



Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

Corporate Strategy

*Working towards a more prosperous,
fairer and greener NPT*

2025/2028



If you require this information in larger print or in an
alternative format, please contact the Corporate Policy Team -

policy@npt.gov.uk

Mae'r ddogfen hon hefyd ar gael yn Cymraeg
This document is also available in Welsh

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Foreword

Neath Port Talbot Council's Corporate Strategy 2025/2028, sets out our commitment to creating a prosperous, fairer, and greener community.

Our vision for Neath Port Talbot is built upon four well-being objectives ensuring all children get the best start in life, our communities are thriving and sustainable, preservation of our local environment, culture, and heritage, and providing access to high-quality green jobs. This vision aims to address the socio-economic challenges faced by our communities.

We have taken the decision to refine our approach for the next three years by transitioning from a Corporate Plan to a Corporate Strategy, aligning our resources, efforts and initiatives as part of our commitment to equitable opportunities and sustainable development.

Our four well-being objectives remain at the very heart of what we do, and what we have set out to achieve in the longer-term. The well-being objectives are supported by three year aims, which focus on where we want to be by 2028, and a selection of performance measures to demonstrate how we will monitor the progress of our well-being objectives.

The Corporate Strategy and its well-being objectives are underpinned by annual Heads of Service Business Plans, and a number of approved council and partner strategies and plans, which will contain the detail of operation and service delivery.

We recognise the importance of collaboration and inclusivity in achieving our well-being objectives. By working together with residents, businesses, and partners, we aim to create a resilient and vibrant Neath Port Talbot.

As we move forward, we remain focused on delivering tangible outcomes that enhance the well-being of our communities.



Councillor Steve Hunt
Leader,
Neath Port Talbot Council



Frances O'Brien
Chief Executive,
Neath Port Talbot Council

“ We invite you to join us as we strive towards a more prosperous, fairer and greener Neath Port Talbot. ”

About Neath Port Talbot

Neath Port Talbot covers **170 sq. miles** and is home to **142,300*** residents with **67,170** households. Children and young people make up 29% of the local population



28.4%* (8,391) of children are living in poverty, with an expectation of this figure to rise to 34% by 2030**

73.2%* of working age residents are economically active
3.1%* of those unemployed are economically inactive

In 2023/2024, **5,006** children were eligible for free school meals

15.7% of NPT school population had Additional Learning Needs (ALN)

Between 2019/20 and 2022/23, there has been a **108% increase** in households accessing temporary accommodation over the year

In 2023, **2,150 adults** (about 2% of the adult population) were in receipt of one or more social care services

Both life expectancy and healthy life expectancy in Neath Port Talbot are below the rest of Wales and the gap between those who are best and worst off is significant

There are around **20,000** unpaid carers living in NPT 6% of children have caring responsibilities



The visitor economy has grown **by more than 14%** between 2010 and 2019, with visitor numbers increasing by **11%**

The county borough boasts a number of **key historic sites**, these include:



At the end of 2023/2024, **67.72%** of our waste was reused, recycled or composted, and we generated **197.25kg** of residual waste per person

13.5%*

of NPT's residents speak Welsh

*Data taken from Census 2021

** Joseph Rowntree Foundation

Structure of the Council

Within Neath Port Talbot, there are 34 electoral wards returning 60 elected members. We operate a cabinet model of local government with a Leader who is supported by nine cabinet members (the Executive).

All executive decisions are taken through the Cabinet or via a Cabinet Member. Scrutiny Committees monitor the performance and decisions of the Executive, and make reports and recommendations which advise the Executive and the council as a whole on its policies, budget and service delivery.

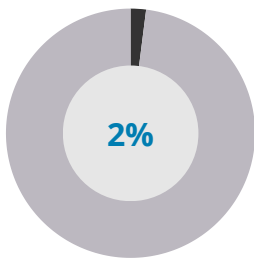
The Strategic Leadership Team, consisting of the Chief Executive and Corporate Directors, oversees the strategic management of the council's business. Heads of Service have individual operational responsibility for services, as well as providing strategic support to senior management. Further detail on the directorates is set out in the diagram below.



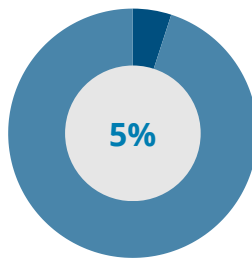
Our Workforce - Team NPT



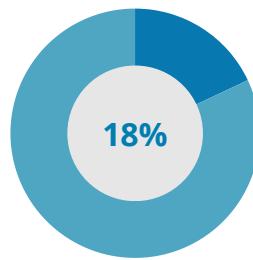
**Team NPT
employs
6622
people**



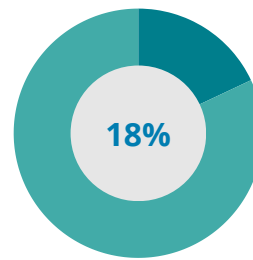
work in
Financial Services



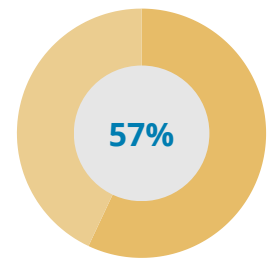
work in Strategy
& Corporate
Services



work in Social Service,
Health & Housing



work in
Environment &
Regeneration



work in Education,
Leisure & Lifelong
Learning

Our services are delivered by people who make this council what it is. These people represent 45% of council's total expenditure.

We are continually working to attract, retain and motivate employees to be the best they can be, and with the right skills to deliver essential services for the people of Neath Port Talbot.

Through our Future of Work Strategy 2022/2027, and its seven strategic workforce priorities, we have an action plan in place to ensure our people are well led, supported, trusted and recognised for the contribution they make.

We want our people to be treated fairly, respected, and encouraged to bring forward ideas about how we can improve what we do.

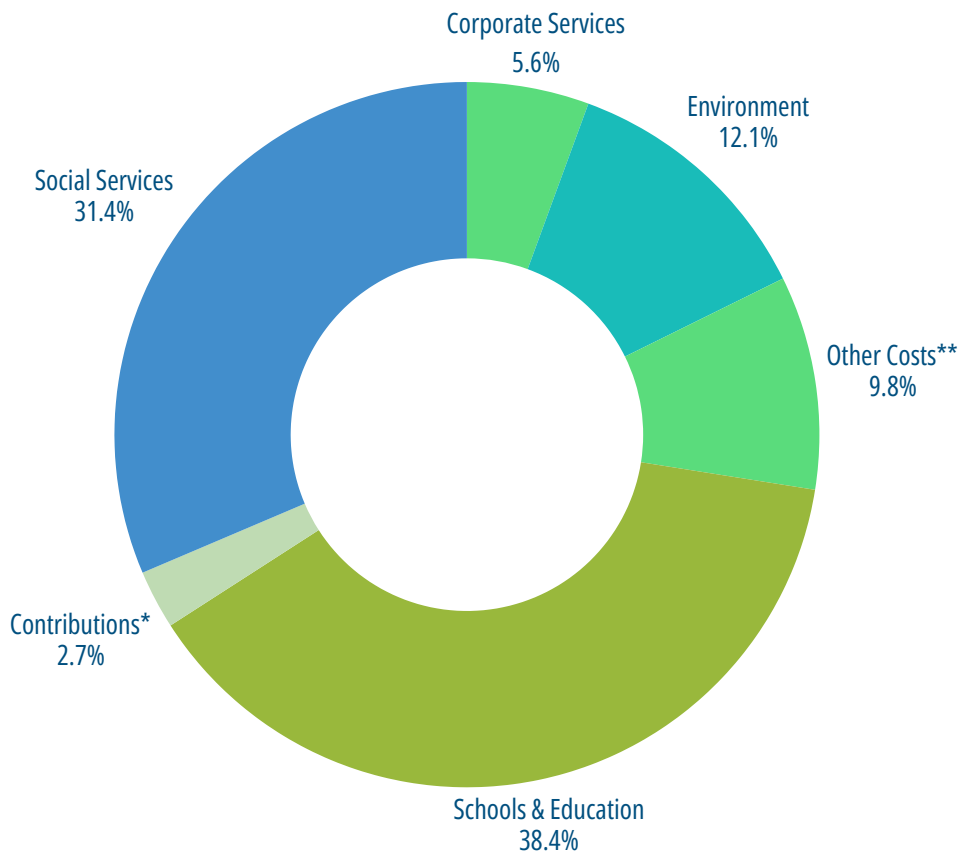
We will continue to develop a workforce which is representative of its communities, and people will have equal opportunity to progress across our organisation.

