

POLICY & RESOURCES CABINET BOARD

8TH MAY 2014

CHIEF EXECUTIVES OFFICE

**REPORT OF THE
HEAD OF CORPORATE STRATEGY & DEMOCRATIC
SERVICES**

- K. JONES

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PART 1. Doc Code: PRB-080514-REP-CE-KJ

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Part 1, Section A, Item 1

1. BUSINESS PLAN

Purpose of Report

To endorse the business plan for the Corporate Strategy and Democratic Services Department covering the period 1st April 2014 to 31st March 2015.

Background

During the financial year 2013-14, the Council reviewed performance management arrangements. A number of improvements to the Council's performance management framework were proposed following the review and the Policy and Resources Cabinet Board subsequently formally approved those changes at its meeting on 27th March 2014.

One of the key elements of the revised framework is for business plans to be prepared at Head of Service level across the Council. The attached business plan has been prepared for the activities that sit within the portfolio of the Head of Corporate Strategy and Democratic Services. It has been developed with the full participation of staff and it also links directly to the personal objectives that have been agreed between the Head of Corporate Strategy and Democratic Services and the Chief Executive for the financial year commencing 1st April 2014.

Monitoring Arrangements

Progress in delivering the business plan will be monitored in a number of ways:

- Regular meetings will take place with the relevant Cabinet Members to report progress in delivering the business plan;
- A mid-year appraisal meeting will take place between the Chief Executive and the Head of Corporate Strategy and Democratic Services to check progress;

- Monthly meetings will take place between the Head of Corporate Strategy and Democratic Services and each of her direct reports to confirm each team is on track to deliver the actions set out in the respective action plans and the savings contained within Forward Financial Plan. These meetings will be supported by performance report cards which will contain a small number of key performance measures and monthly management team meetings;
- Each team manager will review performance regularly with their direct reports via formal one to one meetings and team meetings;
- Twice yearly all-staff meetings will take place and all staff will be invited to participate in the staff meeting. The meeting will be scheduled to enable staff to contribute at key stages of the Council's budget and improvement planning cycle.

In addition to formal mechanisms for reviewing performance, it is expected that managers will be accessible and visible to all staff working in the department and that there is continuous dialogue taking place about priorities, performance and scope for further improvement. All staff will have had a personal development review within the last 12 month period and will have identified and agreed suitable learning and development activities to support performance and improvement. Officers within the department will also be expected to work with other colleagues from across the Council and, where appropriate, other agencies to seek out innovative ways of meeting the priorities of the Council in a climate of diminishing resources.

In addition to the monitoring arrangements set out above, Members of the Policy and Resources Scrutiny Committee may also wish to identify areas that they would wish to examine within the Forward Work Programme of the Committee.

Recommended

The Cabinet Board formally endorses the Business Plan 2014/15 for the Corporate Strategy and Democratic Services Department.

Reason for Proposed Decision

To implement the Council's revised performance management framework.

Officer Contact: Mrs Karen Jones, Head of Corporate Strategy and Democratic Services, Tel: 01639 768467 or E-mail: k.jones3@npt.gov.uk

COMPLIANCE STATEMENT

BUSINESS PLAN 2014/15 – CORPORATE STRATEGY AND DEMOCRATIC SERVICES DEPARTMENT

(a) Implementation of Decision

The decision are proposed for implementation following the three day call in period.

(b) Sustainability Appraisal

Economic Prosperity	-	Positive
Education & Lifelong Learning	-	Positive
Better Health & Wellbeing	-	Positive
Environment & Transport	-	Positive
Crime & Disorder	-	Positive

Other Impacts

Welsh Language	-	Positive
Sustainable Development	-	Neutral
Equalities	-	Positive
Social Inclusion	-	Positive

(c) Consultation

This item is not subject to external consultation.

Corporate Strategy and Democratic Services Department

Business Plan 2014/15

Introduction

This is the Business Plan for the Corporate Strategy and Democratic Services Department in 2014/15. It sets out a summary of achievements in 2013/14, describes the context within which the department will need to operate in 2014/15 and provides details of the priorities and activities that will be the focus of the department's work in 2014/15.

