



Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

Corporate Plan - Strategic Change Programme

2023/2024 Update

Working in Partnership for Our People, Our Places and Our Planet

Foreword

This document sets out the reviewed detail of the strategic change programme that will be initiated to enable the council to achieve its purpose and vision for 2023/2024. It is intended to be read alongside the Corporate Plan 2022-2027.

In May 2022 the Rainbow Coalition was formed and I am proud to serve as Leader for Neath Port Talbot Council. We want to continue in the spirit of working together, in partnership, to do our best for our communities and bring about change for the future. As a coalition we want to evolve our valleys and villages to embrace the ethos of the council, looking beyond physical regeneration to shape activity for future years. We want to utilise funding to best effect and deliver on a number of programmes already agreed during 2022/23. As well as being ambitious for our future, we know that small things matter to residents and businesses and our priorities set out in this document reflect that.

We are also committed to improving the way we communicate with residents and businesses. We will be launching a new initiative – Let's Keep Talking - this summer so we can explain what we are focusing on and taking on board suggestions, feedback and concerns to inform our future plans.

Cllr S K Hunt, Leader of Council

2022/2023 has been a year where we have continued to be tested by external events.

The Russian invasion of Ukraine, energy and inflationary pressures, the impact on local people as a result of the cost of living crisis, alongside the continuing recovery from the Covid-19 pandemic resulted in high levels of demand for service and extraordinary pressure on council budgets. In contrast, we have also seen exciting investment opportunities for our county borough with the prospect of thousands of new jobs over the coming years and welcome capital investment.

Providing support to the incoming Rainbow Coalition and our residents, and staff, has been our top priority over this period.

In the coming year we will be focusing on delivering the plans and budgets we have put in place, continuing to support our people and ensuring the council remains sustainable.

Mrs K Jones, Chief Executive

2022/2023 Reflection

The public sector has faced a sustained period of reductions in funding levels for over ten years, the scale of austerity measures imposed by the UK Government has also seen deep cuts in services and jobs, particularly in those services delivered under discretionary powers.

Within weeks of agreeing the 2022/23 budget, Russia invaded Ukraine and what has unfolded since has materially changed our operating environment. Energy prices have soared, inflation has already reached levels not seen since the 1980's which is feeding through in terms of contract and other costs as well as contributing to a cost of living crisis across all of our communities. The combined impact of the pandemic and Brexit has also had a mixed impact across our local economy. Ongoing supply chain disruptions are adding to cost pressures. Furthermore, the labour market is far more competitive with post-pandemic unemployment rates at very low levels and more employers seeking to fill jobs than there are people looking for work.

Income levels have been impacted by the pandemic too with many residents having made significant changes to their lifestyles during the pandemic period – this is particularly affecting theatres, car parks and leisure services.

On a positive note, the county borough is seeing an unprecedented level of investor interest from existing and new investors. In recent weeks we have been informed that Neath Port Talbot & Pembrokeshire Councils were successful in their consortium Celtic Freeport bid with Associated British Ports (ABP) and Port of Milford Haven, which has the potential to create up to 16,000 new jobs and attract up to £5.5 billion of investment. This along with a number of other key achievements ensures Neath Port Talbot continues to be a place to live, work and thrive.

Good progress has been made in implementing various policy initiatives set out in Programme for Government and the associated Plaid Cymru/Labour Co-operation Agreement this year. For example, the roll out of free school meals in primary schools; and the expansion of the free childcare offer. Good progress has also been made in progressing priorities established by the Rainbow Coalition including: the allocation of additional capital funds to improve the public realm; and commencing a review of the decision to re-organise education in the Swansea Valley.

Key Achievements for 2022-2023

Roll out of free school meals to Years 1 and 2 (ages 5 to 7)

588 children benefiting from the free childcare offer

Additional 127 Flying Start placements offered (ages 0-4)

Establishment of the Early Years Multi Agency Panel (EYMAP) to ensure appropriate provision is in place and supports transition into early years and school settings.

Extension of the School Based Counselling Service to ensure that all children from years 1-13 have access to support.

Launch of the Children and Young People's Engagement and Participation Strategy' to ensure there is active engagement and consultation during decision making processes, keeping children and young people at the heart of delivery.

Continue to make good progress on introducing the Curriculum for Wales (The Curriculum and Assessment Wales Act 2021) across Neath Port Talbot.

Increased number of Local Area Coordinators from 6 to 14 to support the community. Local Area Coordinators work with residents to make links to local support networks to improve well-being and reduce demand on care and health services

Completion of Rapid Housing Plan to tackle homelessness over the next 5 years, providing more sustainable models of accommodation and support.

Development of Heritage and Culture Strategy and Destination Management Plan for Neath Port Talbot

Introduction of £2.5m Heritage, Culture, Tourism and Events Fund

Supported 248 people into employment (full and part time)

51 individuals have taken up Modern Apprenticeships within the council, with a further 59 existing staff upskilling using apprentice funding.

£250m Wildfox adventure resort received planning approval

Celtic Freeport bid approved for the ports of Port Talbot & Milford Haven, with the potential to create up to 16,000 new jobs and attract £5.5bn of investment

£17,755,359 secured via UK Government's Levelling Up Fund for the Vale of Neath Heritage Corridor Visitor Attraction

£32,660,854 secured via UK Government's Shared Prosperity Fund and Multiply programme

Following UK Government approval of the City Deal business case we have accessed £47.7m from the City Deal grant for the Supporting Innovation and Low Carbon Growth Programme and £15m for the Homes as Power Stations Programme.

Continue to support the development of the proposal to create a Global Centre of Rail Excellence at Onllwyn

Administered over £9m of UK and Welsh Government funding via Fuel Support Scheme, Unpaid Carers Grant and Self-Isolation Scheme

Partnership developed with Warm Wales to deliver the £2m initiative to support those most impacted by the energy crisis

Several 'Warm Hubs' were identified as places within the community where people could congregate to help take pressure off their own household energy costs. The council made many of its own premises available including libraries, community centres, leisure centres and theatres. Following the introduction of the Welsh Government's Warm Hubs Fund, 26 local organisations have been further supported.

39 organisations supported through the Food Poverty Grant, amounting to £139,000 to cover costs of purchasing additional food as a result of increased demand, volunteer training costs, start-up costs for developing lunch clubs, community cafes and advice services around food poverty support.

Have delivered a balanced budget for 2023/2024 ensuring there are no disruptions to service delivery

Declared a Climate Emergency

Our Focus for 2023/2024

As we move into 2023/2024 there are five key areas our Council will focus on, and work in partnership with, to support people, place and planet:

1. Maintaining a clear focus on recovery from Covid-19

As a result of Covid-19, the response period and associated policies that emerged, there are much higher volumes of demand/need presenting in social services, housing and education together with an increase in the complexity of need. It is not yet clear when the rise in demand/need will peak, nor the implications of any longer term impacts that are still to be uncovered. As the Council has many statutory duties to fulfil in relation to the people impacted, it is crucial that we can remain focused on our recovery work to avoid more cases escalating to a point of crisis when much more expensive solutions would need to be found.

Many services were impacted due to actions taken during Covid-19 response where the Council was asked to re-purpose staff, facilities and other resources to support the governments' objectives to protect the NHS and to save lives. Going forward we need to maintain our focus on addressing the consequences of these impacts throughout 2023-2024.

2. Supporting our communities through the cost of living crisis

At the beginning of the 2022-2023 financial year we were already seeing signs of financial hardship across communities. The energy crisis and huge increase in inflation has seen many more residents and businesses experience financial hardship as the year has unfolded. The Council has played a significant role in making sure that financial support from government reaches those eligible for that support; and the Council has now mobilised a partnership with Warm Wales, unlocking the £2million set aside at budget setting time to assist those experiencing the greatest hardship but who are unable to seek help from other sources. Additional practical support is being provided through the re-purposing of over 30 council buildings to help people access a warm place and support; we are working with partners to promote all other forms of help and support available to those who need it; and putting an increased focus at community level to seek out those most vulnerable and to connect these to help and support near where they live. The NPT Safe and Well Partnership has been re-purposed to co-ordinate the Council's work with partners and with the wider community action taking place. The immediate outlook in 2023-2024 is one of continuing hardship for residents and the Council will need to continue to play its part in supporting residents over this period.

