

DRAFT

NPT Council

Corporate Plan 2021-2023

Contents

Foreword – Leader	2
Foreword – Chief Executive.....	4
Looking back – 2020/2021.....	5
Looking forward – Leading NPT out of the Pandemic in a sustainable way in 2021/2022.....	13
Looking forward – Delivering our Vision and Achieving our Well-being Objectives in 2021/2022.....	17
Well-being Objective 1 - To improve the well-being of children and young people	24
Well-being Objective 2 - To improve the well-being of all adults who live in the county borough.....	34
Well-being Objective 3 - To develop the local economy and environment so that the well-being of people can be improved	44
Well-being Statement	56
The Local Government & Elections (Wales) Act 2021.....	57
Governance and Performance.....	57
Monitoring and Review	59
Collaborative Working.....	60
Equality	62
Welsh Language.....	66
Participation and Involvement.....	66
Have Your Say.....	69

Foreword – Leader

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

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

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

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

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

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

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

Edward Latham
Leader of Council

Foreword – Chief Executive

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

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

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

Karen Jones
Chief Executive

Looking back – 2020/2021

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

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

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

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

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

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

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

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

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

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

698
Volunteers registered



400+
Weekly prescriptions delivered



2000+
Welfare calls made to those shielding



450+
Food parcels delivered weekly



470
Jobs created/safeguard as a result of financial support



£41.3M
Covid Grants paid out to local businesses



1,200+
Laptops given to digitally excluded pupils



51
Business expansion and investment enquiries supported



226
Households prevented from becoming homeless



19
Consumer fraud investigations carried out



199
New business start-up enquiries assisted



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



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

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

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

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

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

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

You can read more stand out stories from 2020/2021 at https://www.npt.gov.uk/1410?pr_id=6686

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

Our Approach

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

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

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

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

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

Sustainability

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

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

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

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

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

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

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

Our Purpose

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

Our Vision

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

Our Values

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

- We will **listen** to our citizens, our workforce and our many partners and seek ways to meaningfully **involve** people in our work.
- We will celebrate **diversity** in all of its forms and work tirelessly for **greater equality** in all of our communities.
- We will conduct the work of the Council in an **open and accessible** way, ensuring we are properly **accountable** for the decisions we make.
- We will make the best use of all **resources** available to us.
- We will be open to challenge and will promote a culture of **learning and innovation** throughout our organisation.
- We will further strengthen the bonds of **collaboration**, working with others – including the voluntary,

statutory and private sectors - benefit our citizens and communities.

to



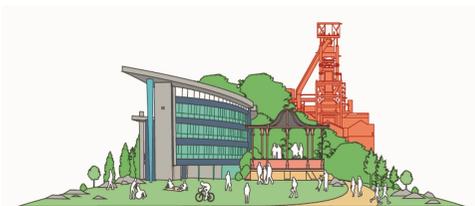
Our Well-being Objectives

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

Well-being Objective 1: To improve the well-being of children and young people: *“All of our children and young people have the best start in life, so they can be the best they can be”*



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



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



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



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

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

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

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

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

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

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

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

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



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

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

National Goals	Well-being objective 1 - contribution to each goal
A prosperous Wales	The suite of priorities and steps aim, collectively, to ensure that every child and young person enters employment, education or training at the end of full-time education ready to contribute socially and economically.
A healthier Wales	Every school in NPT is a “Healthy School” and the county borough also has good participation rates in physical activity. A focus in this Plan is to place greater emphasis on emotional well-being to equip children and young people with the skills, behaviours and support they need. The Council has good data to identify where there are differences in attainment and outcomes for children and young people of different backgrounds with programmes in place to address inequality and inequity.
A Wales of cohesive communities	<p>There is a strong emphasis on ensuring equality and celebrating diversity across the range of improvement activities proposed in this Plan. There is also recognition and work to address inequalities in all of its forms, whether in relation to statutory duties concerned with people of protected characteristics, inequality caused by disparities in income, or by virtue of whether children and young people are cared for by their own families or the council.</p> <p>Programmes to educate children and young people about personal and community safety are well-established but this Plan acknowledges that there is a need to continuously review our programmes to ensure that they remain relevant. For example, equipping children and young people to stay safe on-line has become a key area of focus given Child Sexual Exploitation, radicalisation and other on-line criminality.</p>