Attached to the document are a set of appendices detailing the staffing structure; financial savings targets; and performance measurement framework for the department.

Key Achievements and Performance Summary 2013/14

In 2013/14, substantial changes were introduced to the staffing structure of the department, to reflect the bringing together of activities that were previously managed by different heads of service.

The revised structure, approved by Personnel Committee in May 2013, following a period of consultation with staff affected, enabled a more streamlined management structure to be established and efficiencies of over £70,000 were realised by removing areas of duplication.

The new staffing arrangements saw a number of staff members take on substantially different roles and responsibilities and it is a credit to them and the wider staff group that they have responded enthusiastically to the challenges these changes represent. Of particular note are the following:

- The Better, Simpler, Cheaper programme - which is one of six improvement priorities established by the Council in the Corporate Improvement Plan - was formally established and the priority work programmes were agreed and initiated. The residual capacity of the Council's Change Management Unit is focused on delivering this programme. Very good progress was made in getting more services on-line and in reducing the amount of preventable demand coming into the Council's corporate contact centre. The work done provides a solid platform for the next phase of improvement work which will be taken forward in 2014/15. Progress in developing the improvements to our major administrative services was more mixed, with the roll-out of e-procurement a little slower than hoped for; good progress being made to transfer fortnightly paid

staff to monthly pay being achieved; and work to scope the enhancement of HR administrative processes being completed.

- The Corporate Strategy Team supported the Local Service Board to produce the first Single Integrated Plan for the county borough and continued to meet the legal requirement to produce a Corporate Improvement Plan and Annual Report. Pleasingly, the team also ensured the Council drew down the full £1.4 million Outcome Agreement Grant and negotiated the content of the successor Agreement. Support was provided by the team during the budget round to ensure the legal obligations to have due regard to the provisions of the Equality Act 2010 were understood by both officers and elected Members and simultaneous translation of scheduled meetings of full Council was introduced. The team worked with community representatives to refocus and strengthen the local Black Minority Ethnic Forum. The team also supported the Local Service Board to develop a Community Covenant for the armed forces community and is supporting the Forum set up by the Local Service Board to ensure locally based armed forces personnel and their families are not experiencing disadvantage.
- The Head of Corporate Strategy and Democratic Services led work initiated by the Local Service Board to respond to the welfare benefit changes. A number of officers across the department were involved in setting up the Welfare Reform Steering Group and in developing alternative service delivery models that can help citizens better in a time of financial austerity. Officers also continued to support other service integration projects initiated by the Local Service Board – the establishment of the Gateway Service (health and social care integration project) and the development of team around the family (Think Families Partnership). All of this facilitated by ESF capacity building of over £0.5 million funding secured from Welsh Government.
- The Head of Corporate Strategy and Democratic Services also led the corporate review of funding to third sector bodies. This review contributes over £600,000 to the Council's Forward Financial Plan in 2014/15 and also recommended a set of other changes that will place relationships with the third sector on a stronger footing. Officers from within Democratic Services played a key role in supporting this review.

- The Elections Team commenced a review of community boundaries and ensured the preparatory work needed to support the introduction of Individual Electoral Registration (due to be introduced in 2014/15) was completed. The team also administered several community council elections without incident.
- Customer Services continued to deal with high volumes of callers to the Contact Centre and at the One Stop Shops. Good performance was achieved in the One Stop Shops but response times at the Contact Centre were below target for most of the year due to call volumes. Addressing this will be a priority in 2014/15. The service led the review of arrangements delivered at Pontardawe One Stop Shop and contributed to the Welfare Reform Steering Group's work. The Customer Services Manager took on the responsibility for managing the Corporate Complaints Policy during the staffing restructure and has established good links with directorate officers to ensure the policy is operating effectively across the Council.
- The Communications and Marketing team produced a number of self-service guides to encourage more officers across the Council to undertake communications activities appropriate to their roles. There was significant input to the Council's improvement priorities during the year, particularly the Children's Improvement Programme, the Transforming Adult Social Care Programme, the Waste Management Improvement work and the Regeneration Programme. Additionally, the team provided support to the Chief Executive in meeting with staff on a face to face basis to discuss the emerging budget scenario and also set up and managed an on-line questions and answers facility which informed the development of the Workforce Strategy. A reduced budget is available in 2014/15 for the team and consequently a refocusing of its activities will be needed in future years.
- The Head of Corporate Strategy and Democratic Services together with officers from across the department continued to support the Corporate Health Group and the Council's corporate work to reduce sickness absence. The Corporate Health Group's work, co-ordinated by Jason Davies in the Elections Team, was recognised with a Silver Award from Welsh Government. A small task and finish group examined stress-related absence from work and has developed recommendations for improvement that will shortly be considered for implementation.

