

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”

Please Note: Baseline data is 2016/17 data unless otherwise stated.

Improvement Priority 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										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead Hos	
			Baseline	17/18	18/19	19/20	20/21			21/22
Promote and develop the Community Services Directory so that children, young people and families can easily access information about the services available in local communities to support good well-being	The wide range of services and activities taking place across communities will be held in one place and will be easy to access for citizens	Number of services held within the Community Services Directory	916 services and organisations on the directory as at 1 st April 2017	Increase					Policy & Resources	KJ
	More citizens will engage with local community activity and as a	Number of hits on the Community Services Directory website	System live from 1 st April 2017. Number of	Increase					Policy & Resources	KJ

Improvement Priority 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										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead Hos	
			Baseline	17/18	18/19	19/20	20/21			21/22
	result more communities will sustain activities that support well-being independently of the Council		hits to Website: 14,270 (4 months data 1st April 2017 to 31st July 2017)							
We will implement the Government's programme to increase the availability and quality of child care provision once resources have been made available	There will be more quality affordable child care provision in the county borough	Number of childcare places available for families, particularly out of school childcare	256 registered out of school places as at 30 th March 2016	Increase by 10% by July 2018	Increase by 5% by July 2019	Increase by 5% by July 2020	Increase by 5% by July 2021	Increase by 5% by July 2022	Education, Skills and Culture	CM
		Use of the Welsh language in all childcare settings	4 childcare providers attended training	Increase year on year					Education, Skills and Culture	CM
We will review links between early years' programmes and schools to ensure they are	Links between early years services and schools will continue to	Review completed and outcomes actioned	Completed in 17/18 Academic Year (AY)	Annual Reviews				Education, Skills and Culture	CM	
		Partners will	Termly updates from partners will be collated by the Flying					Education,	CM	

Improvement Priority 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										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead Hos	
			Baseline	17/18	18/19	19/20	20/21			21/22
developed	improve	report improved data sharing	Start Team and shared with the Inclusion Service					Skills and Culture		
Review 0 – 3 support, provision and information sharing in non-Flying Start areas	The experience of children moving from early years services to schools will improve	Schools report that children are better prepared to participate in play and learning	N /a	Baseline survey of all primary schools to be conducted by Flying Start to establish the baseline.					Education, Skills and Culture	CM
Review of PSD (Personal Social Development) curriculum and assessment within schools (direct impact on social, emotional and wellbeing)	Outcomes at Foundation Phase will be improved	% of pupils achieve at least outcome 5 in language, literacy and communication skills at the end of Foundation Phase	81% 16/17 AY	83% 17/18 AY	83.5% 18/19 AY	84% 19/20 AY	84% 20/21 AY	Education, Skills and Culture	CM	
		% of pupils achieve at least outcome 5 in mathematical development at the end of Foundation Phase	85% 16/17 AY	85% 17/18 AY	85.5% 18/19 AY	86% 19/20 AY	86% 20/21 AY	Education, Skills and Culture	CM	

Improvement Priority 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

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead Hos
			Baseline	17/18	18/19	19/20	20/21		
		% of pupils entitled to Free Schools Meals achieve at least outcome 5 in language, literacy and communications skills at the end of Foundation phase	69% 16/17 AY	74% 17/18 AY	74.5% 18/19 AY	75% 19/20 AY	75.5% 20/21 AY	Education, Skills and Culture	CM
		% of pupils entitled to Free School Meals achieve at least outcome 5 in mathematical development at the end of Foundation Phase	72% 16/17 AY	76% 17/18 AY	76.5% 18/19 AY	77% 19/20 AY	77% 20/21 AY	Education, Skills and Culture	CM

Improvement Priority 2: Families struggling to provide good parenting for their children will be provided with tailored support

Steps	What will be the outcome?	How will we demonstrate progress	Outlook	Committee	Lead Hos
<p>With our partners we will refine our wider Think Families Partnership work to more effectively target early intervention and prevention support to those families who need it; and alleviate child poverty ensuring in the process that there is better local alignment and co-ordinated approach to providing support between the work of the partnerships established to address child adverse</p>	<p>Working age people in low income families, gain and progress within employment</p>	<p>% of participants that have accessed an Early intervention service demonstrate improved emotional and mental well-being</p>	<p>Monitoring reports show a qualitative improvement in emotional and mental wellbeing of most participants</p>	<p>Education, Skills and Culture</p>	<p>AE</p>
	<p>Children, young people and families, in or at risk of poverty, achieve their potential</p>	<p>Parents that have accessed and Early Intervention Service have benefited from a parenting intervention</p>	<p>Monitoring reports show an increase in numbers of parents who benefitted from parenting interventions</p>	<p>Education, Skills and Culture</p>	<p>AE</p>
	<p>More children, young people and families are healthy and enjoy better well-being</p>	<p>Families that have engaged in intervention programmes report that they feel they can</p>	<p>Monitoring reports show a qualitative improvement in families' ability to change their lifestyle/behaviours</p>	<p>Education, Skills and Culture</p>	<p>AE</p>

Improvement Priority 2: Families struggling to provide good parenting for their children will be provided with tailored support							
Steps	What will be the outcome?	How will we demonstrate progress	Outlook			Committee	Lead Hos
experiences		contribute to changes to their lifestyle/behaviours.					

Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier									
Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
The Council will review our approach to community development to ensure that the whole council empowers communities to strengthen their own capacity to improve health and wellbeing	Opportunities to strengthen the Council's approach to community development will be clearly identified with actions to support agreed areas for improvement	Review completed and actions relating to children and young people are identified and progressed	By September 2018 and ongoing					Education, Skills and Culture	CDG
	More children will	% of children							

Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
and that all children and young people can fully participate in a range of activities that promotes their social, cultural, economic and environmental well-being	take part in sports	hooked on sport (based on number of occasions of participation per week = 3)	55%	Improve year on year					Education, Skills and Culture	CM
	More children and young people participating in youth services	% of 11 - 19 year olds in contact with the youth service	36.70% (5,108 of 13,920)	Improve year on year					Education, Skills and Culture	CM
We will raise educational standards and attainment for all children	Literacy and Numeracy for all learners will improve	% of pupils achieve at least level 4 at the end of Key Stage 2 in language	88% 16/17 AY	88% 17/18 AY	88.5% 18/19 AY	89% 19/20 AY	89% 20/21 AY	Education, Skills and Culture	CM	
		% of pupils entitled to Free School Meals achieve at least level 4 at the end of Key Stage 2 in language	79.9% 16/17 AY	79.9% 17/18 AY	80% 18/19 AY	80.5% 19/20 AY	80.5% 20/21 AY	Education, Skills and Culture	CM	
		% of pupils						Education,	CM	

Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
		achieve at least level 5 at the end of Key Stage 3 in language	85.6% 16/17 AY		85.8% 17/18 AY	86% 18/19 AY	86.5% 19/20 AY	86.5% 20/21 AY	Skills and Culture	
		% of pupils entitled to Free School Meals achieve at least level 5 at the end of Key Stage 3 in language	69.9% 16/17 AY		71% 17/18 AY	71.5% 18/19 AY	72% 19/20 AY	72.5% 20/21 AY	Education, Skills and Culture	CM
		% of pupils achieve at least level 4 at the end of Key Stage 2 in mathematics	88% 16/17 AY		88% 17/18 AY	88.5% 18/19 AY	89% 19/20 AY	89.5% 20/21 AY	Education, Skills and Culture	CM
		% of pupils entitled to FSM achieve at least level 4 at the end of Key Stage 2 in mathematics	80% 16/17 AY		80% 17/18 AY	81.5% 18/19 AY	82% 19/20 AY	82.5% 20/21 AY	Education, Skills and Culture	CM
		% of							Education,	CM

Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
		pupils achieve at least level 5 at the end of Key Stage 3 in mathematics	84.4% 16/17 AY	85% 17/18 AY	85.5% 18/19 AY	86% 19/20 AY	86.5% 20/21 AY	Skills and Culture	
		% of pupils entitled to FSM achieve at least level 5 at the end of Key Stage 3 in mathematics	68.3% 16/17 AY	71% 17/18 AY	71.5% 18/19 AY	72% 19/20 AY	72.5% 20/21 AY	Education, Skills and Culture	CM
		Percentage of Year 11 pupils achieving 5 GCSEs at grades A*-C, or equivalent, including English or Welsh first language and Maths	61.5% 16/17 AY	Improve year on year				Education, Skills and Culture	CM
		% pupils attendance in primary schools	94.5% 16/17 AY	95.0% 17/18 AY	95.0% 18/19 AY	95.0% 19/20 AY	95.0% 20/21 AY	Education, Skills and Culture	CM

Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
		% pupils attendance in secondary schools	93.6% 16/17 AY	93.7% 17/18 AY	93.8% 18/19 AY	93.9% 19/20 AY	94.0% 20/21 AY	Education, Skills and Culture	CM
We will further develop our Welsh in Education Strategic Plan, following feedback from the Welsh Government, 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	Learning opportunities through the medium of Welsh will increase	% of year 2 (aged 7) children taught through the medium of Welsh	18.3% 16/17 AY	18.6% 17/18 AY	19% 18/19 AY	20% 19/20 AY	21% 20/21 AY	Education, Skills and Culture	CM
		% of Year 9 learners who are assessed in Welsh (first language)	13% 16/17 AY	11.1% 17/18 AY	13.6% 18/19 AY	13.8% 19/20 AY	13.9% 20/21 AY	Education, Skills and Culture	CM

Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
speaking Welsh		% of learners aged 14-15 studying for qualifications through the medium of Welsh	97% 16/17 AY	99% 17/18 AY	99% 18/19 AY	99% 19/20 AY	99% 20/21 AY	Education, Skills and Culture	CM
	Welsh Medium Provision for pupils with additional learning needs will further develop	Review of demand for Welsh Medium additional learning needs provision and appropriate actions identified	Additional learning needs of pupils taught through the medium of Welsh fully met					Education, Skills and Culture	CM
We will continue with our Strategic School Improvement Programme of school reorganisation, ensuring the right schools are in the	More pupils benefitting from improved teaching and learning facilities. Projects currently underway will be completed,	Building maintenance backlog liabilities (£)	Reduce by £19.5m					Education, Skills and Culture	ADT

Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
<p>right place and that they provide fit for purpose teaching and learning facilities to help improve standards and pupil outcomes</p> <p>We will complete the existing phase of our 21st Century Schools programme of projects, providing modern, stimulating and innovative school environments. We will seek funding from the Welsh Government to deliver the next phase of our new school build</p>	<p>namely:</p> <ul style="list-style-type: none"> • A new build 3-16 school in Margam by 2018 • A new build Welsh medium 11-16 school in Sandfields by 2018 • An extensively remodelled 3-16 school in Ystalyfera by 2018 • A new build 3-11 school in Briton Ferry by 2018 								
	Improved facilities offering greater	Improved facilities	Complete Band A – 21 st Century schools programme					Education, Skills and Culture	ADT

Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
programme so that more of our children and young people can experience and benefit from modern, state of the art teaching and learning facilities	opportunity for community use and engagement	New schools open on time	All schools open within planned timescales					Education, Skills and Culture	ADT
		Improved teaching and learning experiences to pupils	All planned facilities are developed to include 21 st learning environments Post implementation reviews report positively					Education, Skills and Culture	ADT
		Community facilities planned for and included in new builds	All planned community facilities included in new builds					Education, Skills and Culture	ADT
		Visitors to school community facilities (new schools only)	All planned community facilities are used extensively and meet community needs					Education, Skills and Culture	ADT

Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
We will develop a mental health toolkit for all schools to further develop a culture of tolerance, understanding and mutual respect of difference and diversity and build capacity within schools to support vulnerable children and young people with mental health needs	Schools will be able to support children and young people's emotional and mental well-being needs more effectively	Toolkit used by schools to signpost and support children and young people's needs	-	Toolkit to be developed	All schools will use the toolkit effectively to support pupils to improve wellbeing and develop resilience, with the aim of reducing risk of mental health issues			Education, Skills and Culture	AE
We will pilot the Children's Zones model in the Sandfields West and Briton Ferry West wards	We will create a continuous pipeline of support to meet children and young people's needs within a geographical	Pilot model	-	Work to start in 2017/18			Education, Skills and Culture	AE	
		Children and young people's needs are effectively met	Geographical area identified and services mapped	Barriers of participation identified and removed through collaborative working and strategic planning by all relevant agencies			Education, Skills and Culture	AE	

Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
	area								
We will develop a co-ordinated approach to meeting duties set out in the Additional Learning Needs Education and Training Bill (ALNET)	Children and young people's additional learning needs will be met in accordance with the ALNET Bill Develop schools' capacity for early identification and effective intervention for pupils with ALN	Requirements of the ALNET Bill will be met Person Centred Practice (PCP) embedded across all schools	To be confirmed by Royal Ascent	Children and young people's needs are effectively met				Education, Skills and Culture	AE
We will work with our partners to implement our Road Safety Strategy	Reduction in road traffic collisions Young people will access our school	Reduce all child casualties (0 -15 years)	59 Average figures for 2004 – 2008	A 40% reduction by 2020				Street Scene and Engineering	DG

Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
	and college based linked education programme Young driver behavioural change programme	Number of young people (16 -24 years) killed or seriously injured	24 Average figures for 2004 – 2008	A 40% reduction by 2020				Street Scene and Engineering	DG
		Number of pedal cyclist casualties (All Ages)	20 Average figures for 2004 – 2008	25% reduction by 2020				Street Scene and Engineering	DG

Improvement Priority 4: Children in need of protection, care and support will be protected and safeguarded and more of those children will be able to grow up in a family setting										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
With our partners, we will further develop our family support strategy to ensure the right range and quality of services are in place to meet need	The right range and quality of services are in place to meet assessed need	% outcomes that have been Reviewed	19.8% (162 of 817)	It is anticipated that this measure is likely to increase year on year but it is impossible to predict or set future targets as outcomes are not comparable. Outcomes are specific to each individual child and can and almost certainly will change many times during the course of social work intervention					Social Care, Health and Wellbeing	AJ
		% of outcomes that have been achieved during the year	12.5% (102 of 817)						Social Care, Health and Wellbeing	AJ
		Family Support Strategy has been reviewed and updated	Anticipated that the strategy will be presented to Scrutiny Committee in October 2017						Social Care, Health and Wellbeing	AJ
We will undertake focused work with partners to improve access to the right support for children and young people who have poor emotional well-being/mental health	Better support for children and young people who have poor emotional wellbeing/ mental health	Number of children receiving support from the Primary Mental Health Services.	N/a new measure	Anticipate more children will be supported through these services as and when required.					Social Care, Health and Wellbeing	AJ