3. Facilitating and Enabling Economic Growth

We are proud to be dealing with a growing portfolio of major economic development initiatives. These include: a £250 million proposed investment in an adventure resort in the Afan Valley; a £200 million proposed investment in a Global Centre for Rail Excellence in the Dulais Valley; a potential Freeport covering the port of Port Talbot and the Port of Milford Haven which would attract seed capital of £25 million and potentially £0.5 billion in retained business rates for investment in hard and soft infrastructure over the programme life cycle; a £32 million

investment programme over the remainder of this financial year and the next two financial years through the Shared Prosperity and Multiply Funds: the ongoing delivery of the City Deal programme; together with the potential to draw down significant capital funds to support innovation and housing developments and the prospect of some success with our three Levelling Up Fund bids. The Council has performed well in supporting these initiatives but will need to increase investment in its economic growth functions to secure the successful delivery of this portfolio and to maximise the benefits to local people and local supply chains.

4. Delivering local and Welsh Government policy priorities

We are in the second year of the current Senedd term and in the first year of the local government term. The Welsh Government has set out an extensive programme of policy commitments that will impact on councils. Through our work to achieve our well-being objectives we are meeting the requirements set out in the Well-being of Future Generations Act and Socio-Economic Duty. The Rainbow Coalition also has its own policy priorities which are being implemented and are included within this delivery programme that supports our Corporate Plan.

5. Ensuring a sustainable Council

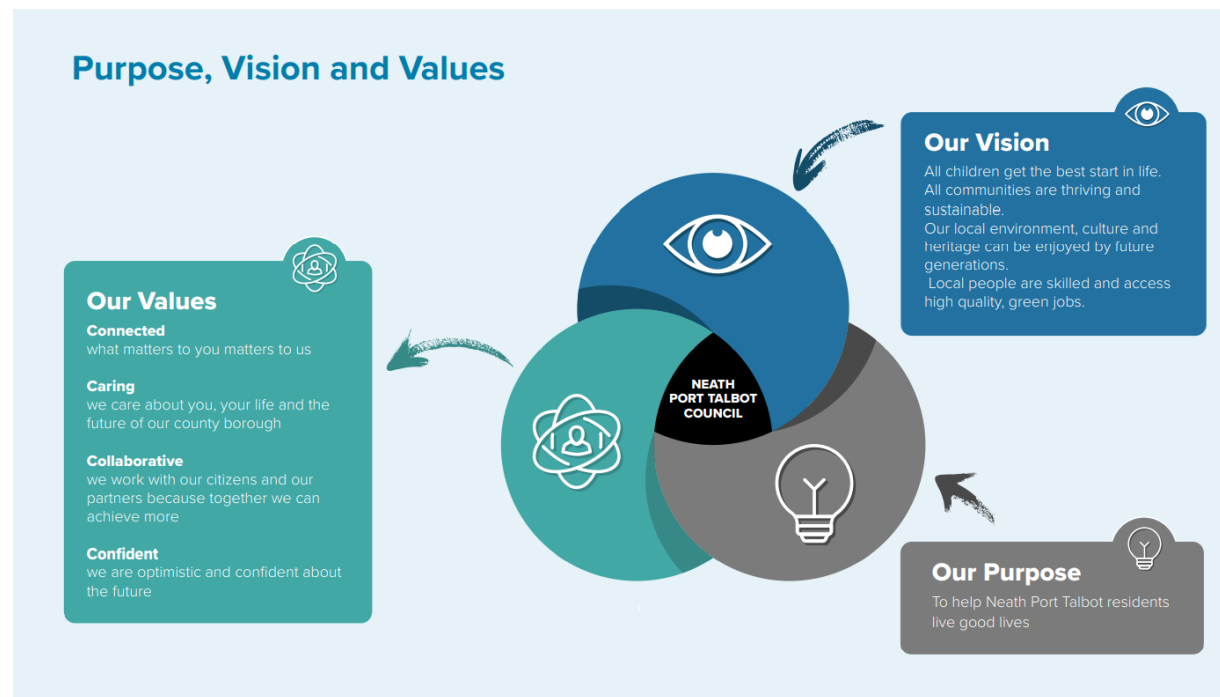
There has been a material change to the Council's operating environment over this financial year. The much changed budget outlook, the workforce constraints and the pace of change combine to challenge the existing operating model.

Over the medium term, the Council will need to pursue a robust strategy that will transform the way services and functions are delivered within a clearly defined framework of priorities, whilst also ensuring financial sustainability and good governance.

Purpose, Vision and Values

The council's purpose, vision, values, relationships and priorities were reset and renewed taking into account:

- what matters to local people, businesses and our employees;
- the impact that we know Covid-19 and the cost of living crisis 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.



Strategic Change Programme

Our continued commitment to the Strategic Change Programme will drive forward the work we are undertaking to achieve our vision. This is organised at three levels:

Strategic level - We will continue to implement a strategic change programme to ensure we are embracing a 'one council' strategic approach to achieving the vision. The key wellbeing objectives include:

- All children get the best start in life
- All communities are thriving and sustainable
- Our local environment, heritage and culture can be enjoyed by future generations
- Jobs and skills - local people are skilled and can access high quality, green jobs
- Enabling Programme - Organisational Development

Corporate level - corporate strategies are being realigned to support the achievement of the vision and the delivery of the strategic change programme.

Operational level - Every service and function within the council is aligning their service recovery plans to maximise their contribution to achieving the vision that we have set.



Wellbeing Objective 1 – Best Start in Life

All children get the best start in life.

In 20 years' time...

- All children and young people will be:
 - ambitious, capable learners;
 - enterprising, creative contributors;
 - ethical, informed citizens; and
 - healthy, confident individuals.
- There will be a shared culture across the county borough that supports aspiration and ambition for all children and young people;
- Inequalities in health, education and economic outcomes will have reduced;
- All families in need will have access to high quality early help and support services and these will ensure children are ready for learning when they start school and families are being helped to move out of poverty;
- We will have completed a programme of school reorganisation and have the right schools in the right place and all children and young people are accessing the schools that are right for them, first time, every time;
- The council will be systematically removing the barriers to learning and aspiration by convening and working in partnership with other services and agencies that touch the lives of children and young people;
- We will have created an environment that secures access to learning and opportunities for all children, young people and adults in order that they reach their potential and their ambition;
- We will be championing the needs of all learners, particularly our vulnerable and disadvantaged, and building strong relationships with families, schools and communities;

- We will have created environments where learning is a safe, nurturing and fulfilling experience in all settings, where there is respect and due regard to equality, diversity and inclusion;
- We will be working in partnership to ensure that schools and other providers meet the learning needs of all their pupils and students, building professional capital and collective responsibility throughout the system and ensuring that literacy and numeracy are at the heart of learners' development; and
- Neath Port Talbot will be a place where people want to make a life, settle and raise their own family.

Why is this important?

Covid-19 continues to have a significant, adverse impact on children and young people as a result of disruptions to their learning during the pandemic. This impact has consequences for their social development and physical and mental wellbeing. In addition, family pressures as a result of the cost of living crisis.

35% of school aged children live in the 20% most deprived wards in Wales

28% of pupils of school age are entitled to free school meals

Attendance rates for primary schools stands at 89.17% and 85.31% for secondary schools (*academic year 2021/2022*)

334 children are currently being educated at home

In 2022 47.3% of Year 11 pupils, eligible for free meals, did not achieve a grade C or above in either English/Welsh language or mathematics/maths-numeracy

Too many children and young people are being excluded from schools on a fixed term and permanent basis

Almost 16% of children in our schools have a known or identified Additional Learning Need, this is decreasing due to Additional Learning Needs Reform

24% of year 11 pupils in 2022 did not achieve a C grade or above in each of English/Welsh language, mathematics/maths numeracy, and science

2,237 young people aged 16-24 are economically inactive in Neath Port Talbot – some of these consider themselves unfit for work due to mental health issues

The Welsh Government has set a target that 1 million people will speak Welsh by 2050 and we need to play our part in helping to achieve this

What matters to children and young people?