- A review of governance arrangements was initiated by the Leader of the Council in summer 2013 and this was supported by the Democratic Services Team. Additionally, benchmarking of the service was undertaken to establish how the service could realise efficiencies and greater effectiveness. Revised business processes and a new ICT application have been identified as necessary to modernise this service which will be a priority in 2014/15. In terms of civic matters, an event to mark the Freedom of the Borough awarded to the Royal Welsh Regiment was well attended and warmly welcomed by members of the public.

The above are but some highlights of the departmental achievements in a year which saw significant change for many members of staff. Staff within the department work with a wide range of external and internal partners in carrying out their work. Consequently, it is important to pay tribute to the input and support provided by those partners when recording the key highlights of the year.

What are the most important things for the department to achieve in the next year (14/15)?

Departmental Aims and Objectives

The aim, vision and values of the department were reviewed in 2013/14 when the remit of the department was changed and remains as follows:

Our aim:

To support elected members and chief officers in providing strong community leadership and continuous improvement of the Council

The vision and values are:

Vision

A resilient, adaptive and efficient department which is well regarded by others and is a great place to work

Values

Mutual trust and respect; leading by example; no blame; team working; empowered staff; fairness; acting with integrity; doing what matters; openness

Key Objectives in 2014/15

These have been agreed with the Chief Executive, the Leader and Deputy Leader of Council, Cabinet Member for Corporate Services and the Head of Corporate Strategy and Democratic Services:

General

1. To deliver the savings allocated within the Council's Forward Financial Plan to the department and contain overall expenditure within the cash limit set for the department;
2. To maintain high levels of attendance in the department;
3. To ensure departmental performance management arrangements are effective and in line with the Council's revised corporate framework;
4. To further develop staff communications, engagement and development arrangements across the department;
5. To maintain high standards of health and safety at work, ensuring all risk assessments are up to date and operational; and
6. To maintain an effective business continuity and emergency incident response across the functions and services within the portfolio.

Service Specific

1. To implement the recommendations arising from the corporate performance management review in full;
2. To implement the programme of work designed to modernise and improve democratic services arrangements across the Council;
3. In consultation with the Head of Financial Services, to enhance the Council's community engagement arrangements relative to budget planning, integrating these arrangements with community planning and improvement planning processes;
4. To continue to co-ordinate the Council's transformation programme, as expressed in the Corporate Improvement Plan 2014-17;
5. To provide the Director of Finance and Corporate Services with programme management support for the Better, Simpler Cheaper Programme and project support for the programme's priority work. To lead the work to reduce preventable demand and achieve a higher up take in on-line transactions;
6. To continue to ensure that the Council's statutory planning, continuous improvement, health and wellbeing and equality responsibilities are met;
7. To ensure the recommendations of the review of funding to third sector organisations are implemented in full;
8. To lead and co-ordinate the work of the Council and its partners to mitigate the impact of welfare benefit changes;
9. To continue to support the Chief Officer Group and the Cabinet in delivering the agreed Forward Work Programme;
10. To continue to manage the corporate interface of the Council with the voluntary sector; town and community councils; black and minority ethnic communities; Welsh Language Commissioner; Wales Audit Office; Older Persons' Council and Commissioner; Equality and Human Rights Commission; statutory partnerships;

- 11.To continue to lead corporate improvement work to reduce sickness absence levels;
- 12.To co-ordinate the Council's work in relation to the Wales Audit Corporate Assessment; and
- 13.To ensure the European elections and changes to the electoral registration system are administered efficiently

Why have these priorities been set?