Through continual employee engagement, we will be able to track changes in employee opinion and attitude, and measure how this may be influenced by employment strategies.



Budget & Finances

Please note - Percentages are based on 2025/2026 budget and are subject to change depending on budget allocation, and Welsh Government's Revenue Funding



*Contributions to outside organisations including Mid & West Wales Fire and Rescue and Archive Services

** Other costs include capital financing, Council Tax support, energy efficiency measures and pay increases

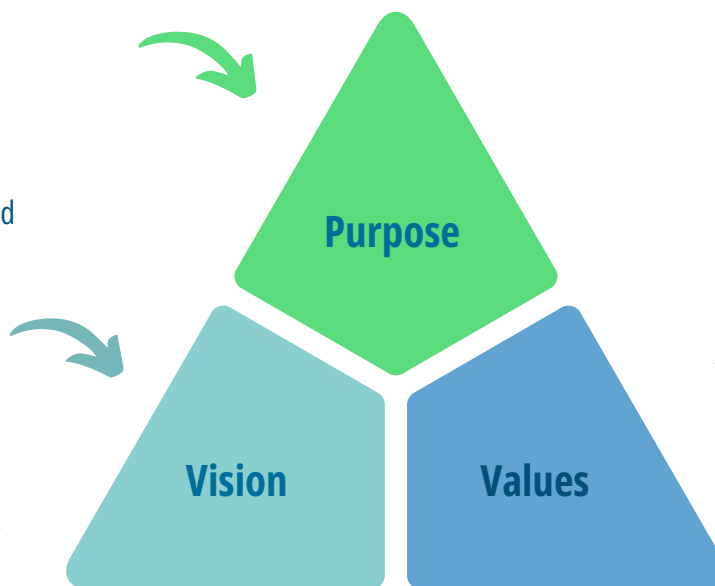
- The council's budget is spent on hundreds of different services for residents and businesses, with around two-thirds of the budget spent on schools /education and social services, as set out in the diagram above;
- Neath Port Talbot, like many other councils across the UK, have faced significant challenges due to years of austerity, forcing them to make difficult decisions. In addition, global and domestic challenges in recent years have further intensified pressures and resources;
- The revenue funding from Welsh Government in recent years have fallen substantially short of what the council needed to deliver its services and functions, which could force a reduction or elimination of non-essential services;
- The pandemic has left a significant legacy, with an increase in demand for support from social services and homelessness services. We have also witnessed a rise in young people presenting with additional learning needs, and needing additional help with school attendance to allow them to participate in education;
- The cost of living crisis continues, with many of our residents and local businesses experiencing financial hardship. Many goods and services remain more costly, along with energy prices and interest rates remaining high;
- We have seen a small increase in the employment rate, however, there are still a worryingly large number of people who are working age who are economic inactive and not looking for work. That said, the labour market remains very competitive and this is reflected in higher prices for services;
- Capital projects have become more challenging to deliver as a consequence of a number of factors identified above; and
- Whilst the council is a key partner in responding to the changes at Tata Steel UK Ltd and is engaging in a range of significant economic development opportunities, the cumulative impact of these developments is challenging to resource.

Purpose, Vision and Values

Our purpose, vision and values have been reviewed and we have concluded that they remain relevant.

The council's **purpose** is to *help Neath Port Talbot residents live good lives.*

Our **vision** is to give every child the best start in life; that every community is thriving and sustainable; that our environment, heritage and culture can be enjoyed by future generations; and that local people have the skills to access well paid, sustainable jobs in the local green economy.



We hold the following **values** when carrying out our work:

Connected – what matters to you matters to us;

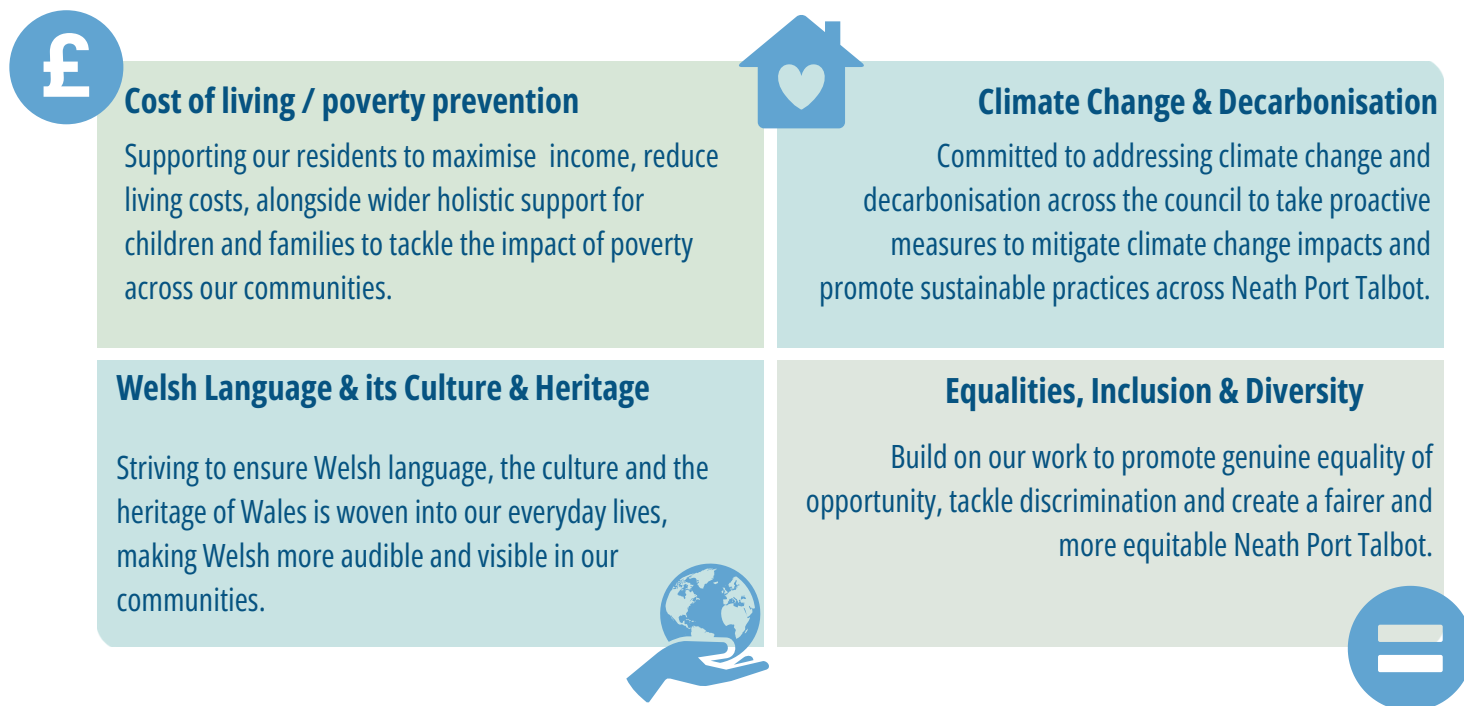
Caring - we care about you, your life and the future of our county borough;

Collaborative – we work with our citizens and partners because together we can achieve more;

Confident – we are optimistic and confident about the future.

