim of consulting on this over the summer and issuing it later this year.

I again would like to thank you for the way you have engaged in this work, and wish you well in fully realising the benefits that CJsCs can provide.

Yours sincerely

A handwritten signature in blue ink that reads "Julie James". The signature is written in a cursive style with a large initial 'J'.

**Julie James AS/MS**  
Y Gweinidog Tai a Llywodraeth Leol  
Minister for Housing and Local Government



## **Corporate Joint Committees – Implementation Prospectus**

### **Background**

1. Corporate Joint Committees (CJCs) are a new statutory mechanism for regional collaboration by local government provided for by the Local Government and Elections (Wales) Act 2021.
2. Four regional CJCs will be established to exercise functions relating to Strategic Development Planning and Regional Transport Planning; they will also be given a power to do things to promote or improve the economic well-being of their areas. These are areas where there is consensus that working at this scale makes sense - aligning economic development, transport and land use planning approaches to develop successful regional economies and encourage local growth. CJCs will be established on 1 April 2021 but they will not exercise functions until agreed dates in 2022. This will provide a period of time for each Region to put in place appropriate constitutional and operational arrangements.

### **Purpose**

3. To provide principal councils and the relevant National Park Authority with a prospectus on financial support available in 2021/22 to assist their Regions with the establishment and implementation of their CJCs.

### **Aim**

4. This prospectus aims to set out the scope of the financial support available to support regional transitional planning arrangements and enable preparatory work to begin. It outlines a range of core areas associated with establishing and implementing CJCs which the Welsh Government could provide financial support towards.

### **Core areas of potential activity / criteria**

5. It is envisaged that each Region may seek financial support/funding towards work on different aspects of establishing their CJC, subject to what they already have in place for their existing regional collaboration mechanisms.
6. The following list therefore provides potential areas for support rather than a fixed list to allow for these differences. It will be for each Region to identify which particular elements of support they would find useful to support establishment of their CJC, but it is anticipated these will include one or more of the areas set out below:
  - Programme resource to take the lead in each region to plan and oversee the transition from existing arrangements to CJCs
  - Dedicated resource / additional expertise to coordinate and /or develop appropriate constitutional and governance arrangements for the CJC;

- Support for any meetings which may take place during the implementation / regional transitional planning phase
  - Expertise to develop approaches (potentially 'once for Wales' common approaches) to aspects such as scrutiny arrangements / standards / approaches to terms and conditions for staff
  - Other activity associated with setting up / establishing a CJC
7. In addition, Regions may also wish to consider applying for this funding in relation to preparatory work supporting the transfer of functions (strategic land use planning, strategic transport planning and economic development) to the CJC.

*Beyond the initial establishment of CJsCs, ongoing support costs should be met by the sector, and will form part of the identification of the budget requirement for each CJC.*

## **Funding**

8. The amount of funding available will be £1m in total and relate to the 2021/22 financial year.
9. It is envisaged funding will be distributed to a nominated lead authority for each CJC via a grant. Use of the funding could be managed via existing arrangements such as a City or Growth Deal Partnerships.
10. Welsh Government Officials anticipate the funding will be allocated to the Regions on a broadly equal basis, subject to a satisfactory proposal for funding from each area.

## **Proposal process**

11. Each Region / CJC will need to provide a **proposal for funding** which Welsh Government officials can consider and appraise to ensure it is in line with the spirit of the funding and grant requirements.
12. As part of this, and in order to avoid any potential risk of double funding, Regions will also be required to confirm that any funding they bid for is for activity that is additional/complementary to any other regional activity that they are already in receipt of funding for, for example through European Structural Funds (ESF).
13. The intention is to put in place a proportionate, rather than onerous, process for securing and reporting on the use of the funding, but proportionate grant management arrangements will nevertheless be required.
14. Therefore proposals for funding must demonstrate how it would enable / support the effective establishment and implementation of CJsCs.
15. In particular, we would expect the proposal to provide:

- A short summary (consisting of two or three paragraphs) summarising the key points or objectives of the core area(s) of activity you are seeking funding for;
- The benefits of receiving the funding and how the proposed activity will be supported (whether via additional capacity / capability)
- Details of the desired outcome as a result of the funding
- How much money is required to be funded to deliver the desired results

16. Proposals which do not demonstrate how they will contribute to enabling / supporting the effective establishment and implementation of CJsCs will not be funded.