National Goals	Well-being objective 1 - contribution to each goal
A resilient Wales	Children and young people will be introduced to the importance of the eco systems and our environment through family focused activities in the natural environment. The benefits of taking part in these activities should increase well-being and a greater appreciation for the role the natural environment plays in their lives.
A more equal Wales	Reducing inequality and inequity is a strong theme across the priorities that have been developed to support the achievement of this objective. There is a particular focus on children most at risk of an adverse childhood experience with the intention of strengthening prevention and early intervention work. This Plan also makes a commitment to building on our children's rights work to ensure that children and young people have a say in matters that affect them.
A Wales of vibrant culture and thriving Welsh language	The county borough has good rates of participation in physical activity and there are a wide range of cultural opportunities. There are plans to strengthen Welsh and bi-lingual education in both pre-school and full time education settings. The Council is making good progress on delivering on its Welsh Language Promotional Strategy which supports the Council's objectives to increase the number of people who can speak Welsh. We will also be working in partnership with the Welsh Language Commissioner to seek support to help us deliver on our standards.
A globally responsible Wales	There are many ways in which the work set out in this Plan contributes to the wider world. For example, the technological investment through our 21 st Century Schools programme will transform the way in which children and young people access learning, bringing experiences from across the world into NPT classrooms, whilst also building skills fit for the future labour markets.

Well-being Objective One: To improve the well-being of children and young people. All of our children and young people have the best start in life, so they can be the best they can be

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

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

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

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

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

(PAM = National Indicators known as Public Accountability Measures)

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

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

(PAM = National Indicators known as Public Accountability Measures)

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

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

(PAM = National Indicators known as Public Accountability Measures)

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

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



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

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

National Goals	Well-being objective 2 - contribution to each goal
A prosperous Wales	A key priority is to create/facilitate quality employment opportunities for local people. Whether by leveraging the purchasing power and influence of the Council’s direct activities, or through its place shaping role, growing local employment opportunities and supporting people into work is a key aspiration of this Plan.
A healthier Wales	Ensuring decent, affordable housing is another key area of focus, together with work to ensure more is done to enable people affected by domestic abuse, substance misuse or at risk of on-line criminality to protect themselves. There are particular plans for supporting people with more significant health and care needs, but refocusing practice to place emphasis on promoting independence.
A Wales of cohesive communities	The importance of “community” whilst a cross-cutting feature of the Plan is particularly emphasised in relation to the way the Council plans to meet the care and support needs of more vulnerable residents.
A resilient Wales	There is a strong emphasis on sustainability across a number of the priority areas, both in the way we plan to house our population and in the way we seek to secure the long term viability of our communities through ensuring quality employment opportunities for local people.
A more equal Wales	There is a clear focus on work to address inequality across people of all different types of backgrounds in the Plan but also a firm commitment to take a rights-based approach not just in the way the Council meets its statutory education and social services responsibilities but across all of the Council’s work.

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

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

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

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

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

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

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

(PAM = National Indicators known as Public Accountability Measures)

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

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

(PAM = National Indicators known as Public Accountability Measures)

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

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

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

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



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

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

National Goals	Well-being objective 3 - contribution to each goal
A prosperous Wales	The Plan sets out a range of proposed steps to create sustainable, quality employment by working both locally and regionally. A number of the proposed City Deal projects focus on low carbon technologies and creating capability to exploit the potential of digital technologies.
A healthier Wales	The priorities demonstrate a sound understanding of the determinants of well-being and the powers available to the Council to impact upon those determinants.
A Wales of cohesive communities	The priorities set out in this section, underpin the objectives for children and young people and adults in a range of ways – through ensuring connectivity, the availability of local employment, recreation opportunities, the protection of the environment and ensuring the county borough is attractive to investors.
A resilient Wales	The priorities reference the important sections of our Local Development Plan which has been subject to full sustainability appraisals and shows how those policies will underpin the Council’s objectives to improve the social, cultural, economic and environmental well-being of its residents.
A more equal Wales	The priorities have been developed to create greater opportunity for all people to get on in life. This includes: the opportunity to obtain quality employment, safe and clean places where people can live and bring up their families and a wide range of choices to take part in cultural events.
A Wales of vibrant culture and thriving Welsh language	The importance of local heritage sites and the part these have to play in sustaining culture feature amongst the priorities as does the regeneration of valley communities. Working with communities features prominently as a theme in this section as in the preceding sections.

