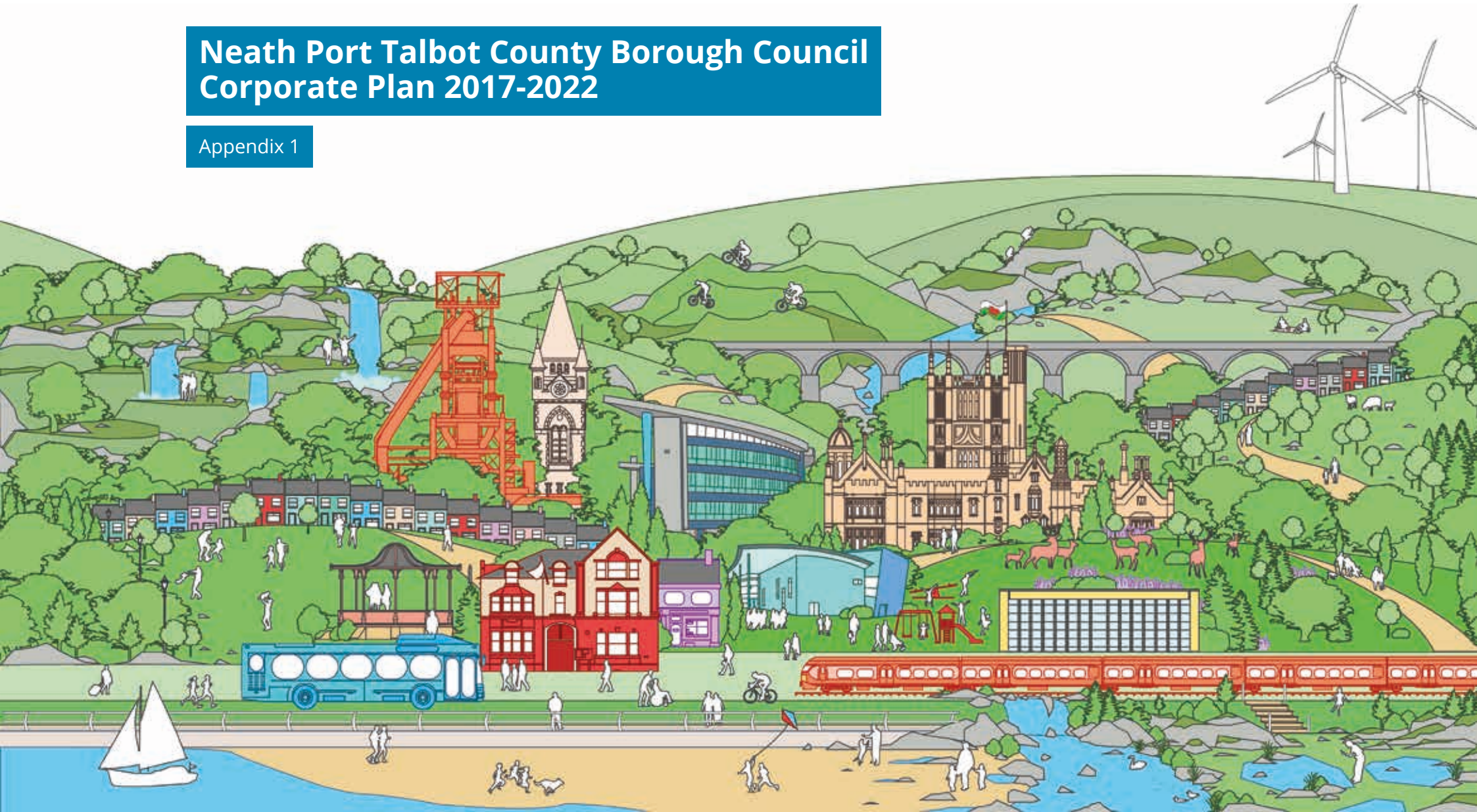


Neath Port Talbot County Borough Council Corporate Plan 2017-2022

Appendix 1



Foreword

I am humbled and honoured to have been elected by the Council, formed following the local government elections in May 2017, to serve as its Leader.

In this document, you will find information about the well-being objectives we have set for the Council over the five year term of this administration, together with details of the strategies, programmes and activities we have put in place to achieve those objectives.

We have much to be proud of in this county borough. In planning for the future, it is vitally important that we build on our strengths to create, together, a bright future for all of the people who live here. This will mean embracing even greater degrees of innovation than we have seen in recent years, forming new partnerships with citizens, communities and wider stakeholders.

This will also, of course, not be without challenges. We face an unprecedented level of budget cuts across local government and considerable uncertainty as to where future capital investment might be secured as we get ever closer to the end of European funding programmes which have benefited our area so significantly in the past.

We start from a strong position. This Council has a reputation for being well-run, open to change and employing a workforce second to none.

I invite you to work with us as we embark on the programme set out in this Plan to build the Neath Port Talbot we all want and can all be proud of.