We heard from almost 1,800 people during our Let's Talk 2021 campaign and they expressed their views about what mattered to them now and what mattered to them as they thought about their futures. There were clear themes from their responses:

- Being safe
- Being happy
- Having a stable home life
- Spending time with family, friends and pets
- School – getting a good education
- Growing up to be strong and healthy
- Having good quality parks, sports facilities and other youth services
- Having enough money
- Being able to get a job and being able to afford to live in decent accommodation
- Affordable buses to access services

Best Start in Life - Moving Forward

By 2027 we will have achieved the following outcomes:	To achieve these outcomes our key priorities for 2023/2024 are:
Worked with partners to ensure our youngest children are better prepared for transition to school	Work with the childcare sector and partners to develop a more equitable Early Years offer to ensure our youngest learners transition into school successfully.
	Work with Welsh Government and partners in the sector to increase access to childcare.
Completed the Welsh Government Universal Primary Free School Meals (UPFSM) roll out for all primary pupils	Enabled access to UPFSM for all year 3 and 4 pupils by summer term 2023, and by January 2024 for Years 5 and 6.
Enhanced facilities for young people including improved play and leisure services	Enhance free and low cost play and leisure opportunities for children and young people.
Services for children and young people are aligned across sectors so that the needs of children and families are identified early and support is joined up across agencies and improving	Work to develop parental engagement in NPT schools so that the schools are at the heart of their community.
	Ensure early help and support offer to children and families is clearly communicated.
	What matters to children and families will be at the centre of the way we plan and provide our services.
	Ensure children in need of protection are safeguarded and they can grow up in a loving and stable family.
Children know and understand their rights and responsibilities	Work with schools and partners to adopt the Education, Leisure and Lifelong Learning Participation and Engagement Strategy and support our schools to embed a framework for Children's Rights.
Progressed our Strategic Schools Improvement Programme increasing the number of 21st Century learning and teaching environments available for children and young people	Gain Welsh Government approval for the Strategic Outline Programme.
	Further progress our Band C proposals with Welsh Government.
	Conclude the review of the organisation of schools in the Swansea Valley.

Education reforms related to the curriculum and support for pupils with Additional Learning Needs that are embedded and these changes will raise standards across our education system	Work with and support schools and partners to ensure they are at an appropriate stage of readiness for curriculum reform in line with Curriculum for Wales (The Curriculum and Assessment Wales Act 2021).
Fully Implemented the Additional Learning Needs and Education Tribunal (Wales) Act 2018 and the Additional Learning Needs Code of Practice 2021 across the Local Authority and in schools within Neath Port Talbot raising standards across our education system	Ensure that the Local Authority (LA) and schools convert all Statements of Special Educational Needs (SEN) to Individual Development Plans (IDPs) within the specified timescales.
	Work with partners to ensure the Local Authority (LA) fulfils its statutory duties in delivering an equitable offer of post 16 provision for young people with Additional Learning Needs (ALN).
	A robust quality assurance framework in place to monitor and review the impact of Individual Development Plans.
A co-ordinated approach to meeting the mental health and wellbeing needs of our children and young people	Work closely with schools and partner agencies to ensure that the Whole School Approach to Emotional Health and Wellbeing is embedded across the Authority.
Increased number of pupils in Welsh medium schools in line with our targets within the Welsh in Education Strategic Plan	Increase Nursery pupil numbers to 331 (22.8%) and Year 1 to 308 (21%)
Provided opportunities to enable all learners, families and carers to benefit from the opportunity to learn, appreciate and shape their lives through the medium of Welsh	Deliver the Welsh in Education Strategic Plan (WESP) 5 year action plan and begin to progress targets.
	Ensure regular opportunities for learners, staff and the wider community to engage in activities that increase confidence in the Welsh language and promote Welsh modern culture and history, through engagement with Siarter Iaith/ Cymraeg Campus.
	Undertake an audit to see what Welsh medium provision is available within the LA (both within school and in the community) and geographical gaps will be identified and filled i.e. provision from Urdd, PASS, Youth Service etc.
	Undertake an audit of learning opportunities for non-Welsh speaking learners, parents / carers and grandparents or those who are hesitant in the language.
	Develop a programme to ensure provision and promotion of learning opportunities for non-Welsh speaking learners, parents / carers and grandparents or those who are hesitant in the language in order to raise their confidence and assist with their children's education.
Reduced the number of children and young people excluded from school.	Work with schools and partners ensuring as many pupils as possible physically re-connect and engage with school.

Improve attendance of pupils	Improve attendance at primary and secondary phase, and a particular focus on attendance of vulnerable groups
Implemented a teaching programme so that every school is able to access the programme creating an exciting and innovative communities of teachers who can support each other and learn together	Continue to support teachers through professional learning from the time they decide to become teachers through their whole career. That NPT schools continue to grow as learning organisations. We will continue to prioritise professional learning in our directorate plan and ensure that it is at the heart of the reform agenda.
	Strive for all pupils in NPT to realise the 4 purposes because of excellent teaching.
Development a leadership programme and a long-term view of 'talent spotting' and nurturing future leaders with a programme of individual coaching and mentoring.	Work to develop inspirational leaders working collaboratively to raise standards. We will support school leaders to better articulate what they do and why they do it in the context of the Curriculum for Wales. We will support them to lead strong and inclusive schools where a culture of professional learning and collaboration is central to school improvement. NPT will produce school leaders that will be capable of supporting each other to improve and contribute to educational improvements across Wales.
More young people will have registered to vote and will be using their vote in Welsh elections	Undertake targeted key messaging with 16-17 year olds with specially designed paper and online materials for form classes.
	Continue liaison contact with internal NPT groups including the Local Area Co-ordination (LAC) support network, Community of Practice network, Travellers Liaison, Youth Council and Youth Mayor as well as the Communication, Marketing and Digital teams.
	Maintain new links and partnerships with external groups and organisations including the Regional Community Cohesion network, Your Voice Advocacy, Democracy Box, Local Muslim community groups, BAME community groups, local media, Welsh Government, Electoral Commission and the Association of Electoral Administrators.
	Plan around key dates to help with promotional drives and other awareness days to aid face to face work (where possible) as well as online activity.
	Utilise traditional advertising mediums such as local radio as well as social media platforms to promote and tie in with specially designed resources supported by the Electoral Commission and Welsh Government where grant funding remains available.
Strong safeguarding and support procedures in place for children and young people	Bring forward proposals to further develop Children's Social Services.

Arrangements for supporting young people when they finish their statutory education are improved with all children going on to training, education or work	Work with partners to retain young peoples' engagement in education, employment and training and to reduce youth unemployment within Neath Port Talbot.
	Support young people leaving full-time education to move on to further training or education or work.
	Increase the number of work experience and apprenticeship opportunities offered by the council and local employers to young people.
All young people leaving care will have access to sustained appropriate accommodation	Build on our role as corporate parents and help young people leaving care to have appropriate supported transition.
Support young carers to access opportunities	Explore what more we can do to support young carers.

Making a Difference

These performance measures will be used to demonstrate progress during 2023/2024. Using April 2022 data as a baseline we are able to track progress to date and determine our trajectory for the year ahead.

Performance Measure	Baseline Data – April 2022	Outlook for 2023/2024 (increase, decrease or maintain)
Number of full day childcare places provided	2339	Increase
% of 5 year olds receiving education through medium of Welsh	18.5%	Increase
% of year 11 pupils studying Welsh first language	12.70% (21/22 Academic Year)	Increase
% year 11 leavers who are NEET (Not in Education, Employment or Training)	2.41%	Decrease
% pupil attendance in primary school	89.23% (21/22 Academic Year)	Increase
% pupil attendance in secondary school	85.52% (21/22 Academic Year)	Increase
Number of pupils permanently excluded	19 (21/22 Academic Year)	Decrease
Number of pupils excluded for fixed days	2543 (21/22 Academic Year)	Decrease
Number of 16-18 year olds registered to vote	1833	Increase

Linked Plans and Partnership

Plans

- NPT Public Services Board Wellbeing Plan
- NPT Local Development Plan
- NPT Welsh Language Promotion Strategy
- NPT Active Travel Plan
- NPT Welsh in Education Strategic Plan
- NPT Strategic Equality Plan

Partnerships

- Neath Port Talbot Public Services Board
- NPT Think Family Partnership
- NPT Adult Learning Network
- NPT District Sports Council
- Partneriaeth – Regional Education Consortium
- South West Wales Regional Skills and Learning Partnership

Wellbeing Objective 2 – All communities are thriving and sustainable

People live healthy, long and good lives in thriving and sustainable communities where people get along together and support one another

In 20 years' time...

- Every community is thriving;
- Inequalities in health, economic and social outcomes have reduced;
- People are involved in decisions that affect them, more people are involved in community life;
- People are welcoming of newcomers and treat each other with respect; every individual is included and has an equal voice;
- People can access good quality, affordable, low carbon housing in their community;
- People are connected within their community; communities are connected to each other and the wider world through good quality digital services and transport networks;
- People are resilient; they respect and take care of their environment and they can come together and act at times of crisis;
- Communities are age and disability friendly;
- Communities are pleasant, clean, safe and green;
- Vulnerable people are supported in their community through a range of informal and formal care and support networks;
- Communities can access a range of quality services necessary for daily living; and
- Communities benefit from a high quality of design that reflects the unique heritage and characteristics of each place.

Why is this important?

