

CORPORATE IMPROVEMENT PLAN 2016-2019

ADDENDUM

1ST APRIL 2017 – 30TH SEPTEMBER 2017



FOREWORD

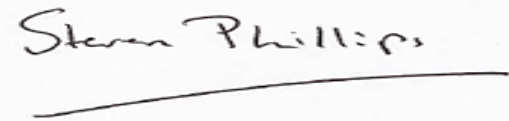
The Council's Corporate Improvement Plan sets out the improvement objectives that the Council has decided to pursue in the period covered by the Plan. The Plan covers the first six months of 2017/18 – providing continuity between the current Council and the local government election in May 2017 which will see a new Council elected.

We think it makes most sense to retain the existing six objectives over the period 1st April 2017 to 30th September 2017, reflecting the Council's continuing commitment to rise to the challenge of austerity whilst protecting services that give our children and young people the best start in life and also protecting those who are most vulnerable and disadvantaged. It is expected that the priorities that the new council will wish to progress over its term will be considered by Council in September 2017 and those will be reflected in an updated Corporate Plan this autumn.

This Plan is the means by which the Council satisfies statutory requirements laid out in the Local Government (Wales) Measure 2009 but also discharges new statutory duties set out in the Well-being of Future Generations (Wales) Act 2015 – demonstrating how we will continue to work with other public bodies to improve the well-being of Wales whilst ensuring strong foundations are in place for the councillors elected in May 2017 to build upon for the five year term of the new Council.



Councillor Ali Thomas, Leader of the Council

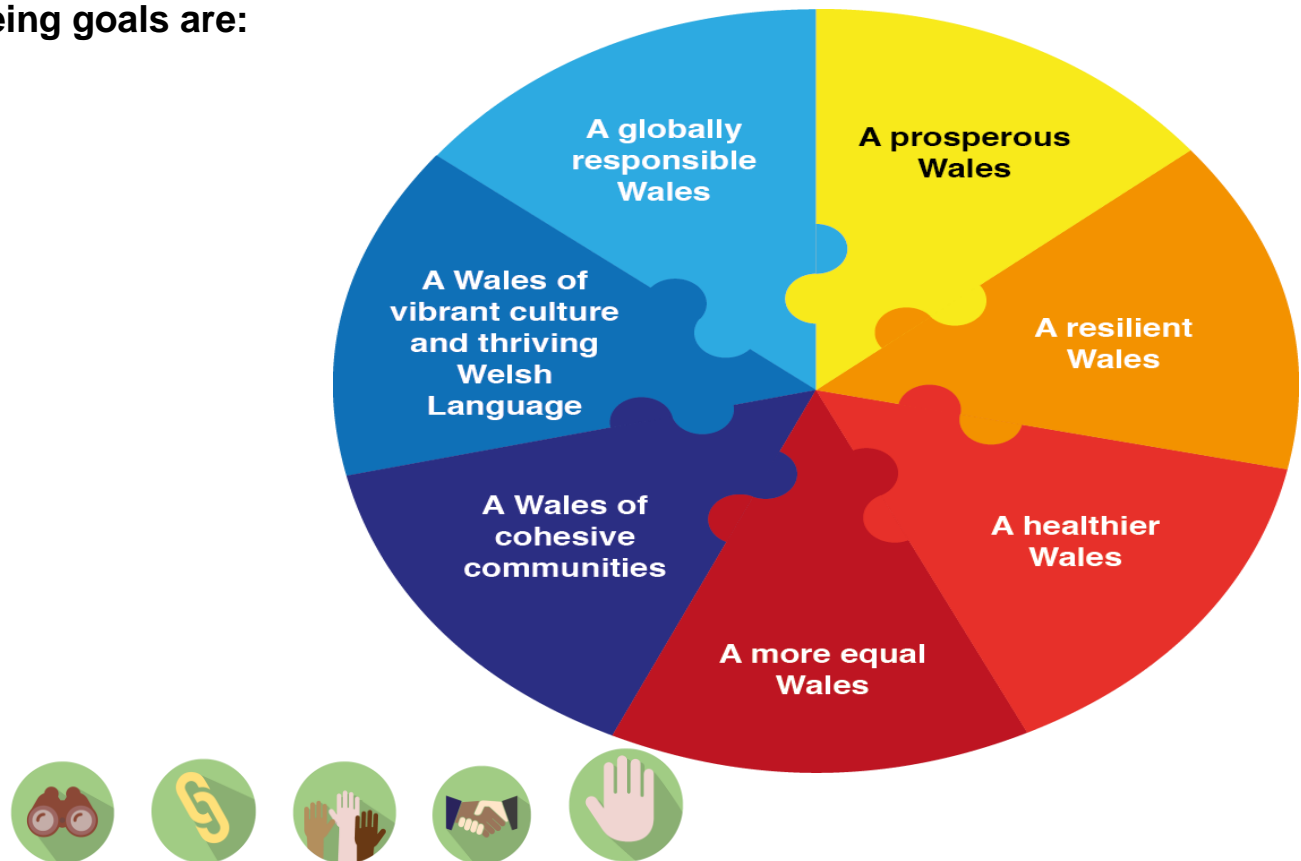


Chief Executive, Steven Phillips



INTRODUCTION

The Welsh Government, following an extensive national conversation, has developed seven national well-being goals which the Council is expected to consider when setting its own objectives. The goals reflect the outcome of a year-long conversation which started in February 2014 and saw the Welsh Government engage with people across Wales to discuss the Wales that they want to leave behind for their children and grandchildren considering the challenges, aspirations and ways to solve long-term problems to create a Wales they want by 2050. **The seven national well-being goals are:**



A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).

A Wales of cohesive communities: Attractive, viable, safe and well-connected communities.

A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

A globally responsible Wales: A globally responsible Wales. A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being and the capacity to adapt to change (for example climate change).



The Act also places a duty on the Council to carry out sustainable development so as to improve the economic, social, cultural and environmental well-being of Wales and achieve the seven national well-being goals. We must:

- Set and publish well-being objectives;
- Take all reasonable steps to meet those objectives;
- Publish a statement about well-being objectives;
- Publish an annual report of progress;
- Publish our response to any recommendations made by the Future Generations Commissioner for Wales.