Cross-cutting Areas of Work

These four cross-cutting areas of work promote the wide range of work undertaken to contribute to our well-being objectives across a diverse range of council services. We want to ensure that this contribution is recognised, demonstrating the council's commitment and the difference we are making.



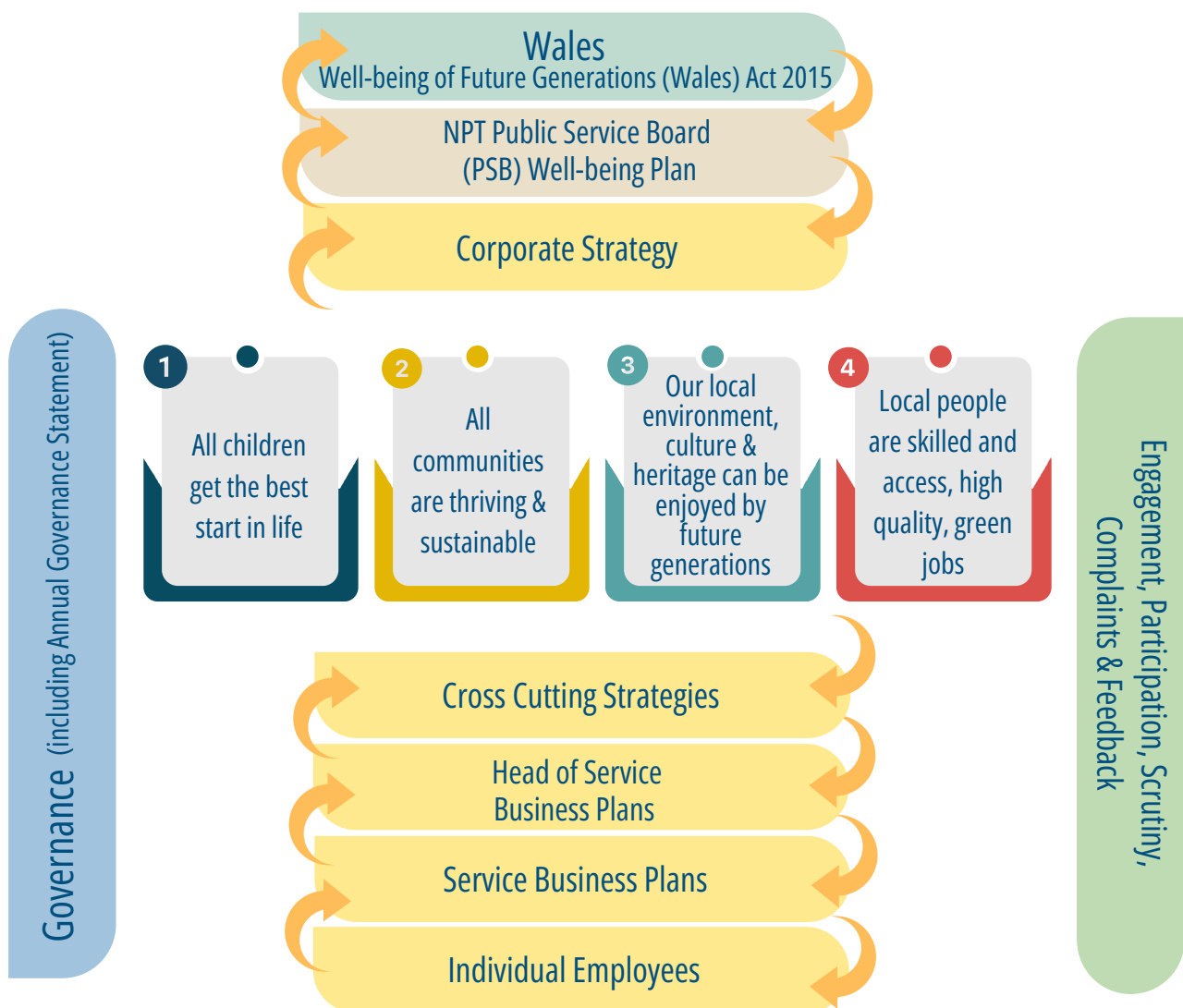
Neath Port Talbot Council's Well-being Objectives

The four well-being objectives set in 2022 are drawn directly from our vision and remain relevant for this Corporate Strategy 2025/2028. The next steps towards our long term vision, whilst also make a significant contribution to improving outcomes for citizens and wider stakeholders against a backdrop of a challenging financial context in the medium term (three years).

Over the last three years, we have made a positive start in working towards that ambition. The detail of the progress we have made to date can be accessed in our annual reports.

It is key to note that future Welsh Government budget settlements, access to grant funding across the council, and income generation will play a significant part in how our work progresses over the medium term.

In addition to this Corporate Strategy, all services and functions will contribute to the four well-being objectives through strengthened Heads of Service business plans and performance management arrangements at service/operational level.



Equalities, Inclusion & Diversity

Our commitment to fostering an inclusive and diverse community is set out in the Strategic Equality Plan for 2024/2028. The plan outlines the council's dedication to promoting genuine equality of opportunity, tackling discrimination, and creating a fairer Neath Port Talbot.

The council has implemented various initiatives to promote gender equality, including the 'Womenspire Fair Play Employer Award' and the establishment of the Ethnic Employee Network Group.

The establishment of the Neath Port Talbot Ethnic Employee Network Group aims to raise multicultural awareness within the workplace, to contribute to the NPT Anti-racism Strategy, and take steps to promote positive change. In addition, our Integrated Impact Assessments have been strengthened to better understand the effects of policies and decision making on people with different protected characteristics.

These efforts reflect the council's ongoing commitment to advancing equalities, inclusion, and diversity within the workplace and the wider community.

Welsh Language

As a council, we continue to make significant strides in promoting the Welsh language and its culture and heritage.

Our Welsh Language Promotion Strategy 2023/2028 takes account of, and builds on the commitments of Welsh in Education Strategic Plan 2022/2032 (WESP).

The council works with local organisations and communities to encourage the use of Welsh, which includes hosting events like the Urdd Eisteddfod and collaborating with partners to promote Welsh language activities.

The council has integrated Welsh into all its digital services, making it easier for residents to access information and services in Welsh. The "[Learning and Using Welsh](#)" page reflects a growing interest in the language across Neath Port Talbot.

These initiatives align with the council's vision to foster a thriving Welsh culture and contributes to the Welsh Government's goal of one million Welsh speakers by 2050



Socio-economic Duty

This Corporate Strategy emphasises the importance of the socio-economic duty in its mission to create a more prosperous, fairer, and greener community. By integrating the socio-economic duty into our well-being objectives, we aim to address inequalities and improve outcomes for disadvantaged groups to ensure that all residents benefit from economic growth and development.

Evidence demonstrates that the poorest areas have experienced the greatest impact, both in terms of health and financial impacts.