Covid-19 has had an adverse impact on many people with more people becoming lonely and isolated. There has been a disproportionate impact on young people, women and people from BME backgrounds;

There were 142,300 people living in NPT in 2021. This is expected to grow to 147,000 by the mid-2030s;

The population is ageing – the number of people retired is growing but the number of young people is declining;

People are living for longer and living healthier lives but life expectancy and health life expectancy is below the rest of Wales and the gap between those who are best and worst off is significant;

GVA (Gross Value Added) is lower than the Welsh average;

There are estimated to be over 20,000 unpaid carers in the county borough;

There is a need for more affordable housing of a good quality;

We expect to see a 35% increase in those aged 65+ who will be living alone by 2035; and

Working with partner organisations we have seen a significant increase in requests from residents looking for support with Personal Independence Payments (PIP), fuel payments, access to foodbanks and managing debt.

What matters to people?

We heard from almost 1,800 people during our Let's Talk 2021 campaign. During periods of lockdown, people have rediscovered the importance of their family, friends and wider community. What they said matters to them now and as we look further into the future is captured below:

- Contact and being able to spend time with family, friends and pets;
- Being safe;
- Being healthy and making sure family and friends are healthy; good access to health services;
- Having a secure job and a good work-life balance;
- Children have access to good education and schools stay open;
- Having good relationships within the community and having events that bring people together;
- The arts, our culture and heritage;
- Better bus services;
- Cleaner and better maintained streets and green spaces;
- More and cheaper outdoor leisure facilities;
- More support and facilities for young people;
- Ensuring elderly and vulnerable people are supported; and
- Better interaction with the council.

All communities are thriving and sustainable - Moving Forward

By 2027 we will have achieved the following outcomes:	To achieve these outcomes our key priorities for 2023/2024 are:
Enhanced support is given to those who are at risk or living in poverty	Make sure those who need help and support with the cost of living know what support is available and how to access it and identify gaps in help and support and how those gaps could be addressed.
	Revisit the work undertaken with the support of the Bevan Foundation, reset the strategic objectives and actions to address the root cause of poverty.
	Work with partners to help people experiencing hardship to improve their circumstances.
	Identify how the council can bring its services closer to where people live, helping to sustain key local facilities that act as community hubs.
Worked with communities to develop a clear and detailed understanding of what is strong about each community and what communities want to achieve for the future. People are involved in decisions that affect them; more people are involved in community life	Further develop our work at neighbourhood level, mapping local assets (what's strong about each community) and mapping community vulnerabilities.
	Coordination of funding opportunities for communities based on place-based model/needs.
	Increase the number of people helped to connect with local information care and support networks by working with the community and other partners to identify opportunities.
	Create a network of neighbourhood forums to increase opportunities for local people to participate in decisions that affect them and provide greater support for the work of local councillors in their ward.
	Continue to promote and develop our 'NPTBuyLocal' initiative, encouraging local people to support their local business.
Improved the range and quality of informal and formal support for elderly and vulnerable residents, including unpaid carers	Begin to take the actions that will implement our commitment to the place making charter.
	Bring forward proposals for the further development of adult and children social care services.
Worked with the community to prevent problems from happening or getting worse	Continue to work through our community safety partnership to address the problems posed by alcohol, illegal drugs, domestic abuse and anti-social behaviour.
	Hold engagement events to promote community safety and crime prevention related campaigns/initiatives.

Supported the development of more community groups with an increase in the number of volunteers	Provide seed funding for community and voluntary initiatives that strengthen early intervention and prevention support at the neighbourhood level.
	Work alongside the Neath Port Talbot Council for Voluntary Service to encourage and further develop community and voluntary groups across the county borough.
	Finalise the Council's Volunteering Policy to encourage and support council staff to volunteer.
Developed our valleys, villages and towns	Catch up, Clean up, Green up initiative to be continued and extend work to improve the cleanliness, environment and safety of towns, villages and valleys.
	Strengthen our neighbourhood management services.
	Ensure effective engagement and communication of what is being delivered in valleys, villages and towns.
	Agree how place plans can be evolved to shape activity into the future years, ensuring such plans bring physical regeneration within the wider council offer and carefully targeting Shared Prosperity Funding and other funding sources.
	Refresh the Compact with the voluntary sector and the Charter with Town and Community Councils.
	Create place plans for the 3 towns and 2 district centres and reset town centre stakeholder collaboration arrangements to ensure effective engagement by the council.
	Agree how town centre aspirations can be developed and fed into longer term plans and funding opportunities.
	Improved the quality of the public realm.
Council staff will understand the principles of community development and have the skills and confidence to put those principles into practice	Develop a training programme for staff with regards to community development principles. Ensuring staff feel supported and confident in their delivery.
Worked with developers to increase the supply of quality, affordable and low carbon housing; helped residents to reduce the carbon emissions of their homes	Working closely with Registered Social Landlords (RSL's) to increase the number of interim and move on accommodation units.
	Implement the Rapid Housing Plan.
	Bring forward proposals to strengthen our housing strategy function and increase the number of units of housing. Prioritise those in temporary accommodation in need of affordable housing and housing for those with care and support needs.

Improved digital connectivity across Neath Port Talbot	Continue to provide support to those that are unable to access the internet.
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Making a Difference

These performance measures will be used to demonstrate progress during 2023/2024. Using April 2022 data as a baseline we are able to track progress to date and determine our trajectory for the year ahead.

Performance Measures	Baseline Data – April 2022	Outlook for 2023/2024 (increase, decrease or maintain)
Number of active volunteers (Safe & Well)	12	Increase
Number of volunteer hours (Safe & Well)	New performance measure	Baseline and Monitor
Number of social and micro enterprises supported	New performance measure	Baseline and Monitor
% increase in mental wellbeing in adults	New performance measure	Baseline and Monitor
Number of people supported into employment with a long-term health condition / disability	New performance measure	Baseline and Monitor
Number of self-reported wellbeing following a period of intervention via Prevention and Early Intervention provision (Local Area Coordination, Community Independence Service or Community Connecting Team)	New performance measure	Baseline and Monitor
% of people satisfied with the local area as a place to live	66%	Increase
% of high risk victims who engage with the Independent Domestic Violence Service (IDVA)	67%	Increase
Number of people subject to the Anti-Social Behaviour Warning process	6	Decrease

Number/% of households successfully prevented from becoming homeless	60.67	Maintain
Increase in people engaged with digital technology via digital inclusion initiatives to aid their independence	New performance measure	Baseline and Monitor
% households with access to the internet	46%	Increase

Linked Plans and Partnership

<p><u>Plans</u></p> <ul style="list-style-type: none"> • NPT Public Services Board Wellbeing Plan • NPT Local Development Plan • NPT Welsh Language Promotion Strategy • NPT Active Travel Plan • NPT Strategic Equality Plan • West Glamorgan Area Plan • West Glamorgan Regional Carers Strategy • Healthy Relationships for Stronger Communities 	<p><u>Partnerships</u></p> <ul style="list-style-type: none"> • Neath Port Talbot Public Services Board • NPT Think Family Partnership • West Glamorgan Regional Partnership Board • Neath Port Talbot Council for Voluntary Services • Community Safety Partnership Board • Violence Against Women, Domestic Abuse and Sexual Violence – Leadership Group
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Wellbeing Objective 3 – 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.

In 20 years' time...

- More people speak the Welsh language and Welsh is an integral part of everyday life;
- People will value and cherish our local natural environment and have reversed the decline in our wildlife; our most precious sites will be in improved condition and connected via a network of green corridors;
- People will have restored natural processes to mitigate and develop greater resilience to the effects of climate change;
- Our urban areas will embrace and include space for nature that can be enjoyed and provide opportunities for all;
- Residents of all ages across Neath Port Talbot will talk about the local environment, culture, sports and heritage with pride and confidence and more people will be actively involved in the conservation of our environment, culture and heritage;
- Local culture and heritage will be visible, brought to life through high quality, sustainable design that celebrates the past and connects it to the county borough's ambitions for the future; and
- The area will be a destination of choice for people to live, work and spend their leisure time. The area will have built a reputation for excellence in the way it promotes a strong sense of belonging through heritage, the arts, sport and culture and supports everyone to connect to the natural environment and to enjoy a high quality of wellbeing. We will increase the appeal of our area as a visitor destination by building upon our sense of place, having an inclusive approach and encouraging sustainable development. Visitors will be encouraged to act responsibly for the benefit of our communities and local environment.

Why is this important?

Heritage is integral to our culture, people's sense of identity and sense of belonging which in turn impacts on people's health, wellbeing and social inclusion. Heritage and culture also contributes to the economy, supporting paid employment, helping to attract inward investment and generating value through voluntary action – part of our wider place shaping agenda.