These new duties are additional to duties set out in the Local Government (Wales) Measure 2009 which requires, amongst other things, for councils to set improvement objectives.

The Act provides flexibility to public bodies when setting well-being objectives. This flexibility is particularly relevant in the next six month period when the requirement to set well-being objectives comes into force - a period when local government elections will be held. The Council believes that the interests of its citizens are best met by providing continuity of focus over this period and has decided to retain its six existing improvement objectives, but reframe them in line with the new legal duties. This approach will lay the foundations for the incoming Council which will want to set its own priorities and programmes for its five year term of office.

In reframing our corporate improvement objectives we have also considered the five ways of working of sustainable development introduced by the Act:

- Looking to the **long term** so that we do not compromise the ability of future generations to meet their own needs;



- Taking an **integrated** approach so that public bodies look at all the well-being goals in deciding on their well-being objectives;
- **Involving** a diversity of the population in the decisions that affect solutions;
- Working with others in a **collaborative** way to find shared sustainable solutions;
- Understanding the root causes of issues to **prevent** them from occurring;

In the next section we update our existing objectives (now described as improvement and well-being objectives) and related actions and demonstrate how we took account of the sustainable development principle in that process.





Safer, Brighter Futures

better outcomes for children and young people

Improvement and Well-being Objective: To improve outcomes for children in need and children looked after by improving the performance of the Council's Children and Young People Services Department

Contribution to Well-being Goals

A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
Strong	Strong	Strong	Strong	Strong	Strong	Limited

What do we want to achieve?

We want to continue to make improvements in the quality and consistency of social work practice and embed an outcome based performance framework that clearly evidences the contribution that Children and Young People Services makes in supporting children and families to achieve their well-being.



We want to empower children, young people and their families to become, wherever possible, ‘co-producers’ in the care and support they receive and to encourage an ethos of independence as opposed to dependency and continue to safely reduce the number of looked after children. However, in those cases where children need to be accommodated, our aim is to place them in care settings which best suit their needs. In most cases, this will be with Neath Port Talbot foster carers.

We want to further embed our family support strategy through the implementation of a “Resource Panel”. The key aims of the Resource Panel will be:

- To prevent, wherever possible, those children and young people on the edge of care from being admitted into care;
- To support the return home, where appropriate, of those children and young people recently admitted into care on a short-term basis; and
- To support children and young people with complex needs to access the appropriate support services.

What will be different? (Outcomes)	How we will measure our progress (Measures)
1. We will work in a way that will make a positive difference to the lives of children and the families we deal with, so that children are safer, remain in their family homes and get the best start in life.	Through the monitoring and reporting of Personal Well-Being Outcome Measures. <ul style="list-style-type: none"> • Number of children with one or more outcomes, as at 30th September 2017 • % of outcomes that have had their progress reviewed during



What will be different? (Outcomes)	How we will measure our progress (Measures)
	<p>the year</p> <ul style="list-style-type: none"> % of outcomes that have been achieved during the year <p>The meaning of “well-being” is a broad concept that relates to all areas of a person’s life. Everyone has a responsibility for their own well-being but some people need extra help to achieve this. In essence, this means multi-agency partners working together with people to identify outcomes that are personal to them and their individual circumstances that enable them to achieve well-being through appropriate care and support. An example of a personal well-being outcome might be; “I want to feel safe at night living at home with my family”.</p>
2. We will have the right family support in place to ensure children and young people remain with their families.	<ul style="list-style-type: none"> % of children supported to stay with their families - 67.3% as at 30th September 2016
3. Children, young people and families will have a say in the services they receive from us, tailored to suit their needs.	<p>Feedback has been sought and received from children, young people and parents via new statutory Welsh Government questionnaires. Verification of the data will take place during the first half of 2017, whereupon responses to the following questions will be made available:</p>



What will be different? (Outcomes)	How we will measure our progress (Measures)
	<ul style="list-style-type: none"> • % of children/young people responding “Yes” or “Sometimes” to the question: “My views about my care and support have been listened to” • % of parents responding “Yes” or “Sometimes” to the question: “I have been actively involved in all decisions about how my child’s/children’s care and support was provided”

This objective embraces the five ways of working as follows:

Looking to the **long term** - the actions set out build upon significant improvements in the performance of our Children and Young People Services department, which embraces an evidence-based approach to securing positive outcomes for the children and young people we work with. The more effective we are at supporting families and intervening where there is a need to do so, the more likely it is that children and young people will grow up and become engaged citizens.

The approach is **integrated** - the work we do with children, young people and their families is holistic and seeks to not only make sure children and young people are safe, but that they are able to grow up in supportive families and achieve good health and educational outcomes. The outcomes achieved for children in need and children who become looked after by the Council are compared with outcomes achieved by other cohorts of young people and, where necessary, improvement work to address inequalities is initiated. Respecting the cultural, including



Welsh language needs of children, young people and families are key considerations embedded in social work practice.

There are many mechanisms in place to **involve** children, young people and families in the decisions that affect them. For example, the Corporate Parenting Panel held a family fun day to hear, first hand, from children and young people who were looked after by the Council, what mattered to them; the department has created a Children's Participation Officer to ensure we continuously improve the way in which we seek to empower children, young people and their families to play a full part in the work we do with them; the Council supports an Independent Children's Rights Unit who provide strong advocacy for children's rights across the county borough. These are just three examples of many ways children, young people and families are involved in developing the priorities set out in this objective and in implementing those priorities.

Collaboration is an intrinsic feature of our work. As well as the statutory requirement for multi-agency working to protect children and young people, the Council has been instrumental in developing a strong "Think Families" multi-agency partnership, which has had particular success in developing **earlier intervention and preventative** approaches which have reduced the number of children, young people and families reaching a point of crisis and reduced the number of children looked after by the Council and the associated costs.





Improvement and Well-being Objective: To raise educational standards and attainment for all young people

Contribution to Well-being Goals

A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
Strong	Strong	Strong	Strong	Strong	Strong	Modest

What do we want to achieve?