Inequalities across both health and finances have widened across Neath Port Talbot since the pandemic, and prioritising the needs of the most vulnerable living in our communities is a key priority for the council.

The National Survey for Wales (April 2022 to March 2023) states that 16% of all adults, 4% of pensioners and 9% of children in Wales were categorised as materially deprived, meaning they lacked access to essential items and activities.

Work to support this duty has been threaded through the council's various planning frameworks, addressing poverty prevention and inequalities is a cross-cutting theme across our short, medium and long-term priorities.



Progress on our commitment to Welsh language, socio-economic duty and equalities, inclusion & diversity will be set out in the monitoring of Corporate Strategy's cross-cutting work areas and their annual reports.



Neath Port Talbot Public Services Board (PSB)

The Neath Port Talbot Public Services Board (PSB) brings together leaders and decision makers from public service organisations and the voluntary and community sector. The purpose of the PSB is to improve the economic, social, environmental and cultural well-being of Neath Port Talbot. By working collaboratively the PSB can get a deeper understanding of the issues that matter to residents and can deliver improvements much more effectively and efficiently.

Neath Port Talbot Public Services Board was first established in 2016 and has published two well-being plans, with the most recent covering 2023/2028. In addition to the plan, the PSB undertook a Well-being Assessment reviewing the social, environmental, economic and cultural landscape and from this have agreed on four well-being objectives to prioritise their work for the next five years.

The well-being objectives of the PSB align with the council's well-being objectives to make a greater impact for the county borough.

Well-being of Future Generations (Wales) Act 2015 & Well-being Statement

Our purpose, vision and values show how the council contributes to the economic, social, environmental and cultural well-being of Neath Port Talbot and to the seven national well-being goals contained in the Well-being of Future Generations (Wales) Act 2015.

We are able to clearly demonstrate through the key areas of work set out in this Corporate Strategy 's well-being objectives that we are able to contribute to the well-being goals at a national level (demonstrated in the diagram below).



Neath Port Talbot Council's Well-being Objectives 2025/2028

WBO 1 - All children get the best start in life

WBO 2 - All communities are thriving and sustainable

WBO 3 - Our local environment, culture and heritage can be enjoyed by future generations

WBO 4 - Jobs and skills

We ensure that our Well-being Objectives are deliverable and that the expectations of the Act are embraced in our financial planning, asset management, risk assessment, performance management and scrutiny arrangements.

The delivery of aims and performance measures will be monitored as set out in our Corporate Performance Management Framework. Progress will be reported on a quarterly basis to the Strategic Leadership Team and Cabinet. In addition, progress will be reported to Scrutiny Committees.

7 National Well-being Goals

NPT Council Well-being Objectives

A prosperous Wales

1 2 3 4

A resilient Wales

1 2 3 4

A healthier Wales

1 2 3 4

A more equal Wales

1 2 3 4

A Wales of cohesive communities

1 2 3 4

A Wales of vibrant culture & thriving Welsh language

1 2 3 4

A globally responsible Wales

1 2 3 4

Sustainable Development Principle (5 Ways of Working)

Our aims for the next three years are clearly set out under each well-being objective, detailing how we will focus our efforts in the short, medium and longer term.

The four well-being objectives were developed following extensive community and stakeholder engagement which drew out clear themes of what mattered to people now and in the longer term. They are to be viewed as inter-connected and not seen as separate programmes of work.

The contribution to the seven well-being goals is made through the way in which we work, in accordance with the sustainable development principle contained within the Act, by considering the following 5 things that show we have applied the sustainable development principle:



Looking ahead to the medium and longer term – the corporate strategy sets out the focus of key work we will undertake over the next three years (medium term) and our ambition for twenty years time (longer term). We have taken into account the factors of a continually shifting landscape, from a local to global perspective, and how this could potentially impact the well-being of individuals and the well-being of Wales. When we set the 20 year ambition, we challenged ourselves to think about what life would look like in generation's time – not just for those not yet born, but for all of those currently living who would be entering different phases of their lives.



Preventing problems from occurring or getting worse. Maintaining people's well-being and preventing that from deteriorating is embedded across the strategy. However, the reducing level of resources available to local government in Wales will test our ability to maintain investment in essential prevention and early intervention services. We aim to protect this to the maximum extent possible.



Ensuring our well-being objectives interact with each other, as it is important to consider them as a whole. Services integrate their work across the council where this enables us to maximise the impact we have on the well-being objectives, as well as integrating and collaborating with other partners where this makes sense.



Working in partnership with others – the strategy envisages a 'one council' approach to the delivery of our purpose, vision and four well-being objectives. Collaboration is also identified as a core value of the organisation. The Public Services Board adopted the well-being objectives to ensure a 'one place' approach for Neath Port Talbot and we are already seeing the benefit of aligning across the two key plans. There is tangible progress being made through the core resources of participating organisations towards the well-being objectives. This corporate strategy identifies other key partnerships which support our purpose, vision and well-being objectives.



Involving local people – there has been significant emphasis and we are developing our practice in co-production, and participation, across a growing number of services and functions. This extends to our employment arrangements where we are developing a broader range of employee voice mechanisms, with a particular emphasis on equalities, inclusion and diversity.

Social Partnership & Public Procurement Act (Wales) 2023

The Social Partnership and Public Procurement Act (Wales) 2023 came into force on 1st April 2024.

The duty under the Act requires us to reach consensus or compromise with recognised trade unions when setting and delivering our well-being objectives.

Social partnership is an approach that we have embedded into our organisation since the council's inception. We already have a practice of consulting and involving our recognised trade unions in our corporate planning arrangements, and will now adjust those arrangements to ensure they fully respond to the new legal duties.

Trade unions were consulted in the early development stages of the corporate strategy, and their feedback has been incorporated into this strategy, and the underpinning Head of Service Business Plan. At the time of publishing this strategy, a consensus was agreed on the content of the strategy and detail outlining how the council intends to deliver its well-being objective over the next three years.

Feedback from our trade union partners highlighted that the corporate strategy demonstrated a strong commitment to inclusion, fairness, and community values, as well as a long-term vision for the communities across Neath Port Talbot.

Procurement processes have been reformed in parallel with the Act, with a focus on socially responsible public procurement. As a local authority, we will have a duty to improve the economic, social, environmental and cultural well-being of its area by carrying out public procurement in a socially responsible way. This duty has been developed through our procurement strategy and the setting of socially responsible procurement objectives.

Local Government & Elections (Wales) Act 2021

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

The council completes annual self-assessments in accordance with the Act. The self-assessment is a reporting framework to measure the extent to which the council is meeting the performance requirements (exercising our functions effectively; using our resources economically, efficiently and effectively; and our governance arrangements are effective) in order to improve the social, economic, environmental and cultural well-being of our communities. The self-assessment has informed the priorities set out within this strategy, and by working in partnership with other Welsh councils, we will be externally benchmarking our progress. Our progress will also be measured when we undertake our Panel Performance Assessment, an additional requirement set out in the Act.

The corporate planning and performance management arrangements to both fully recover from the pandemic period and also to respond to new duties under this legislation.

Our Long Term Vision for Neath Port Talbot

Since the 2022 elections we have developed a clearer picture on what matters to our communities across Neath Port Talbot. There are some key areas of focus where we need to demonstrate our long term commitment.

People - Over the next twenty years we aim to reduce inequalities in health, education, social and economic outcomes, ensuring that every child, young person, adult and family has access to high-quality early help and support services at the right time.

Our vision is to foster a shared culture across the county borough that supports aspiration and ambition for all, engage children and adults in learning and employment, to support individuals and families to move out of poverty and have a higher quality of well-being.