The Welsh language is a very important part of our heritage and culture. We support the Welsh Government's Cymraeg 2050 ambition to achieve a million people able to enjoy speaking Welsh by 2050.

The importance of protecting our natural environment has, of course, never been so prominent. The Welsh Government officially declared a Climate Emergency in 2019 and a Nature Emergency in 2021, recognising the significance of these two interrelated challenges and the urgency in tackling them. The natural environment is vital to our communities and provides us with all our basic needs. It gives us all a better quality of life and opportunities to enjoy the outdoors and Wales' natural beauty and heritage, giving people the choice to become more physically active. People come from far and wide to experience our environment and it is intrinsically linked with Welsh culture and language.

While the area has many strengths, it also experiences relatively high levels of poverty, deprivation, ill-health and disability. There is a strong focus on encouraging people of all ages and from all backgrounds to adopt active lifestyles to improve physical and emotional wellbeing. There is also a need to grow more quality jobs in the local leisure and tourism industry and to continue the long tradition of fostering local talent to achieve success as elite athletes and to perform on the world stage.

What Matters to Local People

Through our Let's Talk 2021 campaign, local people have told us that their local environment, the Welsh Language and our heritage and culture matters to them. They want us to:

- Keep the past alive, promoting and celebrating our heritage to strengthen our sense of identity and sense of belonging;
- Help to protect, preserve and maintain our historic and heritage sites for present and future generations;
- Promote our Welsh language, traditions and culture;
- Help all generations to connect with our natural environment, heritage and culture;
- Improve facilities for walking and cycling;
- Help our community and voluntary groups to sustain and further develop their important work; and

Without a clear commitment to action, there is a risk that we will see irreversible, further damage to our natural environment, a further decline in the use of the Welsh language and our traditions, culture and important heritage sites will be lost to future generations.

With the right actions, we can reverse the changes we have seen in our natural environment, increase the use of the Welsh language and preserve and build upon our traditions and heritage to make a positive impact on economic, social, environmental and cultural wellbeing, positioning Neath Port Talbot as a place where people want to live, work, learn and spend their leisure time.

Our local environment, culture and heritage can be enjoyed by future generations - Moving Forward

By 2027 we will have:	To achieve our vision our key priorities for 2023/2024 are:
Worked with our community groups, partners and stakeholders to define a programme of flagship heritage and culture projects for the county borough; be delivering the new culture strategy	Help to promote the work done by local groups, making it easier for others to appreciate, understand and enjoy our local environment, heritage and culture.
	Expand use of Council's What's On database to amplify community messages.
	Finalise the Heritage & Culture Strategy, agree priorities and determine partnership governance strategy.
	Promote the £2.5 million Shared Prosperity funded Heritage, Culture and Events fund and highlight opportunities to community groups.
	Continue to seek external funding opportunities to conserve and enhance, culture and heritage.
	Implement our Welsh Language Promotional Strategy.
	Consider the State of Nature report to determine the priorities of NPT Nature Partnership.
	Strengthen planning and partnership arrangements so that greater weight is given to conserving and improving the local environment, heritage and culture.
	Support those who have settled in NPT to promote their culture and heritage within the community.
Worked with communities and partners to engender a greater sense of stewardship, encouraging them to take a more active role in the ongoing management and improvement of their local environment	Continue to support and encourage volunteering at council owned nature sites.
	Establish a programme of training and development to enable our workforce to contribute to the conservation and enjoyment of our local environment, heritage and culture.
Embedded the history of the local environment, heritage and nature into the curriculum and ensure all schools have access to environmental and outdoor learning opportunities	Focus on supporting new school curriculum and develop opportunities out in the community for children to engage.
	Extend opportunities for children, young people and citizens to learn about their local environment, heritage and culture.

	Continue with Lost Peatlands to develop school grounds to improve biodiversity and in relation to Glyncorrwg Primary – provide a space for continued engagement with the outdoors through teacher led activities on school grounds.
Implemented our leisure strategy to improve access to high quality leisure and recreational opportunities	Complete the transfer of Celtic Leisure back to the Council by March 2024.
	Refocus the strategic business plan for leisure services delivered by the council and bring forward medium term business plan.
	Start work to set a new strategic direction for leisure and recreation.
	Improve adult participation in leisure and recreation.
Developed a clear understanding of how the environment, heritage, sport and culture can contribute to a stronger, more sustainable economy	Deliver our planned programme of projects and service changes to improve access to local sport, leisure, culture and heritage; deliver planned projects to conserve our local environment.
Worked with partners to establish the county borough's brand as a destination of choice across the UK and internationally; implemented and delivered our Destination Management Plan	Administer the Shared Prosperity Funded Heritage Culture Tourism and Events Fund to enable public, private and voluntary sectors to deliver priority projects as identified in the Culture strategy, Heritage strategy and Destination Management Plan.
	Deliver the Shared Prosperity Funded Destination Marketing and Pride of Place Campaign to raise the profile of Neath Port Talbot as a visitor destination and change perceptions of the area by residents and investors across the South Wales region.
	Deliver the Vale of Neath Heritage Corridor Visitor Attractor Levelling Up Fund Project at Gnoll Estate Country Park and Waterfall Country Pontneddfechan.
	Deliver priorities for the visitor economy as set out within the new Neath Port Talbot Destination Management Plan.
	Strengthen the strategic approach to tourism and visitor economy.
	Agree Afan Forest Park Masterplan and strengthen partnership arrangements with Natural Resources Wales. Work closely with the Wildfox investors to maximise the benefits of that proposal.
	Create a masterplan for Aberavon Seafront.
Delivered the Dramatic Heart of Wales Destination Marketing Campaign in order to raise the profile of	Deliver compelling marketing communications activities which engage with key visitor target markets in order to encourage the growth of the visitor economy.

Neath Port Talbot as a visitor destination and encourage overnight stays	Provide tailored support to businesses and organisations within the tourism sector in order to encourage the growth of the tourism sector and the employment it creates.
Extended our active travel network and improved public rights of way to encourage more people to walk and cycle	Carry out further schemes to improve public rights of way to encourage more people to walk and cycle.
Increased the proportion of the council's budget spent on greener alternatives for goods and services which are sourced locally and within the region, strengthening our foundational and circular economy	Work with Cwmpas (Wales Co-op) and CLES (Centre for Local Economic Strategies, developers of the 'Preston Model') to review procurement supply chain strategy. Maximise the local social and economic benefits of council spend, prioritise goals and objectives for social value and community wealth building in Neath Port Talbot.
Worked with our community groups, partners and stakeholders to extend our work to help nature recover and to improve the quality of and access to our natural environment; further implement our biodiversity plan	Drive the implementation of the Biodiversity Plan.
	Further develop the NPT Nature Partnership.
	Apply for and deliver external grant-funded projects to manage, improve and create new council sites for the benefit of nature and local communities.
	Support and encourage volunteering at council owned nature sites.
	Strengthen planning and partnership arrangements so that greater weight is given to conserving and improving the local environment, heritage and culture.
Worked with partners to facilitate the transition from traditional energy sources to more sustainable energy sources with an emphasis on the delivery of the City Deal programme, and opportunities created through the establishment of the Swansea Bay Corporate Joint Committee to decarbonise industry, housing and transport; implement our revised decarbonisation and renewable energy plan.	Refresh the council's decarbonisation and renewable energy plan supported by a fully costed action plan to enable the transition of Neath Port Talbot to carbon net zero by 2030.
	Implement measures to decarbonise the operation of the council including the council's vehicle fleet and property portfolio.
	Draft a Local Energy Plan which accords with the South West Wales Regional Energy Plan, in addition to developing a deliverable action plan which reduces the council's carbon footprint and reduces our energy consumption.
	Continue to progress the delivery of Homes as Power Station, our City Deal projects; In addition to amending the business case for the Supporting Innovation and Low Carbon Growth programme, to secure an additional component in the form of a net zero training academy which will support the decarbonisation of our manufacturing sector and our economic aspirations associated with floating off-shore wind.

Worked with partners to further develop flood and pollution mitigation measures	Engage with key partners to scope out the possibilities of joint working in the short, medium and long term with the view to making our communities more sustainable and resilient.
Increased awareness of the climate change agenda	Increase the engagement of the workforce and citizens in the climate change agenda.
Adopted the council's new Replacement Local Development Plan (RLDP) and begin implementation.	<p>To prepare, engage with stakeholders and undertake consultation on the Replacement Local Development Plan Preferred Strategy, setting out the council's growth and spatial strategies for the county borough for 2021 – 2036, including:</p> <ul style="list-style-type: none"> • Agreeing key issues, vision and objectives for the plan; • Setting out appropriate strategic options and identifying the proposed scale of future growth in population, housing and employment to be planned for; • Agreeing and setting out the council's preferred spatial strategy for the built development necessary to address the level of growth; • Identifying proposed key strategic development sites to accommodate the growth; and • Drafting key strategic planning policies to deliver the vision, objectives and strategy.