We want to continue with our aim to increase standards in both school and pupil performance, so that all children and young people in Neath Port Talbot get the best start in life and so they can achieve the best possible qualifications for them at the end of their school life.



Over time, we want to ensure that all of our schools are modern and that they are capable of delivering good quality educational experiences for all pupils. In some cases it will be most cost effective to replace those school buildings that are in most need of repair due to their age. Through our Strategic School Improvement Programme we will merge or relocate some schools; increase the capacity in others; and continue to build new schools; and to close some others. This will provide a more viable school estate, improving learning experiences for pupils and delivering a more efficient and effective educational service, including reducing the number of surplus places across the County Borough's schools. There are some 5,359 surplus places within the combined primary secondary sectors, equivalent to 25% of the total places available.

What will be different? (Outcomes)	How we will measure our progress (Measures)
<p>1. We will merge or relocate some schools; increase the capacity in others; and continue to build new schools; and to close some others.</p> <p>The Council's Cabinet has approved a range of school organisation proposals, including Band A schemes (please see link below) for which Welsh Government 21st Century Schools Programme capital funding has been secured. Band A is scheduled to end in 2018/19. All school reorganisation proposals developed within</p>	<ul style="list-style-type: none"> • Better facilities for pupils and teachers = improve outcomes for pupils • In some cases better community facilities = community can use the school facilities • Reduce surplus spaces • Reduce building maintenance backlog liability



What will be different? (Outcomes)	How we will measure our progress (Measures)
<p>the Council's Strategic School Improvement Programme require Cabinet approval in the first instance.</p>	
<p>2. We will continue to implement our strategy for the provision of Welsh-medium education in Neath Port Talbot.</p>	<p>We will continue to support and further develop Welsh language education in schools and in the wider communities and how we plan for future growth;</p> <ul style="list-style-type: none"> • More seven-year olds being taught through the medium of Welsh (2015-16 academic year performance – 18.3%) • More learners transferring from Welsh Medium Primary to Welsh Medium Secondary School • More learners aged 14 – 16 studying for qualifications through the medium of Welsh. (GCSE Welsh [1st language] and at least five further Level 1/2 qualifications) (2015-16 academic year performance - 80% from the Welsh first language cohort) • More learners aged 16 – 19 studying subjects through the medium of Welsh in schools, colleges and work-based learning • Welsh-medium provision for learners with additional learning needs (ALN) • Workforce planning and continuing professional development - schools continue to plan strategically for staff development



What will be different? (Outcomes)	How we will measure our progress (Measures)
	and produce robust spending plans based on systematic analysis of need
3. We will ensure that the 14 -19 Learning Pathways programme supports all young people to achieve their full learning potential.	<ul style="list-style-type: none"> • A range of relevant courses to secure young people's full learning potential are provided • Reduce the percentage of young people deemed as Not in Education, Employment or Training (NEET) post 16. (Latest data 2016: 3.6%)
4. Improvements in literacy outcomes.	<ul style="list-style-type: none"> • % of pupils achieve outcome 5 in language, literacy and communication skills at the end of Foundation Phase (2015-16 academic year performance: 81.4%) • % of pupils achieve at least level 4 at the end of Key Stage 2 in language (2015-16 academic year performance: 87%) • % of pupils achieve at least level 5 at the end of Key Stage 3 in language (2015-16 academic year performance: 84.1%) • % of pupils achieve level 2 threshold at the end of Key Stage 4 in language (2015-16 academic year performance: 69%)
5. Improvements in numeracy outcomes.	<ul style="list-style-type: none"> • % of pupils achieve outcome 5 in mathematical development skills at the end of Foundation Phase (2015-16 academic year performance: 83.1%) • % of pupils achieve at least level 4 at the end of Key Stage 2 in maths (2015-16 academic year performance: 88.4%)



What will be different? (Outcomes)	How we will measure our progress (Measures)
	<ul style="list-style-type: none"> • % of pupils achieve at least level 5 at the end of Key Stage 3 in maths (2015-16 academic year performance: 83.1%) • % of pupils achieve level 2 threshold at the end of Key Stage 4 in maths (2015-16 academic year performance: 67.2%)
6. We will improve the performance of pupils entitled to Free School Meals (FSM) in literacy & numeracy.	<ul style="list-style-type: none"> • % of pupils entitled to Free School Meals (FSM) achieve at least outcome 5 in Language, Literacy and Communication skills and Mathematical Development at the end of Foundation Phase (2015-16 academic year performance: Language (Welsh): 81.3%, Language (English):68.6%, Mathematics:72.0% • % of pupils entitled to FSM achieve at least level 4 at the end of Key Stage 2 in Language and Mathematics (2015-16 academic year performance: Language (Welsh):88.9%, Language (English):77.2%, Mathematics: 80.0%) • % of pupils entitled to FSM achieve at least level 5 at the end of Key Stage 3 in Language and in Mathematics. (2015-16 academic year performance: Language (Welsh): 87.5%, Language (English):69.8%, Mathematics: 68.4% • % of pupils entitled to FSM achieve level 2 threshold at the end of Key Stage 4 in Language and Mathematics (2015-16 academic year performance: 42% Language (including



What will be different? (Outcomes)	How we will measure our progress (Measures)
	Welsh): 42.9%, Mathematics: 43.5%)
7. We will improve pupil attendance.	<ul style="list-style-type: none"> • % of pupil attendance in primary schools (2015-16 academic year attendance: 94.6%) • % of pupil attendance in secondary schools (2015-16 academic year attendance: 93.7%)
8. We will provide better support for pupils with behavioural needs.	<ul style="list-style-type: none"> • Number of permanent exclusions during the academic year per 1,000 pupils from both primary and secondary schools (2015-16 academic year data: 2.6 (19 pupils)) • % of school days lost due to fixed-term exclusions during the academic year, in primary schools. (2015-16 academic year data: 0.014% (247 Days)) • % of school days lost due to fixed-term exclusions during the academic year, in secondary schools. (2015-16 academic year data: 0.101% (1,418 Days)) • % of pupils with behavioural needs who leave compulsory education, training or work based learning without an approved external qualification. (2014-15 academic year data: 0.9% (4 pupils of 419))
9. We will continue to improve safeguarding practices and procedures. Protecting children and young people from	<ul style="list-style-type: none"> • All schools are judged by Estyn to be at least good in safeguarding practice • Increase the capacity of all schools to meet the individual