17. Upon receipt of a satisfactory proposal the Welsh Government will issue an award letter together with terms and conditions of the funding.

Please submit proposals to [LGPartnerships@gov.wales](mailto:LGPartnerships@gov.wales)

In case of queries or if you wish to discuss, please email Paula James at [paula.james@gov.wales](mailto:paula.james@gov.wales), copied to Lisa Hughes at [lisa.hughes@gov.wales](mailto:lisa.hughes@gov.wales)

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## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### CABINET

12<sup>th</sup> MAY 2021

### REPORT OF THE HEAD OF FINANCE –

HUW JONES

#### Matter for Decision

Wards Affected: All

#### Discretionary Rate Relief for Charities and Non-profit Making Organisations

#### Purpose of the Report:

1. To seek member approval to extend the current scheme of rate relief for charities and non-profit organisations to 31<sup>st</sup> March 2024 (currently approved to 31<sup>st</sup> March 2022 in the meeting of 7<sup>th</sup> March 2018).

#### Background

2. The Local Government Finance Act 1988 provides rate relief from rates may be granted as follows:

(a) Mandatory Relief (80%)

Where a property is occupied by a charity and is used wholly or mainly for charitable purposes, and for community amateur sports clubs (as registered with HMRC).

(b) “Top Up” Discretionary Relief (up to 20%)

Where mandatory relief has been granted, an authority has the discretion to grant up to a further 20% relief.

(c) Discretionary Relief (up to 100%)

Where a property is occupied by an organisation which is not established or conducted for profit and whose objects are charitable, philanthropic, religious, or concerned with education, social welfare, science, literature or fine arts.

(d) Discretionary Relief (up to 100%)

Where a property is occupied by an organisation which is not established or conducted for profit and the property is wholly or mainly used for the purpose of recreation.

3. The cost of mandatory relief is met by the non-domestic rate pool. The cost of discretionary relief is shared between the pool and the local authority, as follows:

“Top up” of Mandatory Relief

25% is met by the pool;  
75% is met by the local authority

Other

90% is met by the pool;  
10% is met by the local authority

4. The current criteria for granting discretionary relief were agreed at the Cabinet Board meeting of 7<sup>th</sup> March 2018.

**Criteria for Discretionary Rate Relief**

5. The following are the current criteria for discretionary relief:

- (a) that each application be treated on its merits;  
(b) that the following general guidelines are met:

- membership of the organisation must normally be open to all sections of the community, and membership rates must not be set at a level which excludes the general community;

- it is accepted that reasonable restrictions may be placed on membership in relation to, for example, ability in a sport, achievement of a standard in the field covered by the organisation, or where the capacity of the facility is limited;
- favourable consideration will be given to applications from organisations whose objectives are in line with the authority's 'Well Being Objectives';
- top up relief will not normally be granted to charity shops or housing associations;
- top up relief will only be granted to an outreach facility provided by a college in a deprived ward, subject to excluding those wards within the main population centres;
- rate relief will not be granted in respect of any area of an organisation's premises which are operated as a licensed bar and ancillary areas (e.g. cellars).

(c) that, having regard to the guidelines at (b) above, the types of organisation listed below in (e), will be granted 20% top up discretionary relief or 100% only relief, as appropriate.

(d) that having regard to the guidelines at (b) above, all other applications be treated on their merits.