Our strong employability focus will support all those needing help to find work. We will continue to upskill the local workforce, ensuring more people hold qualifications.

We will cultivate a skilled and resilient local workforce, reducing rates of workless households and economically inactive individuals to the Welsh average or below. We aim to build strong partnerships between the council, business community, local people, and wider stakeholders, strengthening the foundation of our success.



Place - We will create inclusive, accessible, pleasant, clean, safe, and green communities where residents can live, work, shop, and enjoy their leisure time. Our communities will be welcoming and respectful, where every individual is included and has an equal voice and have access to quality services necessary for daily living.

We will provide access to good quality, affordable housing, and ensure that people are well-connected within their communities and to the wider world through excellent digital services and public transport networks. We will foster a strong and diverse small-medium enterprise base in the county borough, supported by well-coordinated resources, premises, and finance, delivering significant economic benefits through the decarbonisation of industry, housing, and transport, making the area an exemplar for renewable, clean energy.

Neath Port Talbot will be known for its strong sense of belonging through heritage, the arts, sport, and culture. Residents will be actively involved in conservation efforts to reverse the decline in wildlife, improve the condition of our most precious sites, and connect them through a network of green corridors, developing greater resilience to the effects of climate change.

We will increase the appeal of our area as a visitor destination, encouraging responsible behaviour for the benefit of our communities and local environment, whilst creating a vibrant community where the Welsh language is an integral part of everyday life, and where people value and cherish the natural environment.

We will maximise investment, social value and community benefits through strategic procurement and partnerships, ensuring economic, environmental, social, and cultural gains for local residents, businesses, and communities.



WELL-BEING OBJECTIVE 1
Best start in life

*All children get
the best start in life*



All children get the best start in life - Why is this important?

- Over one in three children in Neath Port Talbot live below the poverty line, 33% of children in Neath and 35% in Port Talbot (End Child Poverty Network);
- Many children and young people are still facing challenges as a result of the pandemic. They are experiencing the impact at different stages and in various ways, including disruption to learning, social development and physical and mental well-being. Ongoing support services such as mental health resources and educational support have been put in place to address these issues;
- According to the Welsh Index of Multiple Deprivation 2019, 14 of Neath Port Talbot's (NPT) 91 Lower Layer Super Output Areas (15.4%) are in the most deprived 10% in Wales. Three (3.3%) are in the least deprived 10%;
- In 2024/2025, around 2000 children received support from Flying Start funded services, with 1383 children accessing Flying Start funded childcare. This is an increase of 254 children compared to 2023/2024. The programme now reaches around a third of the local authority, with its targeted outreach programme accessible on a needs basis to the whole of Neath Port Talbot;
- Too many children and young people are still being excluded from schools on a fixed term and permanent basis;
- The Pupil Level Annual School Census (PLASC) for 2023 notes that 15.7% of Neath Port Talbot's school population had special educational needs/additional learning needs compared with 13.4% nationally. There continues to be a rise in the complexity of need;
- As a result of the increase in the number of children and young people with additional learning needs, schools across Neath Port Talbot, and Wales in general, are finding themselves in a challenging budget position as they try to meet these demands.
- 16.9% (3,536) of pupils received their education in Welsh medium schools at PLASC 2023, the highest percentage in Neath Port Talbot based on figures going back to 2007. This consisted of 17.4% (2,130) of primary school age and 16.0% (1,406) of secondary school age pupils with percentages in both sectors increasing annually;
- 29.9% of children aged 4-5 years were overweight or obese in Neath Port Talbot in 2021/22; and
- To maintain our place as the top performing physical activity service in Wales, with 46% of pupils undertaking activity three or more times a week.



Our Strategic Aims 2025/2028

Our work over the next three years to deliver our well-being objectives has been set out within this Corporate Strategy. It will be supported by Heads of Service business plans, along with strategies and plans produced in collaboration with our partners and stakeholders.

We want to improve the way we deliver services to ensure better outcomes for the residents of Neath Port Talbot. We will achieve this by:	
<ul style="list-style-type: none"> Preventing and protecting children from risk and harm and promote their welfare (1.1) 	<ul style="list-style-type: none"> Children and families have access to the right support, at the right time (1.2)
<ul style="list-style-type: none"> Ensuring children with disabilities and their families/carers can access social care services that are inclusive and responsive to their needs (1.3) 	<ul style="list-style-type: none"> All children and young people will grow up in a safe and suitable home (1.4)
<ul style="list-style-type: none"> Ensuring our youngest children are better prepared for the transition into education (1.5) 	<ul style="list-style-type: none"> Continuing the roll out and embedding of educational reform, including Additional Learning Needs legislation and the Curriculum for Wales, to raise standards across our schools for all learners (1.6)
<ul style="list-style-type: none"> Supporting schools to improve pupil attendance rates (1.7) 	<ul style="list-style-type: none"> Supporting schools to reduce the number of pupils subject to an exclusion (both fixed-term and permanent) (1.8)
<ul style="list-style-type: none"> Providing high quality responsive support for leadership at all levels, including induction, support staff, leadership training, etc (1.9) 	<ul style="list-style-type: none"> Ensuring we provide the most cost effective and efficient home to school transport that meets the needs of our learners (1.10)
<ul style="list-style-type: none"> Providing high quality support for teaching that supports the evolution of pedagogy and how to plan for progression in the Curriculum for Wales (1.11) 	<ul style="list-style-type: none"> Ensuring that the development of Welsh-medium education is a priority within the Strategic Schools Programme (1.12)
<ul style="list-style-type: none"> Developing pathways from young people to progress to work, further education or training at the end of their statutory education (1.13) 	<ul style="list-style-type: none"> More pupils are being educated in Welsh medium schools, with families/carers able to learn, engage and benefit from the medium of Welsh (1.14)
<ul style="list-style-type: none"> Ensuring high quality, accessible and diverse play, physical activity and recreational opportunities are available for children and young people (1.15) 	

How we will monitor progress

To monitor our progress in achieving our well-being objectives and three year aims, we will collect data on the following measures. In addition, Heads of Service Business Plans will capture high level and operational measures which will be reported on a quarterly basis.

Performance Measures

Monitoring our progress
<ul style="list-style-type: none"> • Number of childcare places available / number of childcare places utilised
<ul style="list-style-type: none"> • Increase in school attendance (primary & secondary)
<ul style="list-style-type: none"> • Decrease in pupil exclusions (fixed/permanent)
<ul style="list-style-type: none"> • Number (percentage) of pupils taught through the medium of Welsh
<ul style="list-style-type: none"> • Decrease percentage of year 11 leavers who are NEET
<ul style="list-style-type: none"> • Increase number/percentage of year 11 pupils leaving with qualifications
<ul style="list-style-type: none"> • Increase number of playgrounds refurbished, subject to funding
<ul style="list-style-type: none"> • Only those children who need be in care, are in our care
<ul style="list-style-type: none"> • Increase the number of professional and mainstream foster carers recruited;
<ul style="list-style-type: none"> • Increase in the number of referrals to Early Intervention and Prevention panel and Team Around the Family services
<ul style="list-style-type: none"> • Number of Care and Support plans that become child protection and/or looked after plans

Are we making a difference?

Service User Feedback

Feedback is crucial for our council. It helps us ensure that the information we share with senior officers and elected members truly reflects personal experiences and needs. By understanding service and customer feedback, we can better evaluate the impact of our services and activities.

Collecting feedback also allows us to demonstrate how we are using council resources wisely and adhering to sustainable development principles. In short, your input helps us improve and make sure we're delivering value for money.