Improvement Priority 4: Children in need of protection, care and support will be protected and safeguarded and more of those children will be able to grow up in a family setting									
Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
We will further strengthen arrangements that support young people who receive care and support when they are young and who continue to need care and support when they are adults (ensuring smooth transition from service receive in childhood to those services that will support them as young adults)	More children and young people are able to do more for themselves Young people who need support in their adulthood have a smooth transition to adult services	Multi-disciplinary team established to manage cases where young people need ongoing support into adulthood	Anticipate that the Multi-Disciplinary Team will be in place by 30th September 2017.					Social Care, Health and Wellbeing	AJ
We will further develop our role as corporate parents of children and young people who become looked after	Children and young people are in stable placements that make them feel safe	% of placements that break down	4.4%	Outlook dependent on variable factors. However, we would aim for this figure to continue to remain the same or decrease			Social Care, Health and Wellbeing	AJ	
		% of children and young people who report that	90%				Social Care, Health and Wellbeing	AJ	

Improvement Priority 4: Children in need of protection, care and support will be protected and safeguarded and more of those children will be able to grow up in a family setting										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
by the Council, prioritising work to ensure children and young people are stable in their placements	and secure	they live in the right home for them		These Welsh Government measures are currently under review and could change.						
		% children and young people reporting that they are happy with the people they live with	91.5%						Social Care, Health and Wellbeing	AJ
		Number of in-house foster carers	139	This is difficult to predict although we would expect to see a year on year increase in the number of in-house foster carers being recruited. For 2017/18 our plan is to recruit 10 teenage foster carer placements and 2 mother & baby placements. However, any increase has to be accounted for by the fact that a percentage of existing carers will naturally be de-registered, therefore lowering the existing number.					Social Care, Health and Wellbeing	AJ

Improvement Priority 5: All young people who leave full- time education will enter employment, training or further/higher education

Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21	21/22		
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	There is a person centred approach to deliver improved outcomes for young people, with a focus on specific groups, but also providing an equal opportunity for all ages to gain experience and get a step up into the world of work	% vacancies advertised as apprentice opportunities	28%	40%	45%	50%	55%	60%	Policy & Resources	SR
		Number of apprenticeship, traineeship and work placements opportunities made available in each year	48	65	83	95	110	125	Policy & Resources	SR
		Number of ring-fenced opportunities for NEET and LAC placements	N/a	Due to Commence	10	15	20	25	Policy & Resources	SR
		Maximisation of Government Apprentice Levy	Ongoing monitoring and promotion of apprentice placements and maximise funding of other training costs for existing employees within the county borough						Policy & Resources	SR
The Council will encourage Public	Public Services Board partners	Information on the range of	All relevant agencies (e.g. Education, Careers Wales, Job Centre Plus) collaborate with Public Service Board members						Education, Skills and	AE

Improvement Priority 5: All young people who leave full- time education will enter employment, training or further/higher education									
Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
Services Board and other partners to extend the range of work opportunities for young people and better connect these schemes with schools and colleges	provide a range of opportunities for young people and there is a clear pathway to work for young people leaving school and college settings	opportunities available is published and made available to young people leaving schools and colleges More young people including those with ALN will access appropriate career pathways	to ensure increased work experience opportunities in schools and work placement opportunities in post 16 providers. Communication of information on career and job opportunities to be based on local labour market information Colleges and Work Based Learning Providers will share information in a timely manner to ensure that young people access current opportunities Progress will be measured for young people aged 16-18 via the Careers Wales 5 tier model The Youth Engagement Strategy Group to work together to improve opportunities and partnership working though both community benefits opportunities and direct employment via the local authority Implementation of Individual Development Plans (IDP) to support effective transition of Post 16 young people in accordance with the ALNET bill					Culture	
Working through the Think Families Partnership we will improve information about career and job opportunities for school and college leavers	Communication of information on career and job opportunities for school and college leavers will be further developed Effective transition arrangements for pupils with ALN								
We will build on our work as	Suitable accommodation	Number of young people wishing	8	We are not anticipating any significant increase in the number of children wishing to remain with			Social Care, Health and	AJ	

Improvement Priority 5: All young people who leave full- time education will enter employment, training or further/higher education

Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21	21/22			
Corporate Parents to ensure that all young people have suitable housing and support when they leave the care of the Council	is available for all care leavers at the point they leave care	to stay under the “when I am ready” scheme		their foster carers under the ‘when I’m ready initiative’. This measure is expected to remain consistent with the baseline figure going forward						Wellbeing	
		% of care leavers who have experienced homelessness during the year	3%	Expected to remain low during the coming years						Social Care, Health and Wellbeing	AJ
We will review our youth engagement and progression framework	The Council has greater contact with young people	Review and evaluate the impact of the Strategy on an annual basis	-	Reviewed annually						Education, Skills and Culture	CM
	Young people aged 18+ are able to research, apply, secure and sustain employment, further education and training opportunities	% of young people who are NEET	3.6%	3.6%	Decrease				Education, Skills and Culture	CM	
	Young people aged 11-24 and their parents are	Number of NEET young people supported	200	250	250	250	250	250	Education, Skills and Culture	CM	

Improvement Priority 5: All young people who leave full- time education will enter employment, training or further/higher education

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
	able to access a full range of youth support services across the county borough to help them overcome barriers to their development and support their progression to independence in adulthood	during a year by the keeping in Touch team								
		Number of NEET young people supported during a year by the Families First youth workers	150	150	Increase year on year			Education, Skills and Culture	CM	
		% of participant young people (aged 16-24) attain a nationally recognised qualification or accreditation	61% achieved a positive outcome	Increase year on year Positive Outcomes include: entering further learning, paid employment, work based learning, voluntary placement, work placement experience, secured a job interview, one or more recognised qualifications, refereed to a specialist service.					Education, Skills and Culture	CM
		% participant adults (25 years and over) who attain a nationally recognised qualification or accreditation	100%	Maintain					Education, Skills and Culture	CM
		Number of	38	Increase						

Improvement Priority 5: All young people who leave full- time education will enter employment, training or further/higher education										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21	21/22		
		participants								

Improvement Priority 6: All children and young people will be helped to have a say in matters that affect them										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21	21/22		
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	Children and young people will be routinely involved in decisions that affect their rights	The review is completed	By Spring 2019						Education, Skills and Culture	CDG
		An agreed set of actions to embed a rights-based approach across Council services and functions	By Summer 2019							
All children and young people in	Children, young people and	% Children and young people	92.7%					Social Care, Health and	AJ	

Improvement Priority 6: All children and young people will be helped to have a say in matters that affect them