Cllr R G Jones

Leader of Council

Introduction

Following an extensive national conversation, the Welsh Government has developed seven national well-being goals which the Council must consider when setting its own well-being objectives. The goals reflect what many people said they wanted to achieve for their children and grandchildren.

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 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 Welsh Government has placed various new duties on public bodies in Wales to contribute to the seven well-being goals. These duties are set out in the Well-being of Future Generations (Wales) Act 2015. Some of the important duties include:

- The general duty on the Council to carry out sustainable development so as to improve the economic, social, cultural and environmental well-being of its area;
- Set and publish well-being objectives;
- Take all reasonable steps to meet those objectives;
- Publish a statement about the well-being objectives that have been set;
- Publish an annual report of progress;
- Publish a response to any recommendations made by the Future Generations Commissioner for Wales on the way we have tried to meet our duties.

This Plan responds to a number of the new duties and contains our well-being objectives for the term of this administration (2017-2022); the steps we will take to meet the objectives; and our well-being statement which explains why we have decided upon the objectives and how we developed them.

We also demonstrate in this Plan how we have begun to embrace the sustainable development principle:

- 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 them;
- Working with others in a collaborative way to find shared, sustainable solutions; and
- Understanding the root causes of issues to prevent them occurring.

Vision and Values

Purpose

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

Vision

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

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

Values

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

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

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

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

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

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

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

Context

We live in a beautiful place.

The county borough comprises a rich natural environment which supports the well-being of local people as well as attracting many visitors to the area. For example: Aberavon Seafront offers a variety of leisure facilities that appeal to all age ranges, with the promenade busy in all seasons; the waterfalls at Aberdulais are spectacular - the location is a very popular choice for day trippers; our country parks at Margam and the Gnoll provide wonderful green spaces that are enjoyed by many local people whilst events at the parks also draw in people from further afield; where once the valley sides were dotted with coal mines, the Afan Valley has transformed itself into a superb mountain biking destination; and the renovation of the canal along the floor of the Neath Valley provides a fantastic location for walkers and other leisure pursuits. Where heavy industry has left a pollution footprint, the Council is working hard with Swansea University and other partners to improve air and other pollution.

The area's industrial heritage also provides an important sense of place with the story of the area's mining past accessible at the Afan Valley Miner's Museum and the Cefn Coed Museum situated in the Dulais Valley. A little known and historically important fact is that Banwen is the birthplace of St Patrick, the patron saint of Ireland. The Council is proud of our bilingual heritage and we support the Welsh Government's aspiration of an additional million Welsh speakers by 2050. Meanwhile, we will focus on delivering public services through the medium of Welsh and expanding the language skills of our young people in particular. In both the Swansea and Amman Valleys, daily use of the Welsh language is strongest and there is community support for finding new ways to ensure the language continues to thrive in all parts of the county borough. As in all of the other valleys, the natural environment provides huge opportunities for culture and leisure with fishing and horse riding

amongst the many different forms of leisure pursuit on offer.

The county borough's support for the arts and culture is clearly evident in the three main theatres at the Arts Centre, Pontardawe, the Gwyn Hall, Neath, the Princess Royal Theatre, Port Talbot and in the many community-based arts and cultural events that take place at all times of the year. Sir Anthony Hopkins, Richard Burton, Ivor Emmanuel, Rebecca Evans, Andrew Vicari and more recently Rob Brydon, Michael Sheen, Max Boyce and Paul Potts underline the contribution that this area's arts and cultural heritage make not only to local people but on an international stage. The new Bay Studio film industry that has set up on the Fabian Way corridor continues this legacy, offering strong prospects for the future of arts and culture with programmes such as Davinci's Demons already of national acclaim.

And then, of course there is sport. Aberavon and Neath rugby clubs can boast their fair share of Welsh internationals over the years, with both clubs still providing a strong pipeline of promising rugby players for the Ospreys regional team. We also celebrate Kelsey Jones' inclusion in Wales Women's Rugby Squad, local talent, Ben Davies, a regular in Welsh international football team and Bryn Thomas for his athletics achievements. These are just a small number of examples of the products of a physical activity and sporting infrastructure second to none. From archery and angling, bowling and cricket to surfing, walking and yachting there is an immense array of active local sports clubs on offer across the county borough, most of which is supported by community and voluntary groups.

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

As far as Council services are concerned, the Council is regarded

as well-run. Performance in the core services of education, social services, environmental services and the regulatory services is generally sound, with underpinning governance systems also appropriate. However, the Council is experiencing similar pressures to those of other councils as the resident population ages; more children and families are in need of intensive support; there is government pressure to increase recycling rates at pace; the main infrastructure of the area requires investment; digital technologies pervade the way many people live their daily lives which impacts on the way the Council needs to offer its services and functions; and levels of deprivation continue to place high demands on some services.