(e) the organisations referred to in (c) above are:

- youth organisations (such as youth clubs, scouts and guide groups)
- OAP associations
- Gardening / horticultural societies
- Mental Health Associations
- Musical / theatrical groups
- Community associations
- Organisations concerned with education and training
- Sporting organisations
- Organisations concerned with voluntary and community services
- Organisations concerned with promoting economic development
- Citizens' Advice
- Organisations concerned with better health and well being

- Organisations concerned with the welfare of young people

This report proposes to extend the award of the relevant relief to existing organisations receiving discretionary rates relief for a further 2 years to 31 March 2024 without the need for an additional application. All new applications for relief will, if eligible, receive an award also until 31 March 2024.

### **Financial Impact**

6. The current scheme provides financial support to over 300 properties and is operated in line with Welsh Government proposals. However should the Welsh Government scheme change with regards to the 80% mandatory relief or any other relief element, it will require us to reconsider our scheme based on the changes.

Current position in 2021/22 i.e. relief already provided to known organisations:

- 79 accounts receive discretionary rate relief costing the authority £36,028.
- 227 accounts received mandatory and discretionary rates relief costing the authority £194,027.
- Total cost to the authority is £230,055.

### **Integrated Impact Assessment**

7. The first stage assessment, attached at Appendix 1, has indicated that a more in-depth assessment is not required.

### **Valley Communities Impacts**

8. No implications.



### **Workforce impacts**

9. No implications.

### **Legal impact**

10. There are no legal impacts arising from this report.

### **Risk management**

11. There are no risk management issues arising from this report.

### **Consultation**

12. There is no requirement under the Constitution for external consultation on this item.

### **Recommendations**

13. That the current scheme of discretionary rate relief for charities and non-profit organisations be extended to 31<sup>st</sup> March 2024.

### **Reason for proposed decision**

14. To enable the Council to provide discretionary rates relief to ratepayers to the 31<sup>st</sup> March 2024.

### **Implementation of decision**

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

### **Appendices**

16. Appendix 1 – First Stage Integrated Impact Assessment

### **List of background papers**

17. Local Government Finance Act 1988.

### **Officer contact**

18. Mrs Ann Hinder - Principal Council Tax Officer  
E-mail: [a.hinder@npt.gov.uk](mailto:a.hinder@npt.gov.uk)

Mr Huw Jones – Head of Finance  
E-mail: [h.jones@npt.gov.uk](mailto:h.jones@npt.gov.uk)

## Impact Assessment - First Stage

### 1. Details of the initiative

**Initiative description and summary:** Extension of Discretionary Rate Relief Scheme.

**Service Area:** Revenues

**Directorate:** Finance and Corporate Services. This report proposes extending Discretionary Business Rates Relief to Charitable Bodies and Not for Profit Organisations due to end 31 March 2022 until 31 March 2024. This scheme is in line with the Welsh Government scheme which provides/funds the majority of the financial relief support to eligible organisations.

### 2. Does the initiative affect:

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

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

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
Age		√				This rates relief is for Charitable and Not for Profit Organisations not individuals.
Disability		√				
Gender Reassignment		√				
Marriage/Civil Partnership		√				
Pregnancy/Maternity		√				
Race		√				
Religion/Belief		√				
Sex		√				
Sexual orientation		√				

## 4. Does the initiative impact on:

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

## 5. Does the initiative impact on biodiversity:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence) / How might it impact?
To maintain and enhance biodiversity		√				
To promote the resilience of ecosystems, i.e. supporting		√				

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

	Yes	No	Details
<b>Long term</b> - how the initiative supports the long term well-being of people			N/A
<b>Integration</b> - how the initiative impacts upon our wellbeing objectives			N/A
<b>Involvement</b> - how people have been involved in developing the initiative			N/A
<b>Collaboration</b> - how we have worked with other services/organisations to find shared sustainable solutions			N/A
<b>Prevention</b> - how the initiative will prevent problems occurring or getting			N/A

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

A full impact assessment (second stage) <b>is not</b> required	Y
Reasons for this conclusion	
A full impact assessment is not required as this relates to the implementation of a scheme as prescribed by the 1988 Local Government Finance Act.	

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

	Name	Position	Date
Completed by	Ann Hinder	Principal Council Tax Officer	27/04/2021

Signed off by	Huw Jones	Head of Finance	27/04/2021
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