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
need of protection, or who have been identified as in need of care and support, will have a say in decisions that affect them	families have a say in the services they receive from the Council and those services are tailored to their needs	responding “yes” or “sometimes” to the question: “my views about my care and support have been listened to”		Welsh Government are currently reviewing this measure, which could change					Wellbeing	
		% 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”	85.7%	Welsh Government are currently reviewing this measure, which could change					Social Care, Health and Wellbeing	AJ
We will work with our Think Family partners to ensure	Think Family partners will develop	Greater communication between	Current practice to be further developed in line with the Council’s emerging approach to Children’s Rights and Person Centred Planning					Education, Skills and Culture	AE	

Improvement Priority 6: All children and young people will be helped to have a say in matters that affect them

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
children and young people can shape and develop services	methods of communication to ensure that children and young people can shape and develop services	children and young people and Think Family partners in service development							

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone lives a fulfilled life and is secure in their old age”

Improvement Priority 1: Local People can access sustainable, local employment

Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21	21/22		
We will refocus our support to businesses to help business create and sustain local employment opportunities for local people	There will be a partnership approach to providing support and nurturing new business start ups	The number of new business start-up enquiries assisted	341	350	360	350	340	340	Regeneration and Sustainable Development	SB
		The number of enterprise events held	12	12	12	12	12	12	Regeneration and Sustainable Development	SB
	Increasing and safeguarding employment to support the growth of the local economy	Number of existing businesses enquires supported	628	635	640	635	630	630	Regeneration and Sustainable Development	SB
		The number of jobs created / safeguarded	N/a New	285	290	285	280	280	Regeneration and Sustainable Development	SB

Improvement Priority 1: Local People can access sustainable, local employment

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
	There will be a partnership approach to attracting new investment and facilitating a package of support for investors	The number of investment enquiries	N/a new	33	35	33	29	29	Regeneration and Sustainable Development	SB
		The number of jobs created / safeguarded	N/a new	55	65	55	35	35	Regeneration and Sustainable Development	SB
The Council will use the EU funding available to deliver employability programmes to assist those furthest from the labour market to obtain and sustain employment. Funding will be affected by the UK negotiations on withdrawal from the European Union	There will be a streamlined approach to engaging with local people to access employment opportunities	Number of local people in training, volunteering or employment : Workways only: Communities for Work:	19 TBD	24 TBD	47 TBD	64 TBD	72 TBD	51 TBD	Regeneration and Sustainable Development	SB
The Council will seek to avoid	Minimal number of employees	Number of compulsory	26	The number of compulsory redundancies to be minimal compared to overall job loss numbers –				Policy & Resources	SR	

Improvement Priority 1: Local People can access sustainable, local employment

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
compulsory redundancies to the maximum extent possible	who leave the Council's employment by reason of compulsory redundancy	redundancies		subject to economic conditions						
		Number of voluntary redundancies	160	The number of voluntary redundancies/successful to represent the majority of overall job loss numbers – subject to economic conditions					Policy & Resources	SR
		Number of "at risk" employees redeployed within the Council	98						Policy & Resources	SR
Supply chain opportunities for local companies will be identified within major developments within the county borough	We will work with developers and successful tenderers to identify employment and training opportunities for local people and contract opportunities for local companies	Number of local people helped to get back to work through regeneration projects	65	70	75	70	65	65	Regeneration and Sustainable Development	SB
		Number of completed training weeks for apprenticeship traineeships and work experience	3,909	4,000	4,100	4,000	3,900	3,900	Regeneration and Sustainable Development	SB
		Value of contract opportunities	£15.5M	£16M	£16.5M	£16M	£15.5M	£15.5M	Regeneration and Sustainable	SB

Improvement Priority 1: Local People can access sustainable, local employment

Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21	21/22			
		secured by local businesses							Development		
		% spend with contractors in Wales	98%	98%	98%	98%	98%	98%	Regeneration and Sustainable Development	SB	
Council procurement practices enable local businesses to bid for contracts	We will provide support for local businesses to be able to bid for national and local contracts for Council services	Number of contracts awarded by the Corporate Procurement Team (Value and % of Council spend)	TBD	Increase year on year						Policy & Resources	SJ
		Value of payments to local businesses and organisations (Value and % of Council spend)	£45.9 M 22%	Increase year on year						Policy & Resources	SJ

Improvement Priority 2: Local people can access quality, affordable housing

Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21	21/22		
We will work with our partners to ensure that a sufficient number and variety of housing is available to meet the needs of our growing communities	Housing build rates will be in line with the Local Development Plan (LDP) annual targets and will be available for residents of the county borough	Number of overall housing units Available The LDP Annual Monitoring Report (AMR) will assess whether the LDP strategy remains sound and whether housing (and other) targets have been met or progress is being made towards meeting them.	178	625	686	698	676	647	Regeneration and Sustainable Development	SB NP
		Number of Affordable housing units delivered through the Social Housing / Housing Finance Grant programmes and	102	130					Regeneration and Sustainable Development	AJT

Improvement Priority 2: Local people can access quality, affordable housing

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
		the Intermediate Care and Innovation Funds								
Working with strategic housing partners we will continue to prevent homelessness	More people are prevented from becoming homeless	Number of households prevented from becoming homeless per 10,000 population	TBD						Social Care, Health and Wellbeing	AJT
		% of households for which homelessness was successfully prevented	62% (55 of 89)						Social Care, Health and Wellbeing	AJT
		% of households for which homelessness was successfully relieved	56% (40 of 71)						Social Care, Health and Wellbeing	AJT
		% of households for which a final duty was successfully discharged	69% (54 of 78)						Social Care, Health and Wellbeing	AJT

Improvement Priority 2: Local people can access quality, affordable housing

Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21	21/22		
		Overall % of successful outcomes for assisted households	63% (149 of 238)						Social Care, Health and Wellbeing	AJT
Better use of funding made available in facilitating Disabled Facility Grants	We will review the opportunities of making better use of Social Housing Grant	The number of people supported	TBD						Regeneration and Sustainable Development	AJT /SB
We will work to protect Residents from housing conditions which may affect the health & safety of the Residents or Occupiers of neighbouring properties	Support the Rent Smart Wales (RSW) Licensing and Enforcement processes	Number of RSW registered Private Rented properties	TBC Via Rent Smart Wales	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	NP
		Number of RSW licensed Landlords & Agents	TBC Via Rent Smart Wales	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	NP

Improvement Priority 2: Local people can access quality, affordable housing

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
	Undertake enforcement action to secure improvements to properties which are currently unsafe for occupation	The number of dwellings that have been made safe, healthy & secure following successful enforcement action	TBC	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	NP
	Awareness of housing quality standards improves	The number of private landlords who successfully complete RSW training programme	TBC						Regeneration and Sustainable Development	NP

Improvement Priority 2: Local people can access quality, affordable housing

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
	Proactively inspect high risk houses of multiple occupation (HMO's) to ensure that vulnerable tenants are protected	% of high risk licensed HMO's that meet licence requirements	100% (5 of 5)						Regeneration and Sustainable Development	NP