All of this means that the pressures on service delivery are increasing but this is happening at a time when financial resources are under significant strain and the Council has lost over a quarter of its workforce as a result of austerity measures. As a result of these austerity measures, the Council has already cut some £78 million from its revenue spending since 2010 and the outlook for local government finance continues to look bleak. The Council has approached the financial challenges head on. As well as delivering efficiency and economy programmes in its drive to balance the books as it is legally required to do, the Council has transferred the management of its housing stock to a new registered social landlord (Tai Tarian); is fundamentally remodelling the school estate across the county borough (21st Century Schools Programme); and has carried out an extensive number of transfers of assets to the community and third sector. Bowling greens, community centres, libraries and the Cymmer Swimming Pool are just some examples of how the Council has sought to partner with local people and community groups to sustain access to valued public services at a time of unprecedented budget cuts.

In terms of capital investment, the Council works hard to secure funds to invest in the infrastructure of the area. Major projects in recent years have included the new Harbour Way highway

connecting the docks and seafront to the M4 corridor, opening up the docks and Baglan Energy Park areas for development, whilst also providing an alternative route for those affected by congestion on the M4 itself. The Port Talbot Parkway developments in the centre of Port Talbot will, when completed, help to deliver the Council's ambitions for the wider development of Port Talbot, integrating bus, rail and taxi modes of transport. As well as creating new infrastructure, the capital programme is also supporting important improvements to existing infrastructure. Works completed to the Viaduct at Pontrhydyfen in the Afan Valley; road strengthening also in the Afan Valley and bridge strengthening in the Neath Valley have been important projects that enable the important links between the communities of the valleys and our main towns to remain available.

The 21st Century Schools programme represents a major development of the school estate, ensuring the learning environment supports every child and young person to fulfil their potential. As well as supporting the transformation of learning outcomes, the school estate is increasingly developing a wider role within communities, offering facilities, such as sports fields for wider community use, bringing all sections of the community together. The programme is also vitally important in delivering the Council's commitment to increasing the number of Welsh speakers in the area, with major works having been completed at the Ystylafera school site and a new Welsh medium school for the Sandfields area. The Council's commitment to education and learning is not only confined to delivering its own statutory responsibilities - the Council has provided good support to Swansea University in developing their second campus within the county borough's boundaries. We look forward to a long and productive partnership with the University as they pursue their ambition to be a world leader in their field.

Quality, affordable housing also features as a priority within our capital programme. Working collaboratively with the Prince's Trust and St Modwen we are excited about the major development at Coed D'arcy, the design of which has been modelled on the Prince of

Wales' Poundbury village. When complete, the development will be a major new settlement, supporting healthy living and environmental sustainability. Through our partnership with registered social landlords in the area we have targeted Social Housing Grant to increase access to affordable, quality homes in places where people want to live, whilst also leveraging the investment in the housing schemes to regenerate towns across the area. We look forward to being able to build on the success of our Viable and Vibrant Places programme to bring innovative, energy efficient housing to the borough, particularly our valley communities as part of the Swansea Bay City Deal and the Welsh Government Valleys programmes. Other examples of investment delivered through effective partnership working includes the development of new housing models for our older residents: two modern care homes for older people have been developed with Pobl in Neath and Port Talbot including extra care homes on Aberavon Seafront, at Caewern and in the Dulais Valley, whilst the Council has continued to invest £3 million per annum to adapt people's own homes to cater for their disabilities – all of which support the Council's policy to support people to live as independently as possible for as long as possible within the community.

Alongside the major improvement and maintenance works mentioned earlier and schemes such as the county borough wide street lamp replacement programme, and the construction of the Aberavon Health and Fitness Centre on the seafront, the Council has invested in many other projects that have improved the fabric of our communities: there have been significant improvements to the town of Pontardawe through a series of developments to sustain the vibrant and thriving centre; in Neath, improvements to Victoria Gardens have been delivered, the Gwyn Hall has been rebuilt and first phase of the regeneration of the Neath Town Centre has been completed.

Looking forward the Council sees further opportunities for investment by putting forward viable schemes for the remainder

of the European funded programme; exploiting the benefits of the City Deal for the county borough; exploring the potential of emerging green industries (windfarm and tidal lagoon to name but two); working with Welsh Government to realise the potential of our five valleys; and supporting the Welsh Government to secure replacement funding for Wales when the UK leaves the European Union. Balanced against these opportunities, is the continuing pressure for investment in existing structures. Roads, bridges, and other assets are ageing. The capital currently available to address the backlog of repair and maintenance of these structures and facilities is inadequate. The Council will need to ensure there is a suitably balanced capital programme as we move forward to ensure there is the right mix of investment within the available capital programme to address risk in the existing infrastructure, whilst realising the opportunities for investing in new and transformative programmes.

Our Strategic Objectives and priorities for the period 2017-2022

To achieve our vision, we have set three strategic objectives – our well-being objectives. These well-being objectives fulfil the requirement under (s3(2)(a)) of the Well-being of Future Generations (Wales) Act 2015.