Making a Difference

These performance measures will be used to demonstrate progress during 2023/2024. Using April 2022 data as a baseline we are able to track progress to date and determine our trajectory for the year ahead.

Performance Measures	Baseline Data – April 2022	Outlook for 2023/2024 (increase, decrease or maintain)
% of persons (aged 3 and over) who say they can speak Welsh	22.8%	Increase
% of people (aged 3 or over) who say they speak Welsh daily	10.1%	Increase
Total (£) external funding achieved to protect historic environment assets	New performance measure	Increase
% of pupils participating in sport three or more times a week	46%	Increase
% of pupils participated in sport in a community club at least once a week	64%	Increase
% of adults active for at least 150 minutes in the previous week	56%	Increase
% people participating in sporting activities 3 or more times a week	34%	Increase
Total value of funding secured to enhance the quality of the visitor experience	£557,000	Increase
Number of visitors to Neath Port Talbot	Data available approx. June 2023)	Increase
Total value of grant aid awarded to local projects via the Heritage, Culture, Tourism and Events Fund	New performance measure	Baseline and monitor
Total cumulative reach of destination marketing and pride of place campaigns	New performance measure	Increase by March 2025

% of waste reused, recycled or composted	66%	Increase
Kilograms of residual waste generated per person	204.37	Decrease
Area of council owned land (or within council control) used as green space, local nature reserves	820ha	Increase
The extent of council owned land (or land in council control) that is protected through designation and/or is subject to appropriate management for biodiversity conservation as set out in an approved management plan	160.8ha and 23.12km for linear habitats	Increase
The extent of council owned land (or land in council control) that is designated or meets the criteria for designation as a Site of Importance for Conservation (SINCs)	782ha	Increase
Number of PM10 breaches in the Air Quality Management Area (Port Talbot / Taibach)	27	Statutory target of 35 - Maintain

Linked Plans and Partnership

Plans

- NPT Public Services Board Wellbeing Plan
- Natural Resources Wales: Area Statement
- NPT Decarbonisation and Renewable Energy Strategy (DARE)
- NPT Biodiversity Plan
- NPT Destination Management Plan
- NPT Local Development Plan
- NPT Welsh Language Promotion Strategy
- NPT Active Travel Plan
- Gnoll Masterplan
- Afan Forest Park Masterplan
- NPT Strategic Equality Plan

Partnerships

- Neath Port Talbot Public Services Board
- NPT District Sports Council / Physical Activity & Sport Service
- NPT Destination Management Plan Steering Group
- Afan Forest Park Tourism Group
- NPT Heritage Forum
- NPT Nature Partnership
- Lost Peatlands Steering Group
- Connecting Green Infrastructure Group
- Swansea Bay City Region Joint Committee/Corporate Joint Committee
- Wildfox Liaison Committee
- GCRE Liaison Committee

Wellbeing Objective 4 – Jobs and Skills

Working with our partners we create the conditions for more secure, well paid and green work in the area and support local people into those jobs

In 20 years' time...

There is a strong and diverse small and medium-sized enterprises (SME) base in the county borough which benefits from well-coordinated support, premises and finance;

Transformation of major sites at Port Talbot, Baglan Energy Park and the completion of the Global Centre for Rail Excellence and Wildfox;

Significant, new economic benefits have been delivered through the decarbonisation of industry, housing and transport; the area is an exemplar for renewable, clean energy;

Town centres and communities are thriving;

We have made the most of our natural environment, heritage and cultural assets and have a significant, sustainable visitor economy;

There is much improved connectivity to work, learning and services;

There is a skilled and resilient local workforce with rates of workless households or economically inactive people at or below the Welsh average;

There is a strong partnership between the council, the business community, local people and wider stakeholders; and

The designation of the Celtic Freeport in 2023 has enabled Neath Port Talbot to lead the way in delivering a green industrial revolution with economic opportunities for all residents and businesses.

Why is this important?

The world of work is changing rapidly, disrupted by the explosion in digital technology advances, by Covid-19 causing an economic shock across the economy and changing the ways many businesses operate; and now by the response to the climate emergency; including the opportunities which are available for developing renewable energy in and around the Celtic Sea.

NPT has a distinctive industrial base, which includes the UK's largest steel producer and a wide range of small and medium-sized enterprises (SME) manufacturers; and the local economy is reliant to a large extent on the activities of a small number of key industries;

With a number of strategic employment sites, there are many opportunities for economic growth including new green jobs as industry and society decarbonises; the area is well served by rail, road and the deep water harbour is a strategic asset;

88% of local businesses employ less than ten employees;

Start-up rates and business survival rates are on a par with the Welsh average;

There are significant numbers of people commuting into the county borough – possibly for the high quality of jobs; there are also significant number of people commuting out of the county borough for jobs of more modest value;

There are over 1,138 young people claiming Universal Credit in the county borough, only 24% of these young people are actively looking for work;

23,300 people of working age are economically inactive and there are approximately 9,300 households where there is no-one in paid work;

Over 15,000 households are in receipt of Council Tax Reduction Scheme discounts as a result of having a low family income;

Qualification levels are low across each level compared with the Welsh average; and

Opportunities for funding available through UK Government's Levelling Up Fund, Shared Prosperity Fund and the Freeport programme which will enable NPT to retain and invest business rates generated from within Freeport tax sites. The Freeport will enable the delivery of up to 16,000 high value jobs to assist in the delivery of the floating offshore wind benefits in the Celtic Sea in addition to assisting the decarbonisation of industry which accounts for 20% of our local economy.

What matters to local businesses?

- Being able to generate enough money to stay in business and have a good standard of living
- Being able to adapt as markets change
- Financial support to support the recovery of Covid-19
- Addressing anti-social behaviour, particularly in the towns
- Creating employment and being a good employer
- Transport – affects ability to employ people and customer volumes
- Managing growth
- Help with recruitment and training
- Maintaining and growing the customer base, business profile and marketing
- Price and stability in the supply chain; energy costs
- Digital connectivity and digital skills; and
- Help with sites and premises.

Jobs and Skills - Moving Forward

By 2027 we will have achieved the following outcomes:	To achieve these outcomes our key priorities for 2023/2024 are:
Worked through the Corporate Joint Committee to deliver the Regional Economic Development Strategy	<p>We will work collaboratively with the region to deliver the three 'ambitions' for the South West Wales economy :-</p> <ul style="list-style-type: none"> • Resilient & Sustainable • Enterprising & Ambitious • Balanced & Inclusive
	Map the economic development opportunities associated with Floating Off-Shore Wind (FLOW) and maximise those opportunities to local companies, in addition to ensuring that a skilled workforce is developed through our various academic partners.
	Contribute to the development of the Regional Transport Plan ensuring the transport needs and priorities for Neath Port Talbot are fully addressed. This plan will form the basis of any future grant funded submissions to enable delivery.
Delivered the UK Shared Prosperity Funding (SPF) programme in Neath Port Talbot	<p>The Strategic Funding Programmes Team will lead the delivery of the UK Shared Prosperity Fund (SPF) in Neath Port Talbot ensuring the local allocation of funding is maximised to deliver priority projects addressing the challenges and opportunities of the county borough as described in the regional Investment Plan.</p> <p>5 anchor projects have been approved:</p> <ul style="list-style-type: none"> Place Valleys & Villages Sustainable Communities Enhanced Business Support for Growth & innovation Employability <p>NPT Employability will provide a holistic joined up provision within Neath Port Talbot through a wide range of interventions. We will have a single front door service that will ensure our residents in NPT have the help, support and advice to meet their needs, as well as linking in with local businesses and the business team to access the right jobs. Sustainable Communities Growth Fund will be developed with a Growth Funding Officer in place. Youth and poverty activity will move forward.</p>