Improvement Priority 3: People are safe and feel safe

Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21	21/22		
We will implement our local, joint Violence Against Women, Domestic Abuse and Sexual Violence Strategy	More people will report experiencing violence within their relationships earlier	Number of first time reports	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Policy & Resources	KJ
	All children and young people will be taught the importance of healthy relationships	Children and young people accessing relevant healthy relationships programmes	Children and Young People continue to access relevant healthy relationships programmes in a timely manner, promoting early intervention and provision is monitored to ensure relevance and quality						Education, Skills and Culture	CM
	People who are perpetrators of violence will be able to access services that will help them change their behaviour	Number of perpetrators accessing support services	0	0	10	20	30	40	Policy & Resources	KJ
	All staff within the Council's workforce will be trained to spot the signs of	% Council staff trained at each level of the National Training Framework	25 (workforce headcount 6,244)	3000 (approximately) 50% of employees	6000 (approximately) 100% of employees	Mop up training sessions e.g. for new staff and other employees who have not received training.			Policy & Resources	SR

Improvement Priority 3: People are safe and feel safe

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
	violence and to know how to refer people to support service			Cumulative data	Cumulative data					
	More people will access help at earlier stages and fewer people will end up in crisis	% repeat victims								
	IDVA – Independent Domestic Violence Advisor – works with highest risk victims of domestic abuse	1.IDVA (Council)	35%	35%	34%	34%	34%	34%	Policy & Resources	KJ
	MARAC – Multi Agency Risk Assessment Conference – a meeting where	2. MARAC (Police data)	23%	23%	22%	22%	22%	22%		
		3. Specialist Agencies (Third Sector)	12%	12%	11%	11%	11%	11%		

Improvement Priority 3: People are safe and feel safe										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21	21/22		
	information is shared regarding the highest risk victims of domestic abuse									
We will implement our PREVENT plan to ensure we identify and support those people who are vulnerable to being drawn into terrorism and extremism	People vulnerable to being drawn into terrorism or extremism will be identified early and will receive the support they need to protect them	% Council staff trained in WRAP	247 Cumulative data	950 Cumulative data	TBD				Policy & Resources	SR
		Number of referrals to Channel and the outcomes of each case	5	6	7	8	9	10	Policy & Resources	KJ
We will develop, with our local community safety partners, targeted crime prevention	Neath Port Talbot will remain an area where levels of crime and disorder are	Levels of Anti-Social Behaviour	1,977	Reduce				Policy & Resources	KJ	

Improvement Priority 3: People are safe and feel safe

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
campaigns, based on evidence to keep communities safe, in particular to address the growing threat of cyber-crime and the need to improve on-line safety	low compared to most similar policing areas	Maintain low levels of Anti-Social Behaviour repeat victims	5	Maintain					Policy & Resources	KJ
	Local people will be more aware of cyber-crime risks and how to protect themselves	Number of contacts/hits on social media campaigns related to cyber-crime	0	2,000	4,000	6,000	8,000	10,000	Policy & Resources	KJ
We will work with our partners to implement our Road Safety Strategy	Road traffic collisions will reduce	Number of people killed and seriously injured	65 Average figures for 2004 – 2008	40% reduction by 2020					Street Scene and Engineering	DG
		Number of motorcyclists killed and seriously injured	11 Average figures for 2004 – 2008	25% reduction by 2020					Street Scene and Engineering	DG
	Road safety awareness will increase	All road traffic casualties – all age groups	595 Average figures for	40% reduction by 2020					Street Scene and Engineering	DG

Improvement Priority 3: People are safe and feel safe										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21	21/22		
			2004 – 2008							
We will work with our partners to ensure those with the most complex needs are safeguarded, strengthening our vulnerable adults safeguarding arrangements	We will respond effectively to “adult at risk” referrals with a recorded determination of action to be taken For every “adult at risk” referral, there will be a named co-ordinator	The % of adult protection referrals completed where the risk has been managed	100%	Maintain					Social Care, Health and Wellbeing	AJ
		% of Enquiries responded to within 7 days with a clear determination and record of action taken	Systems currently being developed to capture this data						Social Care, Health and Wellbeing	AJ
We will ensure that food premises are inspected to ensure that the food provided is fit for human consumption and the premises	We will prioritise inspection of premises based on risk factors and inspect all high risk premises	% of premises operating in a controlled and safe manner, being broadly compliant with food hygiene requirements	94%	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	NP

Improvement Priority 3: People are safe and feel safe

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
from which it is sold are hygienic	We will issue food hygiene ratings to businesses following formal inspections	Awareness and publicity of food hygiene ratings at each premises and available on-line	1029	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	NP
	We will react to complaints regarding unfit food; and unhygienic practices or premises and take appropriate enforcement action	Number of complaints responded to	100	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	NP
	We will investigate incidents of infectious and communicable diseases	Number of infectious and communicable diseases responded to during the year	190	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	NP
We will support local business to help them provide safe & healthy working	We will investigate notifiable accidents and	Number of accidents and incidents responded to	89	To be updated in due course	To be updated in due course	To be updated in due	To be updated in due	To be updated in due	Regeneration and Sustainable Development	NP

Improvement Priority 3: People are safe and feel safe										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21	21/22		
environments	incidents reported by businesses	during the year				course	course	course		
The department will investigate significant breaches of consumer fraud, product safety and age restricted sales detected proactively or reactively. Working with partners and protecting the public	Successful prosecutions and new scams/unfair trading practices will be publicised promoting awareness in the public	The number of actionable breaches of consumer fraud, product safety and age restricted sales in the county borough	92	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	NP
	Consumers and legitimate trade will have greater confidence that they are being actively protected	The total number of breaches that have been rectified	62	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	NP
	Fewer consumers and traders will be exposed to									

Improvement Priority 3: People are safe and feel safe

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
	effects of unfair trading practices	The number of rectifications that have been resolved with formal enforcement action (i.e. prosecution, simple caution, written warning)	17	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	NP
We will work within the Area Planning Board (APB) Partnership to implement the Commissioning Strategy for Substance Misuse Services	Commissioned services will be flexible, integrated and provide equal access across the region and will meet people's needs and improve their well-being The funding available will be	Commissioning optimal model in place	N/a	Model Agreed	Model in Place April 2019			Policy & Resources	KJ	
		Outcome based contracts / service level agreements in place	N/a	In place by 2019/20				Policy & Resources	KJ	

Improvement Priority 3: People are safe and feel safe

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
	better used to deliver services that are more cost effective and responsive to need	% of individuals starting treatment from referral within a 20 day period	93.98%	Improve year on year					Policy & Resources	KJ
	Staff in generic or universal services will have increased awareness of substance misuse and how to access services People will be helped to find and stay in suitable accommodation	Substance misuse is reduced for problematic substances between start and most recent review/exit	68.26%	Improve year on year					Policy & Resources	KJ
	Access to after care will be improved	Number / % of cases closed (with a treatment date) as treatment complete (how many people complete their treatment	50.66%	Improve year on year					Policy & Resources	KJ

Improvement Priority 3: People are safe and feel safe									
Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
		successfully)							

Improvement Priority 4 : People unable to work can maximise their income										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
People will be supported to receive the UK Government benefits they are entitled to	Provide online advice on the Council's Website Support for online applications and DWP benefits and Housing Benefits available in Council Civic Centres	Number of beneficiaries supported by Welfare Rights Team Benefits (£) secured for clients by the Council's Welfare Rights Unit	3,396 £9.1214M							
				Maintain – subject to fluctuating demands and changes in benefits legislation					Social Care, Health and Wellbeing	AJT