Supporting each well-being objective are improvement priorities. The improvement priorities fulfil different legal requirements set out in (s3(1)) the Local Government (Wales) Measure 2009.

We have analysed how our objectives and priorities contribute to the seven national well-being goals that the Welsh Government requires all public bodies in Wales to contribute to achieve “the Wales we Want” and we have also described (in Annex 1) the detailed steps we intend to take to deliver our objectives and priorities.

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

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

Improvement Priorities	Key Performance Indicators	Baseline	Target/Aspiration					How does this Contribute to the Seven Well-being Goals?							
			17/18	18/19	19/20	20/21	21/22	P	E	R	H	C	W	G	
Children in their early years will benefit from integrated and effective pre-school programmes that maximise their well-being and their readiness for learning	No. of childcare places available for families, particularly out of school childcare	256 Registered out of school places	+25	+14	+15	+16	+17								
	Schools report that children are better prepared to engage in play and learning	n/a	Baseline survey of all primary schools to be undertaken by Flying Start to establish the baseline												
Families struggling to provide good parenting for their children will be provided with tailored support	% Participants that have accessed an early intervention service demonstrate improved emotional and mental well-being	n/a	Baseline to be developed in 2017/18												
	Families that have engaged in intervention programmes feel that they can contribute to changes in their lifestyle/behaviour	n/a	Baseline to be developed in 2017/18												

Improvement Priorities	Key Performance Indicators	Baseline	Target/Aspiration					How does this Contribute to the Seven Well-being Goals?						
			17/18	18/19	19/20	20/21	21/22	P	E	R	H	C	W	G
Children of school age will be engaged with their learning, safer and healthier	% of Year 11 pupils who achieved 5 GCSEs grade A*-C or equivalent in English or Welsh first language and Mathematics	61.5%	51.0% (prov)	Year on year improvement										
	% pupils attendance in primary school	94.5%	94.5%	95%	95%	95%	95%							
	% pupils attendance in secondary school	93.6%	93.6%	93.7%	93.8%	93.9%	94%							
	% learners aged 14-15 studying for qualifications through the medium of Welsh achieving 5 GCSEs grade A*-C	97%	97%	99%	99%	99%	99%							
Children of school age will be engaged with their learning, and will be safer and healthier	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	All schools will use Toolkit effectively to support pupils to improve wellbeing and develop resilience, with the aim of reducing risk of mental health issues.											
	More children will take part in sports	% of children hooked on sport (based on number of occasions of participation per week = 3)	55%											

Improvement Priorities	Key Performance Indicators	Baseline	Target/Aspiration					How does this Contribute to the Seven Well-being Goals?						
			17/18	18/19	19/20	20/21	21/22	P	E	R	H	C	W	G
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	% of placements that break down	4.4%	Maintain or reduce											
	% of children and young people who report that they live in the right home for them	90%	Maintain or increase											
	% children and young people reporting that they are happy with the people they live with	91.5%	Maintain or increase											
	% care leavers who have experienced homelessness during the year	3%	Reduce											
All young people leaving full-time education will enter employment, training or further/higher education	% of young people who are NEET	3.6%	3.6%	Reduce year on year										
	Number of apprenticeship, traineeship and work placement opportunities made available in each year within the Council	48	65	83	95	110	125							
All children and young people will be helped to have a say in matters that affect them	For children known to social services, % children and young people responding "yes" of "sometimes" to the question 2 my views about my care and support have been listened to	92.7%	Maintain performance											

Improvement Priorities	Key Performance Indicators	Baseline	Target/Aspiration					How does this Contribute to the Seven Well-being Goals?						
			17/18	18/19	19/20	20/21	21/22	P	E	R	H	C	W	G
	% 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%	Improve performance											
	% of 11 - 19 year olds in contact with the youth service	36.70% (5,108 of 13,920)	Improve year on year											

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

“Everyone participates fully in community life – socially and economically”

Improvement Priorities	Measure		Target/Aspiration					How does this Contribute to the Seven Well-being Goals?						
	Indicator	Baseline	17/18	18/19	19/20	20/21	21/22	P	Eq	R	H	C	C & W	G
Local people can access sustainable, local employment	The number of new business start-up enquiries	341	350	360	350	340	340							
	The number of jobs created/safeguarded	N/A New	285	290	285	280	280							
	The number of compulsory redundancies made by the Council	26	The aim is to minimise departures on compulsory redundancy grounds when compared with other departures											
	Number of local people helped back to work, training or volunteering													
	WORKWAYS only	19	24	47	64	72	51							
	Communities for Work	To be confirmed												
Local people can access quality, affordable housing	Number of overall units of housing	178	625	686	698	676	647							
	Number of affordable housing units delivered through Social Housing Grant and intermediate care and innovation funds	102	130	To be developed										
	% of households for which homelessness was successfully prevented	62%	Improve year on year											