Worked with partners to take forward major development and investment opportunities and activities linked to the council's Decarbonisation and Renewable Energy Strategy	Work with key and major developments to maximise any potential supply chain opportunities, attracting inward investment and linked economic benefits, on activity such as Floating Offshore Wind, Re development of ABP Port Talbot Docks, Global Rail Centre of Excellence, Wildfox and Freeport opportunity. These range from awareness raising events, supply chain linked events and activity, linking investment enquiries, scoping low carbon opportunities, linking skills activity to relevant organisations and contacts, working across these on a strategic and operational level.
Delivered the Celtic Freeport across Neath Port Talbot and Pembrokeshire	Set up the Freeport company and Joint Investment Board and work in partnership with consortium members to develop the outline and full Business Cases required by the Treasury, to deliver the economic development aspirations associated with the Freeport.
Ensured partnership working is robust in order to develop more green opportunities	Continue to work with regional and local partners to develop new green jobs and skills.
	Target businesses seeking to grow or expand within the decarbonisation and renewable energy sectors and encourage them to focus their growth plans within the county borough.
Targeted programmes are developed to enable local people to benefit from the employment created through new business investment	Take a collaborative approach to delivering the Supporting Business and Employability SPF projects to ensure that business and market intelligence is being used to develop employment and training programmes that meet the needs of local businesses.
Strengthen partnership arrangements at the local level to develop the economy ensuring business and communities have a strong voice in shaping future plans	Support local businesses in their recovery, providing financial support when available and helping businesses to diversify so that they are more resilient to future economic shocks.
Employability programmes are further strengthened ensuring that all those needing help to find work can access it, including those who are hardest to reach	Create a 'single front door' to our employability services so that those seeking training and/or work find it easy to access the help and support that they need.
Established a strong gateway to business support to help diversify the local economy and increase its resilience to future economic shocks by helping existing businesses to grow, establishing new-enterprises and attracting new investment to the area	Strengthen engagement with local businesses.
	Work with the Economic Forum to review the Local Economic Recovery Plan and develop a joint flexible framework for delivering and monitoring "actions" going forward.

Invested and attracted investment into our principal towns, district centres and wider communities; respond to the demand for more flexible work spaces; produced a holistic Regeneration Strategy for the county borough	<p>Work with the Urbanists will continue. In addition to Town Centres, remit extended to include secondary and tertiary centres e.g. Ystalyfera, GCG, Taibach. A submission has been made for SPF to develop and expand the work which has recently been funded by the Welsh Government via its 'Transforming Towns' initiative.</p> <p>This work will then form an important part of the forthcoming wider Regeneration Strategy, with emphasis on the Valleys.</p>
Increased capacity within the Regeneration & Economic Development team to better position the council to develop and bid for funding to support the development of the local economy	<p>Strengthen the council's business support team to help local businesses recruit skilled people and to help local learning providers to adapt learning provision to keep pace with the changing needs of employers; Recruit additional staff to the Regeneration team, to enable the delivery of the SPF programme.</p> <p>Establish the mechanisms to implement the actions set out in the Local Economic Development Plan and use market intelligence gained from the delivery of the SPF programme to strengthen future funding bids.</p>
Improved access to sites and premises – especially in valley areas	Via the SPF programme, we will deliver 14 new business units in the Amman, Afan and Dulais valleys. We will also continue to explore opportunities to utilise surplus buildings.
Assessed the impact of the changes made to the council's operating model and bring forward proposals to repurpose assets that are surplus to requirements; this could include shared workspace hubs, hybrid office and research and development workspaces, starter units etc	Work in areas within Neath Port Talbot where there is the greatest economic inactivity to target business support.
	Develop an investment programme to enable the expansion of sites and premises across the county borough that can support the development and growth of local businesses.
Maximised Social Value and Community Benefits opportunities across the council's procurement activities to achieve economic, environmental, social and cultural benefits for local residents, businesses and communities	Further develop council procurement arrangements to ensure that the money spent by the council supports the employment of local people and the development of local businesses to the maximum extent possible.
	Development of a procurement and social value policy in line with the Social Partnerships and Public Procurement Bill (once legislation approved by Welsh Government).
	Work with Cwmpas (Wales Co-op) and CLES (Centre for Local Economic Strategies, developers of the 'Preston Model') to review procurement supply chain strategy. Maximise the local social and economic benefits of council spend, prioritise goals and objectives for social value and community wealth building in Neath Port Talbot.
Developed the Transport Hub at Neath Railway Station	Continue to develop plans to provide an Integrated Transport Hub at Neath Railway Station linking local bus services to the main railway station, reducing overall journey times, and improving connections between the places where people live and the places where people work, learn and enjoy their leisure time.

Developed transport plans in partnership with Welsh Government and Transport for Wales to support access to work, reduce emissions and serve the needs of Neath Port Talbot residents	Contribute to the development of the Regional Transport Plan ensuring that the needs and priorities of Neath Port Talbot are addressed.
	The Welsh Government have announced £1.3m funding to support Community Transport car schemes to expand electric vehicle (EV) community cars in the Region. NPT schemes have been successful in securing some of this funding and will be looking at introducing EV cars in the Afan, Neath, Dulais and Amman Valleys.
	Publish the regional Low Emission Vehicle Strategy to support the transition of vehicles to electric power.
	In partnership with Transport for Wales develop a proposed bus network and explore the feasibility of introducing a pilot Fflecsi bus service to complement the proposed network. This initiative will be subject to funding becoming available.
	In partnership with Transport for Wales and WG secure funding for procurement of Hydrogen fuelled vehicles and identify land for hydrogen storage and refuelling infrastructure, vehicle parking and maintenance.
Jobs Growth Wales Plus and apprenticeship programmes expanded across the county borough; with the council offering a larger number of quality placement opportunities	Develop clear pathways for local people interested in working in the council and further develop the council's employment and training offer to attract, retain and develop a high performing public service that is rooted in its communities.
	Review our HR recruitment and apprenticeship support, as well as our employability offer, so that those seeking training and/or work find it easy to access the help and support that they need.
More young people have access to opportunities to achieve a recognised qualification following completion of their statutory education	Deliver Jobs Growth Wales Plus to young people in NPT working with colleges to obtain Level 1 and 2.
	We will work to ensure Apprenticeship pathways are robust via partnership working and therefore give young people more opportunities.
	Work with young people to help them gain vocational qualifications, for example Duke of Edinburgh, CSCS, First Aid Level 2.
The council's learning and development offer is strengthened ensuring that all employees are supported to access lifelong learning opportunities and confidence to advance their careers within the council	Maximise opportunities for partnership working both internally and externally, to access additional funding. Consider SPF funding for additional resource.
	Work with local employers to increase the number of quality apprenticeship opportunities and ensure these opportunities are seen as attractive to those seeking work;

Ensure we have a stronger workforce with sufficient apprenticeship opportunities for our young people and adults	Initiate a local skills audit to identify the future work requirement of local employers and any shortfalls in the local learning provision.
Partnership working is strengthened to upskill those already in work or who wish to return to work which will improve; more local people holding qualifications at Level 4+ and supported into local quality jobs.	NPT Employability in work support will develop initiatives through partnership working to encourage those who want to upskill or those wishing to gain qualifications at a higher level.

Making a Difference

These performance measures will be used to demonstrate progress during 2023/2024. Using April 2022 data as a baseline we are able to track progress to date and determine our trajectory for the year ahead.

Performance Measures	Baseline Data – April 2022	Outlook for 2023/2024
Number of 16-24 year olds being supported into education, employment, training and volunteering by NPT Employability	134	Increase
Number of internal apprentices on formal recognised apprenticeship schemes	78	Increase
Number of completed training weeks for internal apprenticeships, traineeships and work experience	2844	Increase
Number of people assisted by NPT Employability achieving level 2 or higher qualification	New Performance Measure	Baseline and Monitor
Number of people who are economically inactive supported into employment	New Performance Measure	Increase
Number of individuals from jobless households supported back into work with support from NPT Employability.	New Performance Measure	Baseline and Monitor
Number of business enquires assisted resulting in advice, information or financial support being given to existing companies through Business Services	711	Increase
Business grants given as % of available funding	New Performance Measure	Baseline and Monitor
% of reduction in floor area of occupied council buildings	New Performance Measure	Decrease
High quality business space made available /or under development	498	Increase
Number of commercial premises assisted with renovations or improvement.	New Performance Measure	Baseline and Monitor