Improvement Priority 4 : People unable to work can maximise their income

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
	Work with partners including voluntary sector to provide support and financial advice to claimants	Number of Housing Benefit Claimants	13,172	Activity dependant on economic climate. Will also reduce with the rollout of Universal Credit which will be claimed and paid for directly via Department for Works and Pensions.					Policy & Resources	DR
	Consider awarding Discretionary Housing Payments (from limited resource) to claimants	Percentage of correctly granted benefit against total granted	99.94%	100%	100%	100%	100%	100%	Policy & Resources	DR
		Average days taken for new claims and changes of circumstances – from application to assessment	5.4	Maintain					Policy & Resources	DR
		Number of claimants supported	1,020	Activity dependant on economic climate					Policy & Resources	DR

Improvement Priority 4 : People unable to work can maximise their income

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
We will implement the Welsh Government's Scheme to relieve the Council Tax burden on those with the lowest income	Promote availability of scheme on the Council's website and in the media Ensure that the Council updates the Council Tax Support Scheme in line with Welsh Government policy	Number of claimants of Council Tax Reduction Scheme, and; value of financial support	17,918 £16.86M	Activity dependant on economic climate					Policy & Resources	DR
		New scheme in place	N/a	by 31 st January each year						

Improvement Priority 5: People who need care and support will be able to access support from within their community and if their needs can only be met by social services they will receive services which are personalised										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
We will promote the Community Services Directory to enable more people to engage with and access support and services within their local communities	People will be able to easily find a range of local community-based services to support their well-being	Number of hits on the Community Services Directory	System live from 1 st April 2017. Number of hits to Website: 14,270 (4 months data 1 st April 2017 to 31 st July 2017)	Increase					Policy & Resources	KJ
Where people's	People are able	% of people						Social Care,	AJ	

Improvement Priority 5: People who need care and support will be able to access support from within their community and if their needs can only be met by social services they will receive services which are personalised										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21	21/22		
needs can only be met with social services involvement, where appropriate people will be offered a Direct Payment	to have choice and control over their ways their care and support needs are met	accessing direct payments	16% 360 people as at 05/07/17	40%						Health and Wellbeing
Where people are unable to meet their needs through a Direct Payment, most people will be helped to live as independently as possible for as long as possible in a community setting	Service users and carers will have clear, understandable information, advice and assistance to support them to maintain their well-being and make informed	Rate of older people (aged 65 and over) supported in the community per 1,000 population aged 65 or over	90.5	Decrease						Social Care, Health and Wellbeing AJ

Improvement Priority 5: People who need care and support will be able to access support from within their community and if their needs can only be met by social services they will receive services which are personalised										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
through services we commission	decisions; have control over the planning and delivery of their care; and have an outcome focused care and support plan	Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+	3.88	Decrease					Social Care, Health and Wellbeing	AJ

Improvement Priority 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										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
We will implement the Regional Joint Carers' Strategy with our health partners	Carers' well-being is supported and their needs are identified and recorded in a carers' assessment	Strategy implemented	-	During 2017/18					Social Care, Health and Wellbeing	AJ
		Number of carers' assessment completed	355	Increase						
We will implement the Welsh Government's Autism Strategy	Autistic people have access to the services and support they need	Implementation of the Strategy	-	TBD					Social Care, Health and Wellbeing	AJ
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	Service users and carers will have access to independent advocacy where necessary or signposted to other type of advocacy to	Mapping exercise completed to identify locally available advocacy services and potential demand from various client and population groups	-	During 2017/18					Social Care, Health and Wellbeing	AJ

Improvement Priority 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

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
that is required	enable people to overcome barriers to participation in reviewing and meeting their needs									

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

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

Improvement Priority 1: We will create an environment where new businesses can establish themselves and existing businesses can grow										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
We will work with our regional partners to deliver the City Deal and lead on those projects that impact directly on the county borough subject to appropriate governance structures being agreed and affordability / risk criteria	The City Deal potentially provides the region with new ways of working and resources to unlock significant economic growth The 4 local authorities in the region and its partners will: Deliver projects to the value of £1.3	Swansea Bay City Deal governance structures established	N/a	Quarter 4 2017/18					Regeneration and Sustainable Development	GN
		Five business cases will be developed and submitted	N/a	Quarter 4 2017/18						
		The Council will lead projects in line with the agreed business cases: including: • Centre of	N/a	Quarter 1 2018/19 Start					Regeneration and Sustainable Development	GN

Improvement Priority 1: We will create an environment where new businesses can establish themselves and existing businesses can grow										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
	billion to support economic growth and 9,000 gross direct jobs will potentially be created over 15 years or more	Excellence for Next Generation Services (CENGs) <ul style="list-style-type: none"> Homes as Power Stations 								
We will deliver the agreed local economic development and regeneration programme	Our town centre will be more vibrant and viable	Percentage of visitors to our town centres	N/a New	5%	5%	1%	1%	1%	Regeneration and Sustainable Development	SB
		Number of additional quality retailers into our towns	N/a New	3	6	2	2	2		

Improvement Priority 1: We will create an environment where new businesses can establish themselves and existing businesses can grow										
Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21	21/22		
		Number of established and new events e.g. the Neath Food and Drink Festival	4	4	4	4	4	4		
	Potential development sites to encourage inward investment and economic growth will be available	Number of new developments and businesses in the borough	No baseline data available – projects ongoing e.g. Harbourside	5	8	3	2	2	Regeneration and Sustainable Development	SB
	Quality manufacturing, research and development and office space will be	Quality manufacturing, research and development and office space available (square	No Baseline data – several projects ongoing	0	2,500	2,500	2,500	2,500	Regeneration and Sustainable Development	SB

Improvement Priority 1: We will create an environment where new businesses can establish themselves and existing businesses can grow											
Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21	21/22			
	available	metres)									
	Our valley communities will be more sustainable	Greater inward investment and generic growth of existing businesses within our valley communities : Number of businesses supported	31	31	35	40	40	40	Regeneration and Sustainable Development	SB	
We will establish a local valleys Taskforce, led by elected members, and involving communities and local partners, to complement the Welsh Government's objective to regenerate valley communities	To continue to bring forward development and employment opportunities whilst safeguarding existing jobs in valley communities	Number of developments in valley communities	No Baseline data	Work in progress as part of the Valleys Taskforce						Regeneration and Sustainable Development	GN
		Number of employment opportunities in valley communities	No Baseline data	Work in progress as part of the Valleys Taskforce							

Improvement Priority 2: We will work with communities to increase reuse, recycling and composting

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
We will review and refine our waste management strategy in the context of delivering against statutory targets	Reuse, recycling and composting rates will increase	% local authority collected municipal waste prepared for reuse , recycling and composing	62.77%			>64% statutory target			Street Scene and Engineering	MR
		Tonnage of local authority collected municipal waste prepared for reuse, recycling and composting	69,300			More than 70,000			Street Scene and Engineering	MR
		Tonnage of local authority collected municipal waste not prepared for reuse, recycling and composting	25,800			Less than 25,000			Street Scene and Engineering	MR

Improvement Priority 3: Local people and visitors can access good quality leisure facilities, country parks and theatres

Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21	21/22			
We will encourage and help to promote local cultural events and traditions and also encourage local communities to participate in national events and traditions	Public engagement in existing events and festivals will increase	Number of Visits and	No data Available	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	SB	
		Visitor spend (£)	No data Available	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course			
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	From a user's perspective the quality of service would be at least as good and the cost of service to the Council would be reduced significantly	Financial management data Better value for money	N/a	Reduced operating deficit 2017/18 budget £2,195,164						Education, Skills and Culture	ADT

Improvement Priority 3: Local people and visitors can access good quality leisure facilities, country parks and theatres

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
We will develop the offer of our theatres to attract a wide range of acts and performances	An improved variety quality of cultural offer	Reduced operating deficit	N/a	Reduced operating deficit 2017/18 budget £450,798					Education, Skills and Culture	ADT
We will use creative and innovative techniques to promote use and enjoyment of our natural environment, encouraging people to make use of local footpaths, cycleways and bridleways and parks	Improved network of walking and cycling routes throughout the county borough	Delivery of new / improved walking and cycling routes throughout the county borough	ERM (Existing Routes Map)	ERM was first adopted in 2016. The first INM (Integrated Network Map), along with a reviewed and updated ERM, will be submitted to Welsh Government in November 2017. Both plans will be updated every 3 years					Regeneration and Sustainable Development	NP
		Annual reports will be prepared to monitor the effect of the maps and any new infrastructure on the levels of use of active travel routes.	-	Annual Reports					Regeneration and Sustainable Development	NP
	Maintenance of the Rights of Way Network and improvements as part of the Rights	Delivery of an improved Public Rights of Way network across the County	-	Ongoing – In accordance with the annual maintenance plan and Welsh Government RoWIP (Rights of Way Improvement Plan) Grant, provided it continues to be made available					Regeneration and Sustainable Development	NP

Improvement Priority 3: Local people and visitors can access good quality leisure facilities, country parks and theatres

Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21	21/22			
	of Way Improvement Plan takes account of the needs of a wide cross-section of the community	Borough, with a focus on areas that benefit a wide cross-section of our communities									
	To prepare, publish and keep under review a Public Rights of Way Plan	Resources are directed to maintaining the Rights of Way that offer greatest benefit to the public							Ongoing	Regeneration and Sustainable Development	NP
		Local access to the countryside is maintained	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	NP	
We will identify inward investment opportunities for both the private	The number and variety of leisure attractions and destinations will	Value of new Investments (£)	£275,000	Increase					Regeneration and Sustainable Development	SB	
		Visitor numbers	No data	To be	To be	To be	To be	To be	Regeneration	SB	

Improvement Priority 3: Local people and visitors can access good quality leisure facilities, country parks and theatres

Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21	21/22		
and public sector in order to expand and improve upon the existing attractions and leisure offer	increase		available	updated in due course	updated in due course	update d in due course	update d in due course	update d in due course	and Sustainable Development	
		Usage by local residents	No data available	To be updated in due course	To be updated in due course	To be update d in due course	To be update d in due course	To be update d in due course	Regeneration and Sustainable Development	SB
We will work with partners to refurbish, repair and maintain locally important buildings and structures	Historic legacy will be preserved for future generations	Number of historic assets restored, refurbished, preserved and protected	9 projects supported at a value of £1.2 m	6	5	2	2	2	Regeneration and Sustainable Development	SB

Improvement Priority 4: We will strive to protect our natural environment

Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21	21/22		
Address with partners the agreed priorities set out within the Flood Risk Management Plan within available resources	Flood risk for the community will be reduced where the Council is able to take action	Number of high risk areas that measures have been implemented in	3	3	3	3	3	3	Street Scene and Engineering	MR/DG
		% of high priority culverts cleaned especially before inclement weather arrives	100%	100%	100%	100%	100%	100%	Street Scene and Engineering	MR
		Investment is secured and schemes are implemented: 1. Small scale grant schemes	2	4	Continue to secure grant funding for as long as it is available			Street Scene and Engineering	MR	

Improvement Priority 4: We will strive to protect our natural environment

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
		2. FCERM (Flood and Coastal Erosion Risk Management) grant schemes	-	Nine schemes to be pursued for design and construction over the next five years (grant funding required)					Street Scene and Engineering	MR
Work with stakeholders to prepare, publish, implement and keep under review a Biodiversity Duty Plan.	Natural resource management will be integrated into standard working practices	Delivery of the Biodiversity Plan	-	Plan will be every 3 years, with the first report being published in 2019					Regeneration and Sustainable Development	NP
		Health and environmental sector will be supported with active partnerships		To be updated in due course					Regeneration and Sustainable Development	NP
		We continue to deliver activities that actively engage the		To be updated in due course					Regeneration and Sustainable Development	NP

Improvement Priority 4: We will strive to protect our natural environment

Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21	21/22		
		public in the natural environment								
		The network of sites will be better managed	A baseline of sites under active management will be made in 2018.						Regeneration and Sustainable Development	NP
We will engage our local communities and wider partners to deliver a programme of activities that will engage and support local people to participate in our natural environment	Engagement will seek to promote and deliver the multiple benefits to be had from our natural environment	Number of programme of activities delivered across the County Borough for Local community members	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	NP
		A more diverse partnership is formed, particularly between the health and natural environment sectors	To be updated in due course						Regeneration and Sustainable Development	NP

Improvement Priority 4: We will strive to protect our natural environment

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
		A narrative will be provided on the partnerships that have been developed in these sectors							
We will use our statutory powers to challenge unacceptable levels of pollution	We will live and work in a healthier and cleaner environment	PM 10 air quality levels within the designated Air Quality Management Area in Port Talbot.	8 exceedances	Maintained or Improved				Regeneration and Sustainable Development	NP
		Nitrogen Dioxide levels within the Victoria Gardens area of Neath	37 ug/m3	Maintained or Improved				Regeneration and Sustainable Development	NP
		Council's Air Quality Strategy is reviewed and remains relevant	Full review every 6 years (last review in 2013)					Regeneration and Sustainable Development	NP
				Annual Progress Report					

Improvement Priority 4: We will strive to protect our natural environment

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
	Sites will not be developed unless they are satisfactorily remediated We will remediate contaminated land on development sites through the imposition of conditions	Areas of previously developed land which were potentially subject to contamination are the subject of approved planning applications to enable them to be brought back into beneficial use.	27 Hectares	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	NP
		We will undertake direct remediation on sites which need remediating when funds become available	-	As and when funding becomes available - Grant Funding from Welsh Government by competitive application process						

Improvement Priority 4: We will strive to protect our natural environment

Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21	21/22		
	Water quality will improve	% of Private Water Supplies operating in accordance with drinking water requirements	90%	Improve					Regeneration and Sustainable Development	NP
	We will undertake enforcement action to remedy noise, smoke, light and other Statutory Nuisances	Number of Statutory Nuisance investigations undertaken during the year	Noise:438; Public Health: 74 Atmospheric pollution: 93 Drainage: 74 Housing: 712.	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	NP
	We will seek to ensure that new developments and uses are assessed having	Number of Development Control consultations	98 (TBC)	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	NP

Improvement Priority 4: We will strive to protect our natural environment

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
	regard to pollution protection and where appropriate controlled through the imposition of conditions	Number of Licensing Consultations	176						