What will be different? (Outcomes)	How we will measure our progress (Measures)
abuse is a shared responsibility for all staff.	learning and wellbeing needs of all pupils <ul style="list-style-type: none"> • Positive feedback from Safeguarding Peer reviews • Peer review process includes Pupil Voice (ask pupils if they feel safe and secure in school)
10. We will continue to deliver school improvement through the Education Regional Working partnership.	<ul style="list-style-type: none"> • Regional Measure: To improve the % of schools categorised as Green (2016:25%) and Yellow (55%) schools under the National School Categorisation System

This objective embraces the five ways of working as follows:

Looking to the **long term** - the whole ethos of our education system is to prepare all children and young people to lead independent and fulfilled lives. There has been a steady reduction in the number of young people leaving education who are not in employment, education or training (NEET).

The approach is **integrated** - a wide range of programmes are embedded in our approach to education, for example, the importance of treating each other fairly and with respect supports our equality objectives; the importance of healthy relationships underpins our commitment to tackling violence against women, domestic abuse and sexual violence; all of our schools have achieved healthy schools status, with the support of public health colleagues; and many of our schools have achieved green schools status, reflecting the importance we attach to protecting our environment. These are just some examples of the way our education arrangements support the national well-being goals.



Involving children and young people has been a strong feature of our approach over many years. We are the only local authority in Wales to be working with UNICEF to embed the UN Convention on the rights of the child throughout our organisation. We support an independent Children's Rights Unit that has been established in the county borough and we have a fully constituted Youth Council that meets regularly with our Cabinet to discuss issues of mutual concern.

Partnership working and **collaboration** have been underpinning principles for the Council since its inception. More recently, we have been an active partner in the regional school improvement collaborative ERW. On a more local basis, the Director of Education, Leisure and Lifelong Learning is the Lead Director for the planning of all children's services. As indicated in the first objective, we have recently strengthened our local multi-agency partnership to deliver more effective **early intervention and prevention** services which has helped to reduce the number of children and young people needing to be placed in the council's care. These multi-agency arrangements complement approaches embedded in our early years and other education settings where we work closely with all of our schools to identify children and young people in need of extra help and support.





Improvement and Well-being Objective: To maximise the number of adults who are able to live independently with or without support within the home of their choice within the their community

Contribution to Well-being Goals

A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
Modest	Strong	Strong	Strong	Strong	Strong	Limited

What do we want to achieve?

We want to continue to modernise the way in which we will meet people's care and support needs. We want to continue to encourage greater take up of direct payments, enabling and encouraging people to have greater



choice and control over the way in which their care and support needs will be met, reducing reliance on traditional establishment-based services.

We want to continue to work with partners to deliver better outcomes for people. In particular, we will further integrate and strengthen arrangements that reduce the risk of people losing their independence or needing long-term health and care services. We want to enable more people to take better care of their own wellbeing, promoting community support and activities that help people maintain and improve their wellbeing so that we prevent, delay or reduce the need for people to access long term health and social care services.

What will be different? (Outcomes)	How we will measure our progress (Measures)
1. We will develop community based early intervention and prevention services to support people to remain as independent as possible without formal care and support.	<ul style="list-style-type: none"> • The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over (performance as at 30th September 2016- 2015: 110.6) • The percentage of clients, who are supported in the community during the year, aged 65+ (1st April 2016 – 30th September 2016 performance: 82.5%)
2. We will continue to improve the Gateway Service so we can be sure that people are getting the right response when they first contact adult social services.	<ul style="list-style-type: none"> • Increase the percentage of new referrals screened within 24 hours (1st April 2016 - 30th September 2016 performance: 67%) • Increase the % of people diverted into well-being services. (1st April 2016 - 30th September 2016 performance: 85%)



What will be different? (Outcomes)	How we will measure our progress (Measures)
	<ul style="list-style-type: none"> % people contacting the Gateway whose needs can only be met by social services (1st April 2016 to 30th September 2016 performance: 15%)
3. We will increase the take up of direct payments to support service users and carers in exercising their right to have a choice and control over the way in which their care and support needs are met.	<ul style="list-style-type: none"> Number of people accessing direct payments (as at 30th September 2016 there were 310 adult direct payments clients) Number of care and support hours met via direct payments (relating to above clients, 4,321 hours as at 30th June 2016) Number of people accessing care and support services from social services (2,936 as 30th September 2016)
4. We will implement 'Pathways to Independence' across community care to ensure adults of working age with care and support needs are assessed and supported in a way which maximises their independence.	<ul style="list-style-type: none"> The percentage of clients who are supported in the community during the year: Aged 18-64. (1st April 2016 – 30th September 2016 performance: 98.6%)
5. We will deliver full integration of community health and social care for frail older people, underpinned by the formal partnership agreement for intermediate	<ul style="list-style-type: none"> The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over. (1st April 2016 - 30th September 2016 performance: 3.6)



What will be different? (Outcomes)	How we will measure our progress (Measures)
health and care services.	
6. We will continue to implement the safeguarding action plan to further improve safeguarding practices.	<ul style="list-style-type: none"> • Reduce the number of adult safeguarding referrals received (between 1st April 2016 and 30th September 2016: 168 referrals were received) • The % of adult protection referrals completed where the risk has been managed. (1st April 2016 - 30th September 2016 performance: 100%)

This objective embraces the five ways of working as follows:

Looking to the **long term** - the key focus of our approach is to enable people to live independently, for as long as possible, in a home of their choice. Additionally, the focus introduced by the Social Services and Wellbeing (Wales) Act 2014 is to build community capacity to support an ageing population, reducing reliance on expensive, dependency-inducing services and promoting the development of social enterprise.

The approach is **integrated** - The Social Services and Well-being (Wales) Act 2014 requires social services to promote the well-being of people needing care and support and their carers. This requires the holistic needs of people to be assessed and considered, including their health needs, care and support needs, their need to engage with the wider community, their safety, opportunities (where relevant) for employment and learning, alongside cultural needs. A substantial programme of work has been underway to introduce the new duties contained within the Act.