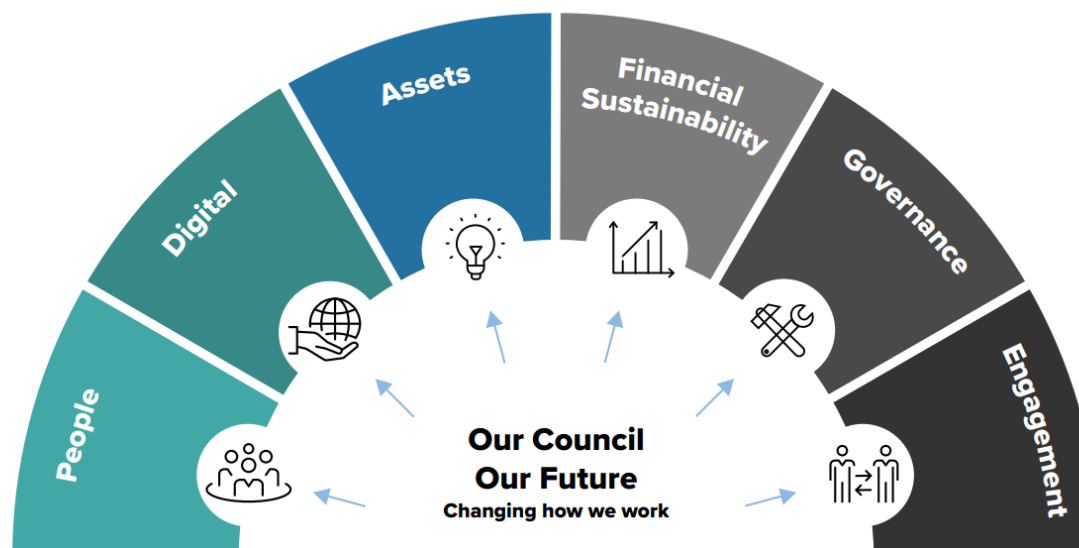
Linked Plans and Partnership

<u>Plans</u>	<u>Partnerships</u>
<ul style="list-style-type: none"> • NPT Public Services Board Wellbeing Plan • Natural Resources Wales: Area Statement • South West Wales Regional Economic Development Strategy • South West Wales Renewable Energy Strategy • South West Wales Transport Plan • SPF Regional Investment Plan • Welsh Government – Stronger, Fairer, Greener Wales • Regional Learning and Skills Partnership (RLSP) Plan • NPT Decarbonisation and Renewable Energy Strategy (DARE) • NPT Strategic Equality Plan • NPT Destination Management Plan • NPT Local Development Plan • NPT Welsh Language Promotion Strategy • NPT Economic Development Recovery Plan • NPT Active Travel Plan • Gnoll Masterplan • Afan Forest Park Masterplan • Vale of Neath Heritage Corridor Destination Development Framework 	<ul style="list-style-type: none"> • Neath Port Talbot Public Services Board • Swansea Bay City Deal • South West Wales Corporate Joint Committee • NPT Destination Management Plan Steering Group • Afan Forest Park Destination Management Stakeholder Group • Aberavon Seafront Steering Group • NPT Heritage Forum • NPT Nature Partnership • Port Talbot Waterfront – Enterprise Zone Partnership • Freeport Bid Partnership • Waterfall Country Partnership • NPT Employer Support Group • Neath Port Talbot Local Economic Partnership • Homes as Power Stations Project Board • Supporting Innovation and Low Carbon Growth Programme Board • Regional Learning & Skills Partnership • Neath Port Talbot UKSPF Programme Board • SPF Local and Regional Meetings • Skills and Talent Providers Group - City Deal • Adult Learning Wales Partnership • Joint Powys & NPT Learning Skills Network Managers Meeting • NPT/Powys Learning Skills Network Working Group

	<ul style="list-style-type: none"> • NPT Council for Voluntary Services (NPTCVS) • Neath Port Talbot College & Pembrokeshire College • National Health Service (NHS) • Department for Work and Pensions (DWP) • Local Food Banks
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Enabling Programme – Organisational Development

Significant organisational change continues to deliver the wellbeing objectives, cultural change and associated programmes of work and bring about sustainable changes to economic, social, environmental and cultural wellbeing.



A programme of organisational development continues to develop the capacity and capability of the council over a 3-4 year period. The scope of the programme is summarised below and will be further refined as the programme is defined and initiated:

- **People** – we believe people make the difference. We will ensure our people are well led, supported, trusted and recognised for the contribution they make. People will be treated fairly and with respect and also encouraged to bring forward ideas about how we can improve what we do. We will develop a workforce which is representative of its communities and people will have equal opportunity to progress in our organisation. We will develop a culture where people are accountable for and recognised for what they do and how they do it.

- **Digital** – we will become smart and connected as a council and as a place. We will join up and use the data we hold to improve our understanding of what matters to our citizens. We will create new digital services designed around the needs of our citizens, which are safe, easy and convenient to use. We will upskill our workforce so that everyone has the digital skills and tools to do their jobs and we will work to remove the barriers that some citizens who are not online face so they can enjoy the same benefits as those who are already online.
- **Governance** – we will adjust our risk appetite to encourage responsible innovation and invest in building a strong corporate culture where people are responsible and accountable for what they do, where people challenge behaviours that are unacceptable and where people continuously learn and improve. We will systematically replace unnecessary red tape with more modern approaches. We will continue to foster a culture of mutual trust and respect between councillors and officers with each clear about their respective roles and responsibilities. We will provide more opportunities for citizens to take part in our democratic processes.
- **Delivering value for money and ensuring financial sustainability:**
 - We will encourage the Welsh Government to replace council tax with a fairer method of funding local government and in the short term we will work to minimise the financial burden on council tax payers. In our community leadership role, we will seek to influence the investment programmes of our partners and inward investors for the benefits of all of our citizens. We will encourage the community and voluntary sector to seek funding for activity that supports the wellbeing of our citizens and to extend programmes that provide early help and support. We will encourage people to take part in community life and promote the benefits of volunteering. We will work to increase the amount of public money spent in local and regional supply chains.
 - We will take a ‘whole system’ approach to the way we manage our own financial resources, focusing on ‘what matters’, systematically removing failure demand, reducing duplication and improving the efficiency and effectiveness of service operations. We will collaborate across the council and with external partners to make it easier for citizens to get the services they need and we will integrate service planning, commissioning and delivery where this improves access to services and value for money.
 - We will maximise available income through the further development of our commercial strategy, prioritising services where there are established market opportunities. We will invest in capacity to maximise external grant income and consider whether fees and charges are proportionate to the cost of services and regulatory activity.

- We will change the way we approach our revenue budget, placing more responsibility and accountability with service managers to find ways of mitigating service pressures. We will develop an invest to save culture to support this change in emphasis, making funds and support available to facilitate service change based on solid business cases.
- We will improve alignment between asset management, our capital programme planning and the new vision, values and priorities.
- **Engagement - a council in touch with its communities:**
 - We will further develop 'Let's Talk' so that we have continuous feedback from our residents, our staff, our businesses and partners and increase participation in the council's work
 - We will revise the tone, channels and forms of communication to reinforce the new vision, values and priorities – this will include using case studies and other engaging ways of demonstrating 'what good looks and feels like'
 - We will make sure people know what the council is doing to help people live good lives and empower people in our workforce to communicate what we do and the difference we are making
- **Assets**
 - We will review our asset plans to ensure that our physical infrastructure supports the revised purpose and vision and enables the achievement of the changes we are setting out to make.

Our Design Principles

In delivering the strategic change programme we will adopt the following design principles:

- One Council
- Leadership and Teamwork
- Trust and Empowerment
- Fairness and Equality
- Accountability
- Value for Money
- Agile and Innovative
- Sustainable

One Council
The whole council will focus on doing ‘what matters’ to our residents, local businesses and investors so we can achieve our purpose and vision.

Leadership and Teamwork
Our leaders and managers have a tremendous impact on the council’s culture and through our leaders we want to provide a sense of vision, purpose and inspiration to our employees. Creating Team NPT will enable us to learn from one another, build organisational confidence, lead to innovation and improve outcomes for the people who live and work in Neath Port Talbot.

Trust and Empowerment
We trust and believe in our colleagues. We will make sure they are trained, supported and authorised to do the things that matter so we impact positively upon people’s lives.

Fairness and Equality

We will recruit and develop a workforce that is representative of our communities. We will treat Welsh and English on the basis of equality and we will work to reduce poverty. We will celebrate diversity, ensure our services and places are accessible to everyone and root out discrimination in all of its forms.

Accountability

We will make it easy for people to access information and the meetings of the council. We will explain whether we have done what we said we would do.

Value for Money

We will use public money wisely and work hard to secure new sources of income and influence the investment decisions of our partners with the aim of achieving our purpose and vision.
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Agile and Innovative

We will take a user centred approach to the way we design policies, services and places. We will encourage new ideas and creative thinking to challenge the status quo and improve what we do and how we do it. We will anticipate challenges before they arise and take proactive measures to face them, quickly reacting to new challenges and circumstances.

Sustainable

We will play our part in responding to the climate and nature emergencies. We will increase the amount of council expenditure spent in the local and regional economy and encourage local people to buy local. We will balance the actions we need to take in the short term with the long-term impact those actions may have on future generations.
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