National Goals	Well-being objective 3 - contribution to each goal
A globally responsible Wales	Priorities include reducing waste generated and increasing recycling, as well as taking a range of steps to protect and develop the county borough's natural assets. The growing importance of digital and new energy technologies (e.g. "Active Buildings" solar power concept) are also incorporated into the work proposed.

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

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

Improvement Priority	The steps we will take to meet the improvement priority
	3.3.4 We will develop the service models that support our leisure services, theatres and parks so that new income streams support their operation and they are less dependent on subsidy from the Council
	3.3.5 We will develop the offer of our theatres to attract a wide range of acts and performances
3.4 To identify and develop opportunities for sustainable economic growth in our valley communities across the county borough improving the health and well-being of our communities	3.4.1 We will work with developers and partners to deliver key strategic development sites along the coastal corridor (including Coed Darcy, Port Talbot Harbourside, Baglan Energy Park and Swansea University Innovation Campus); and to deliver sustainable growth in the valley areas
	3.4.2 We will promote and protect a diverse portfolio of employment land and employment opportunities in the right places
	3.4.3 Develop a prioritised programme of initiatives to deliver economic growth in our valley communities
	3.4.4 Identify and secure funding to deliver the prioritised programme of initiatives in our valley communities
3.5 To protect, conserve and enhance our natural environment (including green and blue infrastructure, important landscapes and countryside, habitats and species and wider	3.5.1 All services will work together to deliver the Biodiversity Duty Plan
	3.5.2 We will use our statutory powers to challenge unacceptable levels of pollution
	3.5.3 We will work and engage with local communities and wider partners to deliver a programme of activities that supports the involvement of local people in looking after their natural environment

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

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

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

(PAM = National Indicators known as Public Accountability Measures)

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

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

(PAM = National Indicators known as Public Accountability Measures)

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

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

(PAM = National Indicators known as Public Accountability Measures)

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

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

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

Well-being Statement

The well-being objectives, improvement priorities and detailed steps have been designed to deliver the manifesto commitments of the Council administration that was elected in May 2017. The objectives also respond to the challenges and opportunities identified (pre-Covid 19) as facing the Council over the term of the administration, including the various legal duties that are placed upon the Council. The well-being objectives, improvement priorities and steps will be reviewed during 2021/2022 as part of the Council's recovery, reset and renew work.

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

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

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

examined the Well-being Assessment published by the Neath Port Talbot Public Services Board (PSB) and the priorities set out in the PSB's Well-being Plan.

The Local Government & Elections (Wales) Act 2021

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

Governance and Performance

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

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

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

- Respond to the report the panel writes about the Council

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



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

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

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

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

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

Monitoring and Review

The Well-being of Future Generations (Wales) Act 2015 and the Local Government (Wales) Measure 2009 both require the Council to publish an annual report of progress made in achieving its well-being objectives and improvement priorities. The Council will publish its final annual report in October 2021 which meets the requirements of the Local Government (Wales) Measure 2009 (*the Local Government & Elections (Wales) Act 2021 repeals the Local Government (Wales) Measure 2009*). The report will be published on the Council's web pages and widely communicated throughout the county borough using a range of different media ([‘ShapingNPT’](#)).

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

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

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

Collaborative Working

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

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

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

Public Services Board

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

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

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

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

Equality

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Zero Racism Policy Pledge

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

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

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

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

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

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

Welsh Language

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

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

Participation and Involvement

Promoting Access to Local Government

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

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

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

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

- the receipt of electronic petitions

Access to Meetings of Local Authorities

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

Have Your Say

We would like to hear what you think of our Corporate Plan. Please tell us what you think we should consider when planning and delivering services. Please send them to the Chief Executive, Neath Port Talbot County Borough Council, Civic Centre, Port Talbot, SA13 1PJ or email them to: policy@npt.gov.uk

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

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



Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

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



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

<https://www.facebook.com/NeathPortTalbotCBC>



Follow this report and add your Tweets on our Twitter Page: [@NPTCouncil](https://twitter.com/NPTCouncil)



Follow us on Instagram: <https://www.instagram.com/nptcouncil/>