Improvement Priorities	Measure		Target/Aspiration					How does this Contribute to the Seven Well-being Goals?							
	Indicator	Baseline	17/18	18/19	19/20	20/21	21/22	P	Eq	R	H	C	C & W	G	
People are safe and feel safe	All road traffic casualties – all age groups	595	Reduce by 40% By 2020			To be confirmed									
	% of incidents of domestic abuse where people are repeat victims	35%	Reduce the number of repeats where the victim is at high risk of harm												
	Anti-social behaviour	1,977	Reduce incidents year on year												
	No of repeat anti-social behaviour incidents	5	Maintain performance												
	% of individuals starting treatment from referral within a 20 day period	93.98%	Increase year on year												
	Substance misuse is reduced for problematic substances between start and most recent review/exit	68.26%	Increase year on year												
	Number / % of cases closed (with a treatment date) as treatment complete (how many people complete their treatment successfully)	50.66%	Increase year on year												

Improvement Priorities	Measure		Target/Aspiration					How does this Contribute to the Seven Well-being Goals?						
	Indicator	Baseline	17/18	18/19	19/20	20/21	21/22	P	Eq	R	H	C	C & W	G
People unable to work can maximise their income	% of correctly granted housing benefit	99.94%	100%	100%	100%	100%	100%							
	Average days taken for new claims and changes of circumstances – application to assessment	5.4 days	Maintain performance											
	Benefits £'s secured for clients by the Council's Welfare Rights Unit	£9.121 million	Maintain											
	Number of people helped with Council Tax payments	17,918 people £16.86 million	Maintain subject to continued funding from Welsh Government											
People who need care and support will be helped to develop their resilience, accessing support from within their community. If their needs can only be met by social services they will receive services which are personalised	% people accessing a Direct Payment	16%	40%	maintain										
	Rate of people kept in hospital while waiting for social care per 1000 population aged 75+	3.88	Reduce year on year											
	Rate of older people aged 65+ supported in the community by social services per 1000 population	90.5	Reduce year on year											

Improvement Priorities	Measure		Target/Aspiration					How does this Contribute to the Seven Well-being Goals?							
	Indicator	Baseline	17/18	18/19	19/20	20/21	21/22	P	Eq	R	H	C	C & W	G	
People who need care and support will be helped to develop their resilience, accessing support from within their community. If their needs can only be met by social services they will receive services which are personalised	No of hits to the NPT Community Services Directory	42,810 hits 916 services in the Directory	Increase year on year												
	No of carers' assessments completed	355	Increase year on year												
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	To be developed														

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

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

Improvement Priorities	Measure		Target/Aspiration					How does this Contribute to the Seven Well-being Goals?						
	Indicator	Baseline	17/18	18/19	19/20	20/21	21/22	P	Eq	R	H	C	C & W	G
We will create an environment where new businesses can establish themselves and existing businesses can grow	The Council will deliver the agreed business cases that support projects identified for the county borough within the City Deal and will update the Plan once those business cases are approved													
We will work with communities to increase re-use, recycling and composting	% local authority collected municipal waste prepared for reuse, recycling and composting	62.77%	Greater than 64% By 2020		To be confirmed									
Local people and visitors can access quality leisure facilities, country parks and theatres	Visitor numbers Margam Park The Gnoll Princess Royal Theatre Gwyn Hall Pontardawe Arts Theatre	Baseline and measures are being developed												

Improvement Priorities	Measure		Target/Aspiration					How does this Contribute to the Seven Well-being Goals?							
	Indicator	Baseline	17/18	18/19	19/20	20/21	21/22	P	Eq	R	H	C	C & W	G	
We will strive to protect our natural environment	% of high priority culverts cleaned especially before inclement weather	100%	Maintain												
	PM 10 levels within the Air Quality Management Area in Port Talbot	8 exceedences	Reduce over the period												
	Areas of land which are potentially contaminated brought back into beneficial use	27 hectares	To be developed												
	Quality of water in private supplies	90%	Improve over the period												
Working with our partners, we will ensure there are good communication links and connectivity across the county borough and wider City Region	No of "white spots" (digital connectivity)	tbc	Reduce over the period												
	No of users of public and community transport	19,859 community transport 1,908,362 concessionary fares Fare paying to be confirmed	To be developed												

Improvement Priorities	Measure		Target/Aspiration					How does this Contribute to the Seven Well-being Goals?							
	Indicator	Baseline	17/18	18/19	19/20	20/21	21/22	P	Eq	R	H	C	C & W	G	
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	Number of social and public enterprises established	To be developed													
We will support tourism businesses	Number of tourism operators supported by the Council	15 (RDP)	20	15	Project ends										
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	To be reported through the Local Development Plan monitoring report														