There are many ways in which people who need care and support and their carers' are **involved** in the provision of care and support. The Social Services and Wellbeing (Wales) Act 2014 requires the principles of voice and choice to be central to social work practice and the design and delivery of services. Extensive remodelling of services is taking place, informed by comprehensive consultation and engagement with service users, carers and the wider community. Where relevant, there is provision of advocacy to enable the most vulnerable people to be helped to express their wishes. A key feature of future service delivery is the promotion of direct payments to respond to growing expectations that services will be personalised. More broadly, the Council has a well-established Older People's Council whose members are appointed following a public appointments process and there are a range of other service user planning groups to inform policy and service delivery.

There are well established **collaborative** arrangements that focus on appropriate integration between health and social care. In recent years, collaborative working has been given additional focus by the Western Bay Regional Health and Social Care Collaborative which affords an opportunity to make system-wide changes that can prevent people from needing acute services, or delaying the point at which these services are needed.

On a local area basis, there is corporate ownership of the need to encourage more people to enjoy healthier lifestyles. The development of the Information, Advice and Assistance Service is supported across the Council and by local partners to **prevent** more people from needing health and social care services or to delay the point at which such services are needed. Pathways to Independence has a specific focus on re-sizing care packages so that they promote independence with much reduced reliance on traditional forms of establishment-based care and this complements the investment made between the Health Board and the Council in reablement services which help people to regain or retain their independent living skills.





Improvement and Well-being Objective: To support and invest in our town centres and communities to promote economic growth, regeneration and sustainability, maximise job opportunities and improve access to employment

Contribution to Well-being Goals

A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
Strong	Strong	Strong	Strong	Strong	Modest	Limited

Regeneration - What do we want to achieve?

In the last twelve months there have been significant developments in the UK steel industry. The position in relation to Tata will continue to be reviewed and should adjustments to our priorities become necessary an addendum report will be presented to Members.



It is essential that we focus our attention on our town centres and communities, with the aim of regenerating them, as they are important aspects of the county borough. We will improve access to towns and employment centres by introducing new bus corridors. Constructing a new integrated transport hub in Port Talbot and developing a commuter cycle network. We will continue to promote projects and programmes to maximise the impact of external funding and maximise job opportunities for all.

What will be different? (Outcomes)	How we will measure our progress (Measures)
1. We will encourage inward investment and bring forward a range of opportunities, including residential, retail and commercial developments, as well as promoting the borough to companies as a great place in which to locate their businesses.	<ul style="list-style-type: none"> • Continue to deliver new development opportunities and inward investment opportunities • Work towards securing funding to deliver commercial, retail, residential and leisure projects • Work towards attracting new businesses to the borough
2. The next phase of Neath Town Centre redevelopment will be completed	<ul style="list-style-type: none"> • Progress update on delivery of the project
3. Continue to promote development opportunities at Aberavon Seafront, and other destinations.	<ul style="list-style-type: none"> • Work to secure funding and work collaboratively to develop and attract new attractions and commercial investments on Aberavon Seafront and other destinations
4. Develop Margam Park including caravan	<ul style="list-style-type: none"> • Update on the delivery of the development



What will be different? (Outcomes)	How we will measure our progress (Measures)
and camping facilities on site.	
5. We will access funding to refurbish, repair and maintain locally important buildings and structures.	<ul style="list-style-type: none"> Progress the number of important, historic or listed buildings and ancient monuments removed from the buildings at risk register on an annual basis including buildings completed and projects progressing
6. We will drive forward regeneration projects in the valleys, to encourage tourism and improve employment opportunities.	<ul style="list-style-type: none"> The number of projects supported as a direct result of regeneration work Potential for job creation and/or safeguarding of jobs and attracting new investment
7. We will continue to deliver the Vibrant and Viable Places Programme to combine support for people and places whilst encouraging partnership working.	<ul style="list-style-type: none"> Update on the delivery of the Vibrant and Viable Places Programme and those in the pipeline
8. We will identify supply chain opportunities for local companies and employment and training opportunities for local people through the delivery of community benefits on key regeneration	<p>Update on the delivery of community benefits on the following projects:</p> <ul style="list-style-type: none"> Ysgol Gyfun Ystalyfera; Ysgol Newydd Margam; Ysgol Newydd (Gymunedol



What will be different? (Outcomes)	How we will measure our progress (Measures)
<p>projects within the area.</p>	<p>Gymraeg);</p> <ul style="list-style-type: none"> • Ysgol Newydd Briton Ferry; • Port Talbot Transport Hub; • Renewal Areas (VVP and ARBED funded) <p>Data reported to include:</p> <ul style="list-style-type: none"> • Number of local people helped to get back into work • Number of completed apprenticeship training weeks, traineeships and work experience • Number of contract opportunities secured by local businesses • % spend with contractors in Wales
<p>9. We will continue to support local businesses to help them prosper; create more jobs and business start-ups.</p>	<ul style="list-style-type: none"> • The number of business enquiries resulting in advice, information or financial support given to existing companies • The number of new business start-up enquiries assisted • The number of new start-ups assisted through Innov8 programme • The number of jobs created as a result of financial support by the Council



Anti-poverty - What do we want to achieve?

Research studies conducted by Sheffield Hallam University demonstrate that areas within the county borough are disproportionately and negatively affected by the UK Government's welfare benefits changes. Our over-riding corporate priorities are to protect services to children, young people and vulnerable adults. Consequently, continuing to work in partnership to mitigate the impact of the welfare benefit changes will have on those with the lowest incomes remains a priority for us and our Public Services Board partners. We will support people to maximise their income ensuring people are helped into work or are receiving the benefits they are entitled to and have the skills and support to manage their income appropriately. We will also increase support for people who struggle to access on-line services.