Annual Residents Survey

Overall, how satisfied or dissatisfied are you with the council's provision of :

- **Education** (schools, school transport and adult learning)
- **Social Services** (providing support, protection, and care for children and adults who are vulnerable/have a disability)

Tell us about your experience of:

- **Applying for a school place**

National Milestones for Wales



The Welsh Government has set 17 national milestones to track progress towards 7 well-being goals. The milestones below will be supported by the progress made under Well-being Objective 1.

- To increase the percentage of children with 2 or more healthy behaviours to 94% by 2035 and more than 99% by 2050
- At least 90% of 16-24 year olds will be in education, employment, or training by 2050

2

WELL-BEING 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*



All communities are thriving and sustainable - Why is this important?

- The cost of living crisis has had an adverse impact on many people, with more people becoming lonely and isolated. Young people, women and individuals from BME backgrounds remain disproportionately impacted
- There were 142,300* people living in Neath Port Talbot in 2021. This is expected to grow to 147,000 by the mid-2030s
- The number of retired individuals continues to grow, while the number of young people is declining. This demographic shift poses challenges for social services and community services
- People are living for longer and living healthier lives, but life expectancy and healthy life expectancy is below the rest of Wales. The gap between those who are best and worst off is significant
- We expect to see a 35% increase in those aged 65+ who will be living alone by 2035
- Neath Port Talbot has the country's third highest proportion of residents who were identified as being disabled and limited a lot, and the second highest proportion of residents who were identified as disabled and limited a little
- There are estimated to be over 20,000 unpaid carers in the county borough
- Demand for housing across all tenures is outstripping supply, leading to increased housing costs. There is an urgent need for more affordable, high-quality housing

*Data taken from Census 2021



Our Strategic Aims 2025/2028

Our work over the next three years to deliver our well-being objectives has been set out within this Corporate Strategy. It will be supported by Heads of Service business plans, along with strategies and plans produced in collaboration with our partners and stakeholders.

We want to improve the way we deliver services to ensure better outcomes for the residents of Neath Port Talbot. We will achieve this by:	
<ul style="list-style-type: none"> Supporting those who are at risk of, or living in poverty (2.1) 	<ul style="list-style-type: none"> Improving services to keep older people in their own home or communities for longer (2.2)
<ul style="list-style-type: none"> Ensuring there is a wide range of community services for residents with disabilities and complex needs (2.3) 	<ul style="list-style-type: none"> Working to ensure residents have access to high quality sustainable housing and prevent homelessness (2.4)
<ul style="list-style-type: none"> Supporting the development of community groups, hubs and access to volunteering opportunities (2.5) 	<ul style="list-style-type: none"> Supporting our communities to develop and give residents a voice to be involved in community life and decision making (2.6)
<ul style="list-style-type: none"> Strengthening our sports and leisure offer in partnership to ensure that our community has access to high quality facilities and initiatives which benefit their physical wellbeing (2.7) 	<ul style="list-style-type: none"> Placing our libraries at the centre of their communities, developing creativity, improved accessibility and education opportunities (2.8)
<ul style="list-style-type: none"> Further developing, regenerating and investing in all of our communities, including essential assets and infrastructure (2.9) 	<ul style="list-style-type: none"> Collecting waste and materials, minimising landfill, maximising reuse, recycling and composting, and contributing to a circular economy (2.10)
<ul style="list-style-type: none"> Subject to funding continuing to improve our walking and cycling routes (2.11) 	<ul style="list-style-type: none"> Managing flood risk in our communities in light of extreme rainfall (2.12)
<ul style="list-style-type: none"> Fostering a safe, resilient, and inclusive community, enhancing public safety to ensure that all residents feel secure and supported, contributing to a high quality of life and a strong sense of community well-being. (2.13) 	

How we will monitor progress

To monitor our progress in achieving our well-being objectives and three year aims, we will collect data on the following measures. In addition, Heads of Service Business Plans will capture high level and operational measures which will be reported on a quarterly basis.

Performance Measures

Monitoring our progress
<ul style="list-style-type: none">• Percentage of people with reduced / no care package following reablement
<ul style="list-style-type: none">• Number of adults aged 65+ per 10,000 population supported in the community (plus separate figure for care homes)
<ul style="list-style-type: none">• Number of new social housing properties developed and acquired within the year
<ul style="list-style-type: none">• 60% of people owed a statutory homelessness duty who are prevented from becoming homeless
<ul style="list-style-type: none">• Reduce number of people living in temporary accommodation
<ul style="list-style-type: none">• Increase number of users at council managed libraries
<ul style="list-style-type: none">• Increase library book issues and download figures annually by 2%
<ul style="list-style-type: none">• Increase percentage of street cleanliness
<ul style="list-style-type: none">• Percentage of valid minor planning applications delivered on time
<ul style="list-style-type: none">• Percentage of valid major planning applications delivered on time
<ul style="list-style-type: none">• Decrease number of flooded properties
<ul style="list-style-type: none">• Percentage of pot holes reported and repaired
<ul style="list-style-type: none">• Improvement in air quality
<ul style="list-style-type: none">• Increase percentage of waste reused, recycled or composted

Are we making a difference?

Service User Feedback

Feedback is crucial for our council. It helps us ensure that the information we share with senior officers and elected members truly reflects personal experiences and needs. By understanding service and customer feedback, we can better evaluate the impact of our services and activities.

Collecting feedback also allows us to demonstrate how we are using council resources wisely and adhering to sustainable development principles. In short, your input helps us improve and make sure we're delivering value for money.

Annual Residents Survey

Overall, how satisfied or dissatisfied are you with the council's provision of :

Housing (council housing and homelessness support)

Social Services (providing support, protection, and care for children and adults who are vulnerable/have a disability)

Highways and transport (roads, traffic, cycleways and footways)

Waste management (collecting kerbside waste and recycling, and maintaining recycling and reuse centre)

Environmental health and services (food safety, pollution control, flooding)

Planning and building control (new building developments, conservation, building safety)

Overall how satisfied or dissatisfied are you with your local area as a place to live?

Please indicate to what extent you agree or disagree with the following statements:

- I feel part of my local area
- People in my local area get on well and help each other
- People in my local area pull together to improve the local area
- My local area is well looked after
- My local area has clean environment
- The air quality in my local area is good
- There are enough green spaces in my local area

Are we making a difference?

Service User Feedback continued

<i>Annual Residents Survey</i>
How safe or unsafe do you feel when outside in your local area during the day?
How safe or unsafe do you feel when outside in your local area after dark?
Would you recommend Neath Port Talbot as a place to live?

National Milestones for Wales

The Welsh Government has set 17 national milestones to track progress towards 7 well-being goals. The milestones below will be supported by the progress made under Well-being Objective 1.

- To increase the percentage of adults with two or more healthy lifestyle behaviours to more than 97% by 2050.
- To increase the healthy life expectancy of adults and narrow the gap in healthy life expectancy between the least and the most deprived by at least 15% by 2050
- Reduce the poverty gap between people in Wales with certain key and protected characteristics (which mean they are most likely to be in poverty) and those without those characteristics by 2035. Commit to setting a stretching target for 2050.



3

WELL-BEING OBJECTIVE 3

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

Natural processes are restored and they mitigate and develop 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



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

Why is this important?