Well-being Statement

The first objective prioritises the well-being of all children and young people who live in the county borough. It addresses well-being at all stages of childhood through to the point where young people become adults. The second objective focuses on the well-being of people throughout their adulthood, and also takes a life course approach. Our third objective addresses the factors that impact on well-being where the Council has a direct responsibility for those factors or can significantly influence those factors. The underlying steps we will take to achieve the objectives and related improvement priorities (which are set out in the Annexe to this Plan) demonstrate how we will maximise our contribution to the seven well-being goals set by the Welsh Government, which the tables above summarise. While the Plan covers a five year period, we believe the life course approach to the first two objectives and the attention to all of the factors that impact upon well-being provides a framework for the long term which the Council can build upon in each review period. We have mapped the contribution of all services and functions of the Council to these objectives. They are corporate well-being objectives. Services will be expected to integrate their work across the Council where this enables us to maximise the impact we can have on the objectives we have selected, as well as integrating and collaborating with other partners where this makes sense. While we have set out three individual objectives, it must also be emphasised that each of the objectives interacts with the other two, so they need to be considered as a whole. We also considered the well-being objectives that had been published to date by other public bodies and partners. In particular, we examined the Well-being Assessment published by the Neath Port Talbot Public Services Board (PSB) and the emerging PSB priorities. We have also received a detailed response to our consultation from the Neath Port Talbot County Voluntary Council and the strategic forum of the local voluntary sector, proposing a range of areas where the sector will be able to work in partnership with the Council to deliver the well-being

priorities we have set out in this document. This approach provides the foundations for building on the good collaborative working that already takes place. Once the PSB has published its Well-being Plan (May 2018) it will be possible to demonstrate the alignment between the Council's Corporate Plan, the PSB Plan and other key planning arrangements.

The well-being objectives, improvement priorities and detailed steps have been designed to deliver the manifesto commitments of the Council administration that was elected in May 2017. In this respect there is already strong public support for the core elements of the Plan. The objectives also respond to the challenges and opportunities identified as facing the Council over the term of the administration, including the various legal duties that are placed upon the Authority. The objectives were subject of public consultation over the summer 2017. Although this is not the best time of year to conduct a public consultation (unavoidable because of the timetable imposed within the Act), we have been able to engage with a very wide range of our citizens and partners. The consultation confirmed there is broad support for these objectives and their associated improvement priorities with many respondents encouraging the Council to set the well-being of children and young people as its most important objective. There was more comment about the detailed steps which we have responded to by varying some of the detail in the Annexe. Finally, we have made a commitment in the first two well-being objectives to developing a rights-based approach across the whole of the Council, extending good practice in our education and social services departments, where children and young people and older and vulnerable people are supported and encouraged to participate in decisions and matters that affect them, to all other areas of our work.