Improvement Priority 5: Working with our partners, we will ensure there are good communication links and connectivity across the county borough and wider City Region

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
We will enhance digital connectivity through our involvement in the City Deal	We will help transform the region into a super smart innovative region by 2035	Deliver the agreed digital infrastructure and test beds project in the NPT area in line with the agreed outputs set out in the five case business case	N/a	Start Quarter 1 2018/19					Regeneration and Sustainable Development	SB
We will help promote the Welsh Government's Superfast Broadband Cymru Programme	More homes and businesses within the county borough will have access to, and will effect access to, affordable high speed Broadband	Monitor "White Spots", those areas that do not currently have access, and work with Welsh Government for new and innovative ways to reduce these. Evaluate data supplied by the Welsh Government to	TBD	Reduce year on year					Policy & Resources	SJ

Improvement Priority 5: Working with our partners, we will ensure there are good communication links and connectivity across the county borough and wider City Region

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
		<p>understand which properties will be included and when</p> <p>Work with those outside the scheme to advise on alternative connection technologies and schemes available which could help with installation costs</p>							
		<p>Promote take up in those areas that do not have access by communicating its availability and benefits</p> <p>Evaluate data</p>	TBD					Policy & Resources	SJ

Improvement Priority 5: Working with our partners, we will ensure there are good communication links and connectivity across the county borough and wider City Region

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
		<p>supplied by the Welsh Government to understand current take up to identify areas where take up is low</p> <p>Work with the Digital Inclusion Working Group to formulate an action plan to advise on availability and encourage take up</p>								
We will endeavour to maintain and expand the current transport network and explore alternative transport solutions where	Transport links between towns and rural areas are fit for purpose and will support the	Number of users of public and community transport	<p>Community Transport: 19,859</p> <p>Concessionary Fares: 1,908,362</p>	Increase					Street Scene and Engineering	DG

Improvement Priority 5: Working with our partners, we will ensure there are good communication links and connectivity across the county borough and wider City Region

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
conventional transport services are no longer sustainable	economic growth of the city region, promoting independent living and active travel		Fare paying: TBD							
		Number of routes to key developments	-	Develop new bus route between Neath, Coed Darcy, Bay Campus and Swansea						
		Transport connections are improved	-	Develop quality partnerships with local bus operators to improve and enhance transport connections					Street Scene and Engineering	DG
	Infrastructure and technology will improve	A new transport hub and key bus corridors will be available	-	Port Talbot Transport Hub to come on-line October 2017. New Port Talbot bus station undergoing feasibility study. Progress subject to available funding.					Street Scene and Engineering	DG
Passenger experience and links between transport modes will improve	Bus quality standards will be complied with	-	Quality standards are revisited annually; standards are raised to improve bus quality and customer experience. Bus operators will have to comply with the standards receive enhanced mileage reimbursement.					Street Scene and Engineering	DG	

Improvement Priority 5: Working with our partners, we will ensure there are good communication links and connectivity across the county borough and wider City Region

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
We will prepare, publish and keep up to date an “Existing Route Map” and “Integrated Network Map” and also work with partners to develop and promote active travel	The network of walking and cycling routes across the county borough will be improved	<p>New and improved walking and cycling routes will be delivered throughout the county borough</p> <p>Annual reports will be prepared to monitor the effect of the maps and any new infrastructure on the levels of use of active travel routes</p>	ERM (Existing Routes Map)	ERM was first adopted in 2016. The first INM (Integrated Network Map), along with a reviewed and updated ERM, will be submitted to Welsh Government in November 2017. Both plans will be updated every 3 years					Regeneration and Sustainable Development	NP

Improvement Priority 6: We will work with our Public Services Board and others to explore how we can facilitate access to important local public services, using new and innovative approaches

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
We will continue to work with partners to identify new opportunities for shared use of public buildings	We will continue to work closely with other public sector/ 3rd sector to identify sharing opportunities	By bringing forward viable proposals		To be updated in due course					Regeneration and Sustainable Development	SB
We will support third sector and community groups to sustain community access to facilities that they operate	We will continue to develop the operation of community facilities by Community and 3rd sector organisations	By transferring community facilities		To be updated in due course					Regeneration and Sustainable Development	SB
We will bring forward proposals as to how we can support the third	Complete baseline survey to identify provision.	Complete survey		by December 2017					Policy & Resources	KJ

Improvement Priority 6: We will work with our Public Services Board and others to explore how we can facilitate access to important local public services, using new and innovative approaches

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
sector to enable more people to access on-line services	Agree action plan with 3rd sector	Agree action plan with 3rd sector		To be updated in due course						
We will encourage the development of social and public enterprise in its diverse forms	We will continue to provide support to social enterprises	Number of social and public enterprises		To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	SB

Improvement Priority 7: We will develop our local tourism offer

Steps	What will be the outcome?	How will we demonstrate progress	Outlook						Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21	21/22		
We will work with businesses and wider partners to support them to develop their visitor attractions and we will support those who wish to create new attractions in the county borough	Tourism will contribute more towards the local economy through the jobs it supports and the visitor spending which it generates	Number of tourism operators Supported by the Council	15 (through RDP project)	20	15	0 project ends May 2019	0	0	Regeneration and Sustainable Development	SB
We will lead the delivery of the NPT Destination Management Plan	Tourism development will be better co-ordinated with partners	Number of Destination Management Plan actions delivered	9	12	12	2 RDP project end MAY 2019	2 RDP project ended	2 RDP project ended	Regeneration and Sustainable Development	SB
We will seek funds to deliver tourism related initiatives in the area	Tourism will contribute more towards the local economy through the jobs it supports and the visitor spending	Funding secured to deliver tourism initiatives	£37,600 RDP project	£151,700 RDP project And visit to Wales TBC	£41,000 RDP project	£8,500 RDP project	£0 RDP project Ends May 2019	£0 RDP project Ends May 2019	Regeneration and Sustainable Development	SB

Improvement Priority 7: We will develop our local tourism offer

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
	which it generates								

Improvement Priority 8: We will ensure that the Local Development Plan delivers upon its vision, objectives and strategy and work collaboratively with neighbouring authorities to deliver regional policies and initiatives

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS	
			Baseline	17/18	18/19	19/20	20/21			21/22
Work with colleagues, stakeholders, partner organisations and members of the public to deliver the strategy	There will be an increase in quality, affordable homes, jobs and the countryside, open spaces and cultural/historical heritage and identify will be protected	Key projects, such as, Coed Darcy Urban Village, Harbourside, Baglan Bay and the Bay Campus will be delivered The LDP (Local Development Plan) Annual Monitoring Report	Annual Monitoring Report (AMR) October 2017	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	To be updated in due course	Regeneration and Sustainable Development	NP

Improvement Priority 8: We will ensure that the Local Development Plan delivers upon its vision, objectives and strategy and work collaboratively with neighbouring authorities to deliver regional policies and initiatives

Steps	What will be the outcome?	How will we demonstrate progress	Outlook					Committee	Lead HoS
			Baseline	17/18	18/19	19/20	20/21		
		(AMR) will assess whether the LDP strategy remains sound, the impact of policies at the local level and wider level and whether targets have been met or progress is being made towards meeting them.							