What will be different? (Outcomes)	How we will measure our progress? (Measures)
10. We will deliver the commitments in the partnership agreement with the Department for Work and Pensions to support the introduction of Universal Credit.	<ul style="list-style-type: none">• Number of claimants receiving their benefit via Universal Credit. As at 8th December 2016, there were 1,200 claimants in receipt of Universal Credit, 350 transferred from Housing Benefits to Universal Credit• Number of claimants who have requested digital support• Number of claimants accessing personal budget support• Between 1st April 2016 and 31st December 2016, 50 claimants have requested the specialist money management support service and 50 have actually taken up the service
11. We will work with partners, to identify the impact of the next set of Welfare	<ul style="list-style-type: none">• Review and update the Impact assessment• Newly updated action plan signed off by the relevant board



What will be different? (Outcomes)	How we will measure our progress? (Measures)
Benefit changes announced by the UK Government.	
12. We will work with partners to ensure citizens and service providers are aware of the community resources and how they can be accessed.	<ul style="list-style-type: none"> • Number of hits to Independent Advice and Assistance website • Rating of service by customers accessing the website
13. We will further develop our Digital inclusion plans with partners.	<ul style="list-style-type: none"> • Programme developed and signed off by the Public Services Board and reviewed by the Public Services Board when it has been established to secure ongoing support
14. We will review our work to mitigate Welfare Benefit reforms and update our partnership work programme.	<ul style="list-style-type: none"> • Review completed • Clear programme of work in place

Housing - What do we want to achieve?

We want to provide people with an opportunity to live in a home that they can afford, that is safe, warm and secure, a home that meets their needs whether that be owned or rented and is in an area where they want to live and we support them to do so.



What will be different? (Outcomes)	How we will measure our progress? (Measures)
15. NPT Homes will continue to meet the Council's promise (as detailed in the 'offer document') to bring all former council housing up to the Welsh Housing Quality Standard and to regenerate communities.	<ul style="list-style-type: none"> • % of NPT Homes social housing that meets the Welsh Housing Quality standard (as at 31st December 2016: 86.4% meet the standard)
16. We will provide loans to effectively target empty properties to bring them back into use and make sure existing housing stock is safe, warm and secure.	<ul style="list-style-type: none"> • Increase the number of empty properties brought back into use (1st April 2016 to 30th September 2016: 20 properties) • Increase the number of private sector houses that have been made safe, warm and secure (1st April 2016 to 30th September 2016: 4 houses)
<p>17. We will undertake a homelessness review.</p> <p>We will prioritise those most in need by implementing single point of access arrangements for Supported People-funded homelessness prevention support services.</p>	<ul style="list-style-type: none"> • The number of suitable private rented tenancies made available (performance 1st April 2016 to 30th September 2016: 34) • The percentage of households for which homelessness was successfully prevented (performance 1st April 2016 to 30th September 2016: 73.3%) • The percentage of households for which homelessness was successfully relieved (performance 1st April 2016 to 30th September 2016: 36.4%) • The percentage of those households for which a final duty was



What will be different? (Outcomes)	How we will measure our progress? (Measures)
	<p>successfully discharged (performance 1st April 2016 to 30th September 2016: 43.3%)</p> <ul style="list-style-type: none"> The overall percentage of successful outcomes for assisted households (performance 1st April 2016 to 30th September 2016: 47.8%)
18. We will develop a Homelessness Strategy that will ensure co-operation agreements are in place with our Housing Association partners to deliver the requirements of the Housing (Wales) Act and monitor the contribution they make to help the Council fulfil its duty.	<ul style="list-style-type: none"> Homelessness Strategy developed % of Housing Association partners with stock in the county borough the Council has a co-operation agreement with.

This objective embraces the five ways of working as follows:

Looking to the **long term** - the Council's regeneration programme is firmly anchored in the objectives set out in the Single Integrated Plan and the Local Development Plan. Both of these strategic documents set out the long term aspirations of the Council, its partners and its citizens for the county borough. The developments carefully balance the Council's obligations to achieve social, economic, environmental and cultural wellbeing, ensuring that the county borough is an attractive place for people to live, for businesses to thrive and for people to visit. The



projects set out in this addendum reflect the priorities and resources where there is an opportunity to make progress in the period covered by this particular Plan.

The approach is **integrated** - with the projects listed in this plan providing for improved cultural opportunities; support to grow and develop jobs across the county borough; improvements in aspects of housing with attendant health and safety benefits, as well as measures to maximise the incomes of those who are dependent on welfare benefits.

Both the Single Integrated Plan and the Local Development Plan which provide the frameworks for the activities in this section were informed by significant evidence and prepared with extensive **involvement** and engagement with a very broad range of people. Individual projects will be developed with input from a range of interested parties, including potential developers, service users and by specialists such as the Disability Network Action Group that advises on accessibility considerations.

There are a range of **collaborative** arrangements that support the development and delivery of projects. For example, the Strategic Housing Partnership provides an excellent mechanism for housing providers to work with the Council in its role as the Strategic Housing Authority to develop housing provision across the county borough; the Welfare Reform Partnership, established by the former Local Service Board has been very effective in preventing people affected by reforms from accruing debt and putting their tenancies at risk; partnerships with the statutory and business sector is crucial to secure the successful delivery of projects, increasingly involving the ability to influence investment by third party organisations in the county borough and to maximise supply chain opportunities related to those projects.

There is a strong emphasis within the homelessness and welfare reform work on **early intervention and prevention**. In the case of homelessness, the emphasis is on preventing homelessness in the first instance and in the case of welfare reform, the work involves directing Housing Discretionary Payments to those most in need, ensuring people who are benefit-dependent receive their entitlement and can access support to gain employment



where this is relevant; and providing support to those that need it to manage their money and maintain their benefit claims on-line. In both these cases the work will have beneficial impacts on people's health, prosperity and safety.





Improvement and Well-being Objective: Increase the percentage of waste recycled and composted

Contribution to Well-being Goals

A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
Modest	Modest	Strong	Modest	Modest	Modest	Strong

What do we want to achieve?

The Welsh Government has set us very challenging legal targets for reuse/recycling and composting as well as for landfill in their Waste Strategy 'Towards Zero Waste'. In response to this we are working towards achieving the next target of 64% (2019-2020). If we do not meet these targets we could end up with fines of £200 per tonne, that is to say that in Neath Port Talbot for each 1% the target is missed there is a potential annual fine of circa. £150K.



We will work with residents to increase participation through the implementation of educational and enforcement activities where necessary. This will help us meet the legal targets above and enable us to manage our resources better.