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

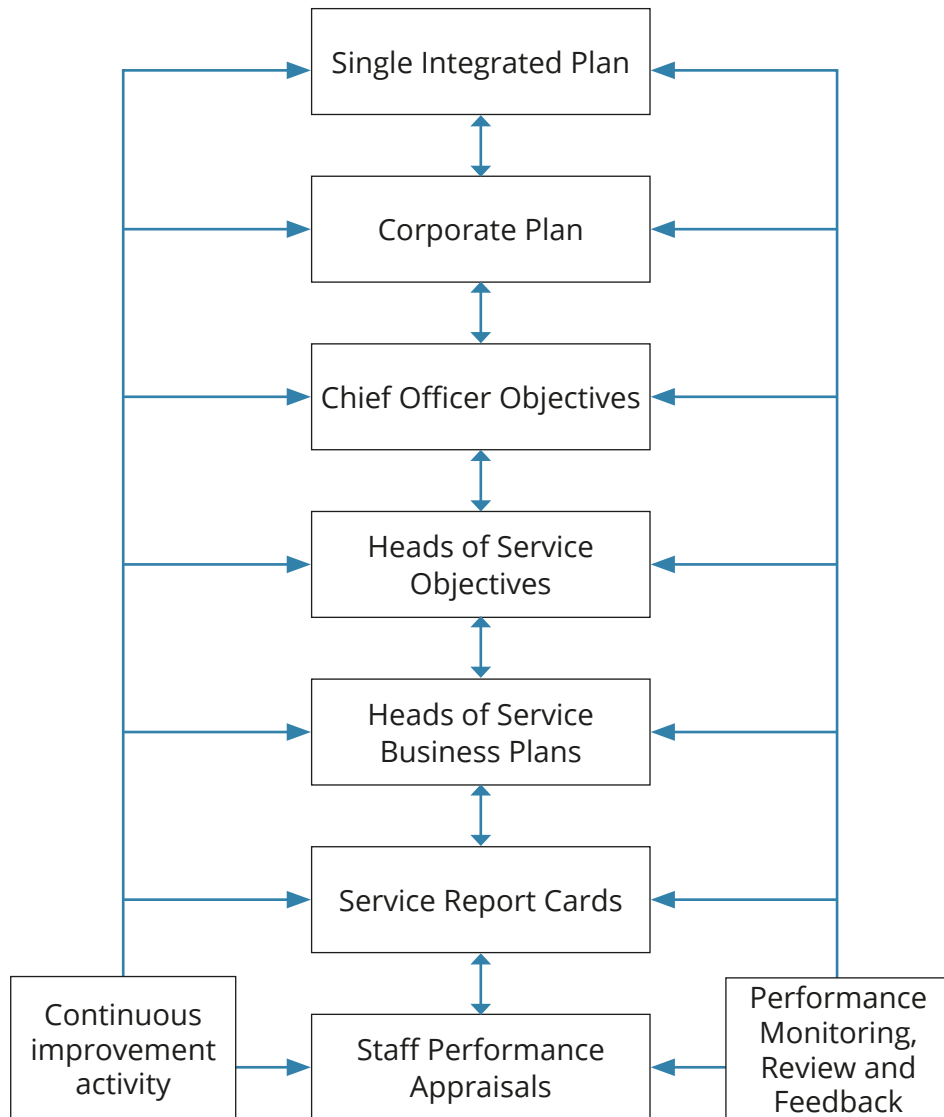
Corporate Strategy 2017-2022

Over the term of this administration, the Council will need to redouble its efforts to transform if it is to balance its aspiration for the area with forecasted budget settlements. Key strategies for ensuring the needs of the people who live in the county borough can be met now, and into the future, within a very difficult financial environment include:

- Encouraging more people to sustain their own health and well-being by being physically active, eating well, taking better care of their mental well-being and avoiding risk-taking behaviour (for example: smoking, illicit drugs and excessive consumption of alcohol). In particular, encouraging more people to support healthier lifestyles through making best use of the fantastic natural assets we have across the county borough and through participation in community life (drama classes, choirs, lunch clubs etc). The Council has created an on-line directory of community services (NPT Community Directory) to enable people to find activities that are of greatest interest close to where they live or work. We want to develop this further with our partners so that it is very easy for people to find out what is happening on their doorstep or in their immediate neighbourhood;
- Involving people who use our services in new ways – whether that is through householder participation in our kerb side recycling services; by adopting personalised approaches in the way we deliver our social services responsibilities; opening up our democratic processes to engage a diverse range of people; or through involving the wider communities to identify how we can continue to foster a strong sense of belonging for all of the residents of our communities and a sense of real pride in their part of our county borough. It is clear that service delivery models must develop, adapt and change to not only the climate of austerity; but also the needs of the population and way people wish to access public services;
- Encouraging more people to use services offered on-line. As well as reducing the cost of service and the provision of information very substantially, on-line services can be accessed at a time and a location that is convenient to the customer. Increased take up of the on-line services will also free up time and resources for the Council to invest in meeting the needs of its most vulnerable citizens for whom on-line services may not be an appropriate choice;
- Developing a more entrepreneurial approach to the way the main visitor attractions are operated to increase visitor numbers and income whilst also exploiting income generating opportunities for core services where there is capacity to sell unused capacity to other public service authorities;
- Relentlessly reviewing the way we operate to ensure we are economic, efficient and delivering value for money for every public pound available to us;
- Working locally and regionally with other partners to create an environment that can attract new investors and quality employment into the area whilst also joining up access to services across agencies in new, more innovative and citizen-centred ways;
- Working with Welsh Government to deliver and develop its programme for our valley communities whilst also focusing on delivery of our own plans for regenerating our main towns of Pontardawe, Neath and Port Talbot.
- Taking a robust but proportionate approach to enforcement where inappropriate behaviour adversely impact on the lives of others or acts to frustrate efforts to attract new investment into the area;
- Proactively and continuously assessing how the well-being of our local people is changing, challenging decisions that adversely impact on well-being, whilst shining a spotlight on decisions and actions that improve well-being;

