

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Cabinet

5th January 2022

Report of the Corporate Directors Group

Matter for Decision

Wards Affected: All Wards

Corporate Plan 2022-2027 – Recover, Reset, Renew

Purpose of Report

1. To seek approval to consult on an updated Corporate Plan for the period 2022-2027.

Executive Summary

2. The draft Corporate Plan for 2022-2027 (attached at Appendix 1) sets out how we will approach recovery in the short, medium and longer term and has been informed by many people – residents, employees, elected members, community organisations, businesses and other partners. A considerable amount of evidence has also been used to understand how things have changed as a result of the pandemic including wider influences, like climate change, digital disruption and government policy. All of this information has been brought together to reset and renew the Council's well-being objectives, priorities, vision, values and relationships which is documented in the Strategic Change Programme (annex to the draft Plan).

Background

3. The Well-being of Future Generations (Wales) Act 2015 requires the Council to set well-being objectives which seek to maximise the Council's contribution to the national well-being goals, whilst also embracing the sustainable development principle. The Council's current three well-being objectives were agreed by this administration in 2017.
4. The Act requires the Council to consider whether its current well-being objectives remain relevant or whether changes to those well-being objectives should be considered when preparing its Annual Report. This requirement was acknowledged during the preparation of the Council's last Annual Report which was published in October 2021 and it was noted in the Cabinet Report (22nd September 2021):

“In preparing this Annual Report for 2020/2021, the Council is required to consider whether the current well-being objectives remain relevant or whether changes to those objectives should be considered. This consideration is currently underway as part of the preparation of the Council's Corporate Recovery Plan which will be published in 2022”.

Reset & Renew

5. The past 20 months has had an extensive impact on our communities, our local economy and the way we work as a Council. This has provided us with an opportunity to reset and renew our well-being objectives, priorities, vision, values and relationships taking into account:
 - what matters to local people, businesses and our staff;
 - the impact that we know Covid-19 has had on our communities, our local economy and wider stakeholders;
 - the lessons we have learned from our pandemic response and from elsewhere; and
 - other anticipated changes in our external environment (e.g. climate change, digital disruption, financial settlements and government policy).

The above evidence has informed the development of the following four draft well-being objectives for this Council:

- **Best Start in Life** - All children have the best start in life
- **Communities are thriving and sustainable** - People live healthy, long and fulfilled lives in thriving and sustainable communities where people get along together and support one another
- **Our local environment, culture and heritage can be enjoyed by future generations** - Natural processes are restored and they mitigate and have developed greater resilience to climate change. People actively conserve, improve and enjoy our stunning natural environment, treasure the Welsh language and are actively engaged with the rich sporting, cultural and industrial heritage of the area.
- **Jobs and Skills** - Working with our partners we create the conditions for more secure, well paid and green work in the area and help local people acquire the skills they need to access those jobs.

6. What we plan to achieve over the next 12 months under each of the above draft well-being objectives is set out in the draft Plan. A more detailed strategic change programme is set out in the annexe - which will be initiated to ensure we are embracing a “one council” strategic approach to achieving the vision. The Programme describes the changes we aim to make over the next 12 months, the next 5 years and the longer term. It will evolve over time and will be reviewed and evaluated on an ongoing basis via a revised Corporate Performance Management Framework.

Enabling Programme

7. It is acknowledged significant organisational change is needed to deliver the revised well-being objectives, the required cultural change

and the associated programmes of work to bring about sustainable changes to economic, social, environmental and cultural wellbeing.

A summary of a programme of organisational development which will be delivered to develop the capacity and capability of the Council over a 3-5 year period is provided in the Strategic Change Programme. This will be further refined as the programme is defined and initiated.

Next Phase of Consultation

8. The next phase of consultation will test we have captured what is important to people now and in the future in terms of the changes we aim to make over the next 12 months, the next 5 years and the longer term. The consultation will run for 4 weeks (5th January – 1st February 2022). “A Plan on a Page” will be made available during the consultation period. The feedback from the consultation will inform a final Corporate Plan which will be presented to Cabinet on 28th February 2022 for approval and Council on 1st March for adoption.

Financial Appraisal

9. The priorities described for the next 12 months will be reflected in the revenue and capital budgets set for 2022/23. In early 2022 a Medium Term Financial Plan (MTFP) will be developed which will be the means through which the revenue and capital resources likely to be available over the term of the new administration from May 2022 will be aligned with the longer term actions set out in the Strategic Change Programme and the priorities of the new council.

Integrated Impact Assessment

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

It is essential that Members read the initial Integrated Impact Assessment, which is attached to the report at Appendix 2, for the purposes of the meeting.

The IIA will be revisited in light of responses to the consultation and a final impact assessment will accompany the final decision report in due course.

Valleys Communities Impact

11. The draft Plan has been informed by feedback from valley communities including the findings of online focus groups and in-depth interviews with residents of the Afan, Amman, Dulais, Neath and Swansea Valleys.

Workforce Impact

12. The programme of organisational development will deliver the workforce changes needed in the short, medium and long term to implement the Corporate Plan. Work is underway on the development and implementation of the Council's Future of Work Strategy which aims to ensure employees can be the best they can be, doing the right thing, in the right place, at the right time and in the right way.

Legal Impact

13. The publication of the final Plan will meet the requirements of the Well-being of Future Generations (Wales) Act 2015 by setting out our well-being objectives and the steps we will take to achieve them and how we will measure progress.

Risk Management

14. The Council's Corporate Risk Register will be updated with any risks associated with the delivery of the work outlined in the Plan following its approval and adoption by Council in March 2022.

Consultation

15. The draft Plan and Strategic Change Programme have been informed by the Let's Talk campaign which was undertaken between July and September 2021.

Recommendations

16. Having had due regard to the Integrated Impact Assessment it is recommended that:
 - i. Cabinet approve the draft Corporate Plan 2022-2027 and the Strategic Change Programme (contained in the annexe) be published for a 4 week consultation period (5th January 2022 – 1st February 2022.)

Reason for Proposed Decision

17. To enable the publication of a final Corporate Plan which will ensure the Council meets legal duties set out in the Well-being of Future Generations (Wales) Act 2015 as they relate to council corporate planning activities.

18. Implementation of Decision

The decision is proposed for immediate implementation

Appendices

19. Appendix 1 – Corporate Plan 2022-2027 (including the Strategic Change Programme)
20. Appendix 2 – Integrated Impact Assessment
21. Appendix 3 – Let's Talk – Questionnaire Report
22. Appendix 4 – Let's Talk – Deliberative Report
23. Appendix 5 – Secondary Research Report

List of Background Papers

24. Wellbeing of Future Generations (Wales) Act 2015

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