- We want Neath Port Talbot to become a nationally recognised destination with a reputation for a high-quality, accessible and varied offer of sport, heritage, arts, and culture for both visitors and residents;
- Our excellent cultural offer will contribute to improved well-being for all. Our culture and the Welsh language will thrive, and arts, sport and heritage will create skilled and satisfying jobs, improve people's health, and sustainably grow our economy;
- Our visitor economy has grown by more than 14% between 2010 and 2019;
- 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;
- Neath Port Talbot has a population of 142,300, of whom 13.5% speak Welsh (Census 2021). This figure fell from 15.3% in 2011;
- 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 well-being;
- 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;
- Neath Port Talbot Council also declared a climate emergency in 2022, meaning the council has officially committed to calling on the UK and Welsh Governments to provide the necessary powers to ensure they reach carbon neutrality by 2030;
- The natural environment is vital to our communities, and provides for all of our basic needs and a better quality of life. It gives us opportunities to enjoy the outdoors and Wales' natural beauty and heritage, giving people the choice to become more physically active; and
- NPT Local Nature Partnership (LNP) has undertaken an assessment of the State of Nature of NPT. The habitats were grouped into 11 broad categories (e.g. woodland, coastal etc.), and sadly, of these 11 habitat categories, only two were assessed to be achieving 'good' ecosystem resilience.

Our Strategic Aims 2025/2028

Our work over the next three years to deliver our well-being objectives has been set out within this Corporate Strategy. It will be supported by Heads of Service business plans, along with strategies and plans produced in collaboration with our partners and stakeholders.

We want to improve the way we deliver services to ensure better outcomes for the residents of Neath Port Talbot. We will achieve this by:

- Raising the profile of Neath Port Talbot as a vibrant visitor destination (3.1)
- Developing a strong approach in the provision of leisure, play, cultural and heritage facilities for all (3.2)
- Working to help nature recover and to improve the quality of and access to our natural environment (3.3)
- Encouraging people to speak, and enjoy the Welsh language by providing opportunities for all to learn, appreciate and shape their lives through the medium of Welsh (3.4)
- Decarbonising what we do across the council and our communities (3.5)
- Working 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 and wider community (3.6)



How we will monitor progress

To monitor our progress in achieving our well-being objectives and three year aims, we will collect data on the following measures. In addition, Heads of Service Business Plans will capture high level and operational measures which will be reported on quarterly basis.

Monitoring our progress
Increase the economic impact of visitors to Neath Port Talbot
Increase membership at leisure centres via our delivery partner Celtic Leisure
Increase the number of events supported and managed over a 3 year period
Increase number of Welsh speakers across Neath Port Talbot
Increase the number of employees within council who self-report as fluent or fairly fluent Welsh speaker
Increase the number of employees within council who self-report as Welsh learner
Decrease CO2 emissions from council operations on an annual basis, to work towards meeting the net zero agenda
Increase in the number of EV charge points installed across NPT
Increase in the total number of energy and renewable energy schemes within schools

Are we making a difference?

Service User Feedback

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Collecting feedback also allows us to demonstrate how we are using council resources wisely and adhering to sustainable development principles. In short, your input helps us improve and make sure we're delivering value for money.

Annual Residents Survey

Overall, how satisfied or dissatisfied are you with the council's provision of:

Leisure, cultural and tourism services - providing libraries, leisure centres and arts venues

National Milestones for Wales

The Welsh Government has set 17 national milestones to track progress towards 7 well-being goals. The milestones below will be supported by the progress made under Well-being Objective 3.



- Increase the percentage of people who volunteer by 10% by 2050, demonstrating Wales's status as a volunteering nation
- A million Welsh speakers by 2050
- To reverse the decline in biodiversity with an improvement in the status of species and ecosystems by 2030 and their clear recovery by 2050
- Wales will achieve net-zero greenhouse gas emissions by 2050

4

WELL-BEING 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*



Jobs & Skills -

Why is this important?

- The world of work is changing rapidly, disrupted by the explosion in digital technology advances and now by the response to the climate emergency; the pandemic caused an economic shock across the economy and affected businesses in very different ways;
- NPT has a strong, distinctive manufacturing base which includes a wide range of SME's where employment needs to be protected;
- Our industrial heritage includes the UK's largest steel producer whose plans to decarbonise and transition to net zero continue to have a significant impact on local people, businesses and communities;
- NPT has a number of strategic employment sites and that presents many opportunities to achieve economic growth, including new green jobs as industry and society decarbonises and new industries such as Floating Offshore Wind, Hydrogen production and other renewable energy projects emerge.
- The area is well served by rail and road, while the deep water harbour is a strategic asset in the delivery of key investments such as the Celtic Sea Project.
- The local economy is reliant to a large extent on micro and SME's - 88% of local businesses employ less than ten employees;
- Start-up rates and business survival rates are on a par with the Welsh average; and
- There are a large number of people commuting out of the area for work.



Our Strategic Aims 2025/2028

Our work over the next three years to deliver our well-being objectives has been set out within this Corporate Strategy. It will be supported by Heads of Service business plans, along with strategies and plans produced in collaboration with our partners and stakeholders.

We want to improve the way we deliver services to ensure better outcomes for the residents of Neath Port Talbot. We will achieve this by:

- Continuing to develop and improve our local economy, to ensure that it is able to benefit from all opportunities (4.1)
- Attracting investment and creating sustainable jobs across the economy, including the establishment of the Celtic Freeport across Neath Port Talbot and Pembrokeshire (4.2)
- Maximising the opportunities from UK and Welsh Government funding to help develop our economy (4.3)
- Supporting those impacted by the transition of Tata Steel UK (4.4)
- Maximising public transport plans in partnership with Welsh Government and Transport for Wales to support access to work, reduce emissions and serve the needs of residents, businesses and visitors (4.5)
- Continuing to strengthen partnership working to upskill those already in work or who wish to return to work (4.6)
- More local people will hold qualifications (4.7)
- Maintaining a strong employability focus to support those needing help to find work, including those who are hardest to reach, this support will be accessible for all (4.8)

How we will monitor progress

To monitor our progress in achieving our well-being objectives and three year aims, we will collect data on the following measures. In addition, Heads of Service Business Plans will capture high level and operational measures and will be reported on a quarterly basis.

Monitoring our progress
<ul style="list-style-type: none"> • Increase percentage/number of adults with Level 2 qualifications or above
<ul style="list-style-type: none"> • Increase the number of apprenticeships supported - internal / external
<ul style="list-style-type: none"> • Increase in percentage of the working-age population that are employed
<ul style="list-style-type: none"> • Increase numbers of jobs created/ safeguarded as a result of business support
<ul style="list-style-type: none"> • Maintain the council's successful appointment rate of 96% (2024/2025 data)
<ul style="list-style-type: none"> • Average income of residents
<ul style="list-style-type: none"> • Increase in number of businesses supported
<ul style="list-style-type: none"> • Increase the percentage of invoices paid to suppliers within 30 days to 95%
<ul style="list-style-type: none"> • Increase the percentage of council spend within Neath Port Talbot
<ul style="list-style-type: none"> • Percentage change in passenger journeys during the financial year compared to the previous financial year on subsidised local bus services.
<ul style="list-style-type: none"> • Percentage change of live service kilometres operated on subsidised local bus services during the financial year compared to the previous financial year.