Delivering our well-being objectives and priorities

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



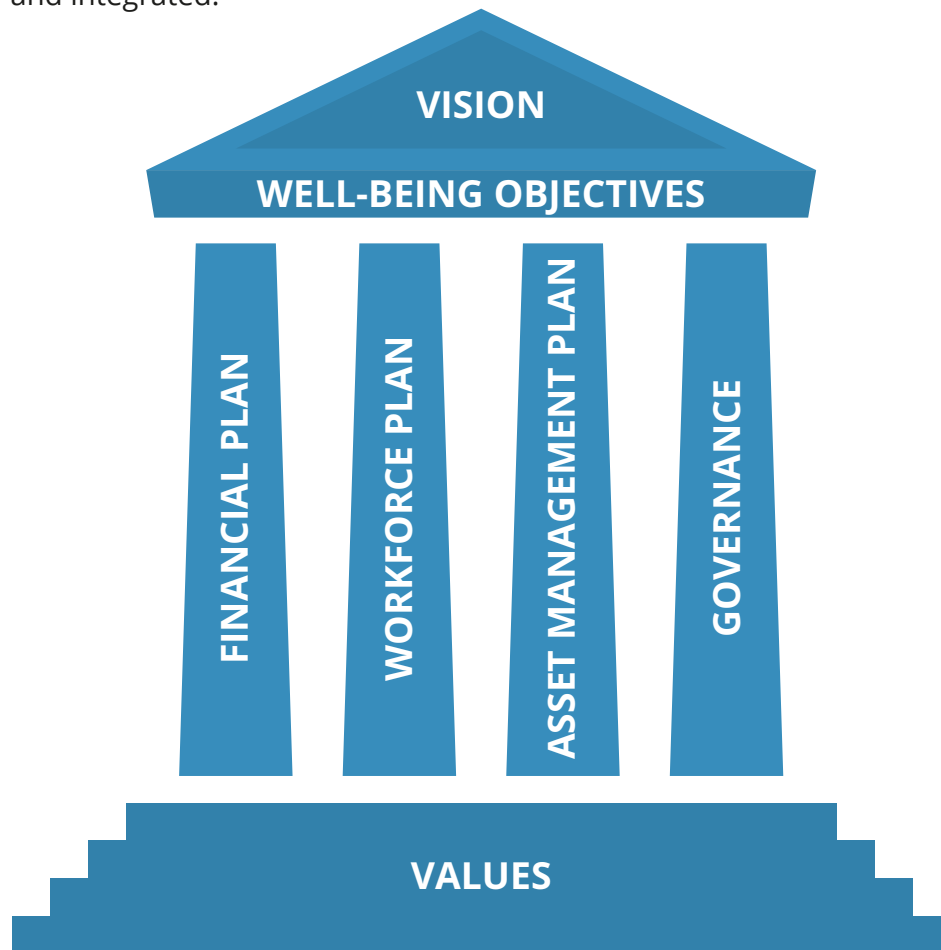
The Cabinet will be collectively responsible for determining the priorities to be pursued in each year to achieve the three well-being objectives and agreeing those priorities with Council.

The Chief Executive requires each chief officer to demonstrate how they will maximise the contribution of their respective services and functions to the three well-being objectives and associated improvement priorities and in so doing embrace the sustainable development principle. The detail of how this will be achieved is then set out in the various departmental business plans which in turn inform the priorities of teams and individuals.

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

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

We do this by ensuring our core management systems are aligned and integrated:



Aligning the Corporate Plan with the Medium Term Financial Plan

Revenue Budget

Since 2010, £78 million has been cut from the Council’s revenue budget. The outlook for local government spending is at best uncertain, with the Council awaiting details of future local government funding as this Plan was being prepared. We do not anticipate that we will return to a growth position for the foreseeable future. We anticipate that we will need to make further cuts in our revenue expenditure - potentially as much as £66 million over the term of the administration if the worst case scenario is realised.

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

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

The detail of the Forward Financial Plan for future years will emerge during the autumn of 2017. The detail of the Forward Financial Plan will be woven into the revised Corporate Plan in March 2018 when the first review of this Plan is required.

Capital Budget

The Council receives some £7m per annum from the Welsh Government to fund all of its Capital Funding Requirements. In recent years the Council has been successful in generating additional resources from grant funding bids, proceeds from sale of assets and prudentially borrowing resulting in annual capital programmes in the order of £60m. Over the next few years the Council will continue to seek to bid and generate its own additional funds to supplement the Capital Programme and to invest community assets.

Workforce

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

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

Asset Management

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

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

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

Risk and Governance

The Council maintains a Corporate Risk Register. Risks are identified through service managers and senior management teams. Those risks that are deemed to be most significant feature in the Operational Risk Register, whilst those risks that affect the whole of the Council are identified as Strategic Risks. Risks are reviewed regularly by the Council's Cabinet and through the scrutiny structure and professional structures. The Audit Committee has a specific responsibility to test the appropriateness of the systems that underpin risk management activity.

A corporate governance group, whose membership is comprised of senior officers, keeps the Council's governance arrangements under review. The systems of governance comply with the Chartered Institute of Public Finance and Accounts framework. The Group prepares the Annual Governance Statement, identifying any areas that require improvement. This work is then reviewed by corporate directors, the Audit Committee and is finally signed off as part of the

Council's final accounts. The Governance Group reviews progress in delivering any identified improvement activities and these are formally reported during the year to the Council's Cabinet.

Monitoring and Review

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

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

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

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

The more detailed steps set out in the Annexe will be monitored through business plan reporting arrangements and through individual appraisal arrangements.

Public Engagement and Reporting

The Council is committed to finding new and more effective ways of engaging local people in its work. This extends to the way the Plan is communicated, monitored and further developed. We intend to review the way we communicate and engage with our communities during 2017/18 and will bring forward a strategy to connect with many more local people, from all backgrounds, on a more frequent basis.

Have your Say

We would like to hear what you thought of our Corporate Plan and our future priorities for improvement that we should consider when planning and delivering services in order to help shape decisions on important matters.

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

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

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

Follow us and add your comments to the Council's Facebook page:



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