Where possible we want to exploit all funding opportunities to further improve the service and make efficiencies to re-invest back into the service. We also want to make the service as affordable as possible and capable of collecting all waste in a way that both helps us meet the targets and is convenient to the public.

What will be different? (Outcomes)	How we will measure our progress (Measures)
1. More waste will be diverted from landfill through reuse, recycling and composting.	<ul style="list-style-type: none"> • The percentage of local authority collected municipal waste prepared for reuse, recycling and composting (1st April 2016 - 30th September 2016: 63.68%) • Tonnage of local authority collected municipal waste: 1st April 2016 to 30th September 2016: 35,770
2. New contract arrangements will be in place for waste treatment and disposal to ensure we are getting the best deal for the Council.	<ul style="list-style-type: none"> • Reduce the overall cost of treatment and disposal • The % of municipal waste sent to landfill (1st April 2016 -- 30th September 2016: 8.0%) • The % of municipal waste used to recover heat and power and any resultant contribution to the reuse, recycling and composting rate (1st April 2016 - 30th September 2016: 33.5%)



Looking to the **long term** – the principal aim of this objective is to conserve the world's natural resources by encouraging less waste to be generated in the first place, but where waste is generated the maximum possible volumes are recycled. We will also be contributing to the ongoing Welsh Government review of the national waste strategy 'Towards Zero Waste' and Municipal Sector Plan and aim to take forward any revisions arising from that review.

The approach is **integrated** - whilst the principal benefits are to conserve the environment, the way in which the actions have been designed also support the improvement of economic prosperity through the creation of new jobs in new industries; to promote better skills and understanding through the curriculum; to secure the co-operation, and participation of the wider community in working towards a shared goal. Nationally we will aim to maximise our contribution to a 'Circular Economy', where materials are kept in productive use for as long as possible from what we buy, use and finish with (getting the best out of things).

The achievement of the objective relies on the **involvement** and full participation of all citizens. In designing our approach, extensive work was done with schools to encourage young people to promote the benefits of recycling to the wider family; with residents to explain the benefits and consequences of achieving targets set by the Welsh government; and with partners to harness their support for this objective, including input from the local Disability Network Action Group to ensure that materials produced to educate and inform the community were accessible to people with a disability.

The Council **collaborates** at a number of levels in relation to this objective and its related actions. We actively support the national blueprint for recycling and waste collection to ensure we are using evidence-based approaches to driving through the behaviour change we need to see in our communities; we have long standing regional collaboration arrangements in place to consider if there are regional opportunities that can deliver better value for the taxpayer; then there are local collaborations with schools, residents and wider stakeholders.



In terms of **prevention and early intervention**, there needs to be a stronger emphasis on minimising the amount of waste generated in the first instance, but this will require national not just local action. We have good examples locally of upcycling and re-using items, through third sector organisations such as Enfys and Bespoked which also deliver the additional benefits of providing employment for local people.





Improvement and Well-being Objective: To improve customer/citizen access to services and functions provided by the Council or on behalf of the Council and to improve the efficiency of those services and functions

Contribution to Well-being Goals

A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
Strong	Modest	Strong	Strong	Modest	Strong	Limited

What do we want to achieve?

As more and more people in our communities adopt digital technologies in their day to day life, we are responding by providing more services online. We will prioritise those services that are requested most frequently.



Expanding our online services will provide more choice for our customers and make it easier for people to access services and at a time convenient for them.

We will work with our partners to ensure everyone in our communities has the opportunity to use our on-line facilities, available across the county borough, by placing an emphasis on self-help. Our Digital by Choice Strategy is the framework which sets out how we will deliver this work. Work will continue to streamline and modernise our internal support services and by working smarter digitally reduce the need for costly manual processes. We will also revise the way in which we charge people for services so they are fair and consistent and, where it makes sense to do so, create opportunities to generate money for the Council.

What will be different? (Outcomes)	How we will measure our progress (Measures)
1. Our website will be easier to access and more services will be available on-line.	<ul style="list-style-type: none">• Improve the professional rating of our website page rating from a 2 star (maximum rating is 4 star)• Increasing the number of new services available online (As at 31st December 2016, 8 services are available online)• Increasing the percentage of transactions completed on-line (from the new on-line services) (cumulative performance 1st April 2016 to 31st December 2016 is 69%)• % of customers satisfied/very satisfied with improvements made to services available on-line (general look and feel): performance for 2016/17: Very Satisfied (26%), Satisfied



What will be different? (Outcomes)	How we will measure our progress (Measures)
	<p>(40%), Ok (31%), Dissatisfied (2%) & Very Dissatisfied (1%)</p> <ul style="list-style-type: none"> • More of our customers find the website easier to use (ease of getting around site): performance for 2016/17: Very Satisfied (27%), Satisfied (36%), Ok (28%), Dissatisfied (5%) & Very Dissatisfied (4%) • More of our customers can access the information/service they want first time (ease of finding information/Services): performance for 2016/17: Very Satisfied (24%) Satisfied (34%), OK (26%), Dissatisfied (9%), Very Dissatisfied (7%)
2. More of our website pages will be available in Welsh.	<ul style="list-style-type: none"> • Increase the % of webpages available in Welsh (as at: 31st December 2016 - 98%)
3. We will change our one stop shops and support people to carry out transactions on-line to make it easier for people to access digital services.	<ul style="list-style-type: none"> • Reduce the number of face to face contact at Customer Services: 37,998 between 1st April 2016 and 30th September 2016
4. More people in our communities will have the digital skills to access services.	<ul style="list-style-type: none"> • Increase the number of people we support to develop digital skills to access services
5. All services will use our on-line ordering and payment system replacing manual	<ul style="list-style-type: none"> • % of volume of transactions processed through i-procurement • Achieve the savings identified in our Forward Financial Plan



What will be different? (Outcomes)	How we will measure our progress (Measures)
processes.	
6. Introduce self-service options across internal support services, starting with a self-service employee portal.	<ul style="list-style-type: none"> • Accurate employee data • % employees using self-serve option • Achieve savings identified in our Forward Financial Plan
7. Increased and new income generation opportunities.	<ul style="list-style-type: none"> • Higher levels of income achieved

This objective embraces the five ways of working as follows:

Looking to the **long term** – this objective and its associated actions recognises that digital technologies are rapidly changing the way society and the world of work is structured. The objective commits the Council to developing services through new digital channels to reflect social trends. However, the approach also recognises that there are significant groups of people who will still need to access traditional channels of service, due to the complexity of their needs, or because they need help and support to access the new on-line services. The objective also recognises that austerity is continuing into the medium term, and consequently, to protect vital services into the long term, the Council needs to find alternative ways of responding to community needs, including raising new sources of income.