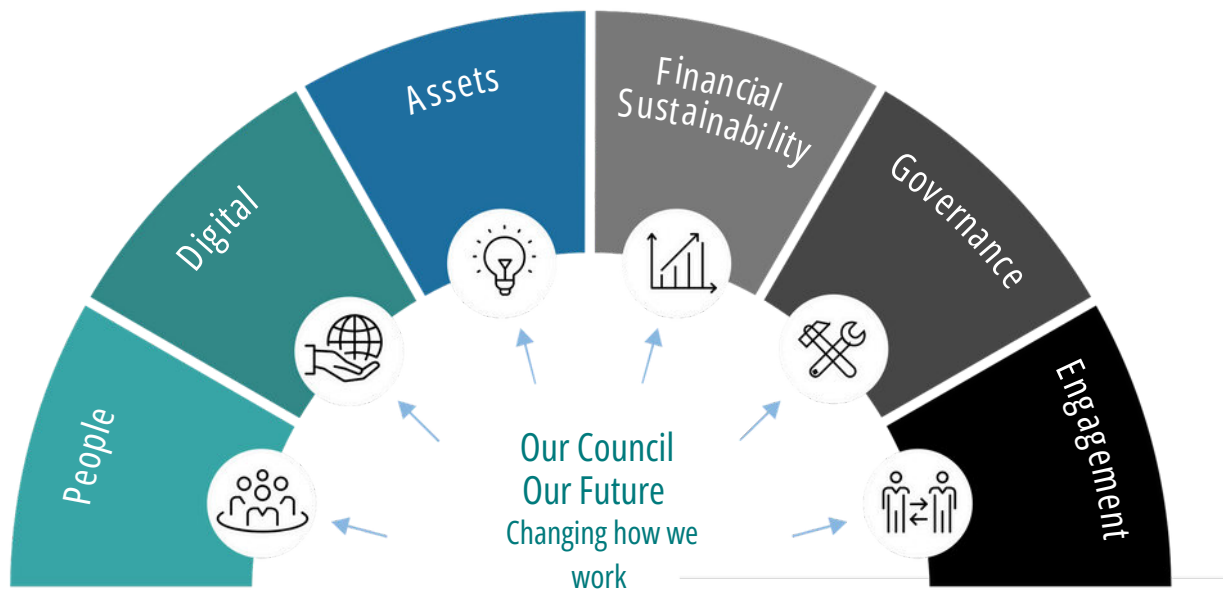
Enabling Programme

Our enabling capabilities allows the council to adapt and transform to meet the changing needs and expectations of our communities



Enabling Programme - Developing our Organisation

Our work through our 'Enabling Programme' ensures we have the capabilities to support the council to adapt and transform to meet the changing needs and expectations of our communities.



Why is this important?

- Increased demand for council services, including social support, housing, and education, is putting further strain on available resources. Additionally, the cost of delivering these services continues to rise, driven by inflation.
- The National Survey for Wales states that 77% of respondents have used at least one public service website within the last 12 months (Stats Wales - December 2024);
- Attracting and retaining a diverse future workforce with the right skills and competencies is crucial.
- A number of functions and services across the council require compliance with legislative requirements and statutory duties
- As a public body, effective scrutiny and oversight of council policies and services is essential for transparency and accountability
- Communicating with a diverse and dispersed population effectively can be challenging, whilst managing the digital divide across the county.

Our Strategic Aims 2025/2028

Our work over the next three years to deliver our well-being objectives has been set out within this Corporate Strategy. It will be supported by Heads of Service business plans, along with strategies and plans produced in collaboration with our partners and stakeholders.

We want to improve the way we deliver services to ensure better outcomes for the residents of Neath Port Talbot. We will achieved this by:	
Establishing a culture of effective planning and performance management which encourages continuous improvement as set out in the corporate performance management framework (5.1)	Meeting the duties set out in Civil Contingencies and preparedness legislation and associated statutory guidelines and strategies in relation to civil protection (5.2)
Improving the functions of both the council's communications & marketing and customer service provision (5.3)	Having the right number of people with the right skills and attitudes in place at the right time to deliver council services and functions (5.4)
Developing a three year Medium Term Financial Plan (MTFP) (5.5)	Reviewing the current methodology for allocating capital funding and introduce a more transparent process (5.6)
Ensuring a safe, legal, and effective framework for council operations, supported by a resilient and adaptive Legal Services section (5.7)	Delivering fast, efficient, and professional services to all clients, maintaining an up-to-date Land Charges Register and high standards in service delivery (5.8)
Providing a modern, supportive, and dedicated registration service, offering maximum choice to users (5.9)	Ensuring a legally compliant democratic and electoral processes, fostering public confidence and involvement in decision-making (5.10)
Implementing an ethical and legally compliant procurement processes, promoting local employment and business development (5.11)	Maintaining a proactive licensing regime focused on regulatory compliance and public safeguarding, with ongoing stakeholder engagement (5.12)
Designing and developing digital services based on the needs of residents, businesses, elected members, staff, and visitors (5.13)	Implementing technology that is robust, scalable, secure, and efficient (5.14)
Modernising data management practices to ensure data is accurate, secure, and easily accessible (5.15)	Investing in the capability and resilience of staff through training and development programs (5.16)

How we will monitor progress

To monitor our progress in achieving our well-being objectives and three year aims, we will collect data on the following measures. In addition, Heads of Service Business Plans will capture high level and operational measures and will be reported on quarterly a basis.

Monitoring our progress
<ul style="list-style-type: none"> • Increase the percentage of agreed savings delivered in year from the current % of (figure to be added following closure of accounts)
<ul style="list-style-type: none"> • Increase the council tax collected as a percentage of the total amount to 98%
<ul style="list-style-type: none"> • Increase the amount of business rates collected as a percentage of the total amount to 99%
<ul style="list-style-type: none"> • Employee turnover rate to remain 'positive' (i.e. we recruit more people than leave)
<ul style="list-style-type: none"> • 100% of Emergency Response Plans classified as up-to-date
<ul style="list-style-type: none"> • Response to Freedom of Information requests dealt with by the Chief Executives Directorate and Subject Access Requests within the statutory defined periods
<ul style="list-style-type: none"> • Number of fines imposed by the Information Commissioners Office in respect of data breaches
<ul style="list-style-type: none"> • Number of successful judicial reviews or challenges to decision making.
<ul style="list-style-type: none"> • Achieve 99.90% of Core System availability within core hours
<ul style="list-style-type: none"> • Score 90% or above from corporate Website User Satisfaction survey
<ul style="list-style-type: none"> • WCAG (Web Content Accessibility Guidelines) accessibility compliance score of 90% or above against 'AA' standard
<ul style="list-style-type: none"> • Score 75% or above on www.npt.gov.uk content (Quality of content on the website)
<ul style="list-style-type: none"> • Increase number of myNPT accounts created

Are we making a difference?

Service User Feedback

Feedback is crucial for our council. It helps us ensure that the information we share with senior officers and elected members truly reflects personal experiences and needs. By understanding service and customer feedback, we can better evaluate the impact of our services and activities.

Collecting feedback also allows us to demonstrate how we are using council resources wisely and adhering to sustainable development principles. In short, your input helps us improve and make sure we're delivering value for money.

Employee Survey

- Increase in percentage of employees who agree / strongly agree that this is a good council to work for (76% - 2024 survey outcome)
- Increase in percentage of employees that agree / strongly agree that they are proud to tell people they work for NPT Council (58% - 2024 survey outcome)
- Increase in percentage of employees that would agree / strongly agree that they recommend NPT Council as a great place to work (69% - 2024 survey outcome)

National Milestones for Wales



The Welsh Government has set 17 national milestones to track progress towards 7 well-being goals. The milestones below will be supported by the progress made under Well-being Objective 3.

- An elimination of the pay gap for gender, disability and ethnicity by 2050

Have Your Say

Enquiries or feedback on this report are welcomed via:

Email: policy@npt.gov.uk

Post:

Chief Executive,
Neath Port Talbot County Borough
Council, Civic Centre,
Port Talbot,
SA13 1PJ

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