The approach is **integrated** – the adoption of new technologies and the search for new income streams is a corporate, cross-cutting objective which is being embraced by all aspects of the Council. The introduction of new technologies also affords the Council opportunities to integrate services and functions in quite different ways.

The Council is developing **collaborative** arrangements in the design and delivery of its digital and income generation strategies. Leading practice amongst public service organisations has been identified, but the Council is also looking at ways of engaging with and learning from the third and private sectors to identify new innovations and to share risk.

In designing the new digital services, the Council has developed a network of citizens prepared to test and feedback how well the new services are working. We are also exploring how we can develop ways to **involve** a broader range of people in our work to address digital exclusion. Addressing digital exclusion has been agreed as a priority for the Public Services Board.

The adoption of new technologies is assisting the development of **early intervention and prevention** initiatives on a number of fronts: in enabling the development of a trusted source of support and services that discharges the duty on the Council to implement an Information, Advice and Assistance Service; to more effectively communicate important public information messages via social media and other technological platforms; to improve insight of issues of interest to the wider community, whilst also better understanding the total needs of people who access Council and partner services.



WELL-BEING STATEMENT

The Wellbeing of Future Generations (Wales) Act 2015 requires the Council to publish a statement about our well-being objectives at the same time as we publish our well-being objectives. The statement must explain:

- Why we think our well-being objectives will contribute to the well-being goals;
- Why we think our well-being objectives have been set in accordance with the sustainable development principle, including how we will involve people with an interest in achieving the well-being goals and ensuring those arrangements reflect the diversity of people in the area;
- The steps we will take to meet the well-being objectives in accordance with the sustainable development principle;
- How we will govern ourselves to meet our well-being objectives;
- We will keep progress towards our well-being objectives under review;
- How we will ensure that resources, including financial, are allocated annually for the purpose of taking steps to meet our objectives;
- Any other relevant information about our well-being objectives we consider relevant.

Contribution to the National Well-being Goals and the way we can demonstrate we have taken account of the sustainable development principle in setting the objectives and the actions we propose to take to meet the objectives.

For each of the improvement and wellbeing objectives we have set, we have identified the extent to which each objective contributes to the national well-being goals. It should be clear that some objectives contribute more to some of the goals than to others, and that contribution may strengthen over time.



Each improvement and wellbeing objective is also supported by a statement on how we are able to demonstrate that we have taken the sustainable development principle into account.

Governance and monitoring progress

The Council's Performance Management Framework has been amended to reflect the new duties set out in the Wellbeing of Future Generations (Wales) Act 2015 whilst also ensuring arrangements continue to meet existing duties under the Local Government (Wales) Measure 2009 (reflected in the diagram on the following page):



Performance Management Framework



The Chief Executive allocates responsibility and accountability for each improvement and well-being objective to a named chief officer. These are then fed through into Business Planning arrangements which in turn inform the priorities of teams and individuals.

Arrangements to monitor the progress in meeting objectives include:

- Quarterly highlight reports prepared for each objective, which describe progress. These highlight reports will be reviewed by the Corporate Directors' Group who will act as the over-arching programme board and the reports will also be submitted to the relevant Cabinet Board and Council Scrutiny committee;
- A half year position statement which will summarise progress made and indicate any work that will need to feed through into the revised Corporate Plan that will be established by the incoming Council.
- Additionally, amendments will be made to the Council's Annual Governance Statement to describe changes to management and governance arrangements made to comply with new duties and the way in which the Council will routinely test those new arrangements to provide assurance that legal duties are being met and to inform continuous improvement activities.

Financial Planning:

The improvement and wellbeing objectives were considered at an early point in the financial planning cycle and an early decision was taken by the current Council to retain and reframe the existing priorities for the six month period 1st April 2017- 30th September 2017. The objectives provided a framework within which the Council prioritised and protected investment in the priorities it has decided to retain within a rigorous process of identifying where reductions in budgets or increases in income could be targeted to achieve a balanced budget. An extensive public and staff consultation exercise took place over the three month period to the end of



December which generated over 600 responses. The responses received from a wide range of stakeholders then shaped the final budget proposals considered and subsequently approved by Council in January 2017.

The 2017/18 budget report incorporates many service change proposals which, taken together, represent a significant change in the Council's service delivery arrangements. The Council has worked hard, with its many stakeholders to strike the right balance in its overall proposals. This has included:

- Protection for some services that enable early intervention and prevention activities that reduce demand on public services whilst promoting wellbeing;
- Protection for integrated services that have been established to deliver more joined up services for citizens;
- Protection for services that have a long term impact on sustainability; and
- Protection for key collaborative arrangements.

The areas that have been protected most are reflected in the six improvement and well-being objectives set out in this Well-being Statement. Whilst the Council has made efforts to embrace the sustainable development principle in developing its budget proposals, it is inevitable, given the scale of changes that there will be some negative impacts arising from proposals.



Other Relevant Information

As set out in the introduction to this Addendum, this document represents a short term Plan that provides a bridge between the existing Council and the Council that will be elected in May 2017. In preparing the Plan the Council has sought to comply with legal duties contained in two separate pieces of legislation. We anticipate that the incoming Council will review the improvement and well-being objectives contained within this report and the associated actions and supporting work against its own priorities and that the outcome of the deliberations of the new Council will be set out in a revised Corporate Plan and published in autumn 2017.

We welcome feedback on the information contained within this Plan via:

Email: improvement@npt.gov.uk or post: Chief Executive, Neath Port Talbot County Borough Council, Civic Centre, Port Talbot, SA13 1PJ

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

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



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