As explained in the introductory part of this document, the Council brought together the functions of corporate strategy and democratic services with customer services and the change management and innovation unit in September 2012. A restructuring of the department was completed in early 2013 to ensure the management arrangements for the revised portfolio were appropriate and to group together functions and services that had synergy. The outcome was a much streamlined staffing structure which also contributed circa £70,000 cashable savings to underpin the budget strategy for the service in 2013/14.

During 2013/14, the Council's budget outlook changed significantly as a consequent of the UK Government's Comprehensive Spending Review and subsequent decisions made by the Welsh Government in allocating available funds across public services in Wales. All heads of service were required to work up proposals for the three year period commencing 1st April 2014 to deliver significant additional savings. The targets for the Corporate Strategy and Democratic Services Department amount to some £650,000 over the next three years and the details of how it is proposed to deliver the target savings are set out later in this document.

Proposals to achieve the financial savings were worked through with the full involvement of the staff within the department and in line with the priorities set out by the Chief Executive for the department. Consequently, there are important changes in emphasis within the department's work moving forward:

- A reduced corporate strategy capacity focused on meeting the statutory requirements within the purview of the department at minimal cost, securing the full outcome agreement grant of £1.4 million and reducing the burden on other departments across the council to the maximum extent possible;

- A significantly reduced change management capacity focused on delivering the planned projects that sit within the Better, Simpler, Cheaper programme within the Corporate Improvement Plan 2014/17;
- A reduced communications and marketing capacity focused on delivering support prioritised and agreed with service departments. A minimal reactive capacity will be retained to deal with press enquiries at the corporate centre;
- A focus on taking forward modernisation of the democratic services arrangements within the Council to improve the effectiveness of support for elected members, reduce the overall cost of the service in future years and to minimise the burden on other departments across the council;
- Protection for the elections function to ensure the safe and proper conduct of elections, including the introduction of individual electoral registration arrangements being planned by the Cabinet Office for introduction in 2014/15;
- Sufficient management oversight of the LSB Building Capacity Programme (ESF funded) to complete the programme within the grant conditions and to avoid the risk of any expenditure (£500,000) being judged ineligible;
- The integration of the CCTV service with Customer Services to achieve financial savings (£175,000) in the Environment Directorate budget. An extension of the improvement work being undertaken to reduce preventable demand and get more services on-line, especially to alleviate pressures in the corporate contact centre. Further, to complete the remodelling of services at Pontardawe One Stop Shop and consider if the model is suitable for wider application in the county borough;
- Continued support for the management of the council's forward work programme, ensuring alignment between the CDG, CMG, CMB and formal decision making arrangements within the Council;

- Continued management of the council's corporate interface with the voluntary sector; town and community councils; black and minority ethnic communities; Welsh Language Commissioner; Wales Audit Office; Older Persons Council and Commissioner; Equality and Human Rights Commission; statutory partnerships;
- To implement the changes necessary to achieve the above, whilst avoiding staff needing to leave the council's employment on a compulsory basis and supporting staff to work effectively within a reducing resource environment.

Other changes in the external environment that impact upon the department in 2014/15 include:

- Implementation of measures contained within the Democracy Act 2013 and Local Government (Wales) Measure 2011 – these changes particularly affect the operation of the Democratic Services team;
- Implementation of measures contained with the Future Generations Bill – these changes particularly affect the operation of the Corporate Strategy Team;
- Co-operating with the Welsh Language Board to identify which of the new Welsh Language standards will apply to the Council – this work will be taken forward by the Corporate Strategy Team;
- Working with the Cabinet Office to take forward new electoral registration arrangements and administering the elections to the European Parliament;
- Supporting the Chief Officer Group in changes that may emanate from the Public Services Commission and Welsh Government's response to the recommendations of that Commission;
- Assessing the corporate implications of the Social Services and Wellbeing Bill;
- Responding to Welsh Government proposals in relation to audit, inspection and regulation and associated performance measurement and Ffynon replacement proposals;

- Responding to Welsh Government policies concerned with Anti-Poverty and Community Cohesion;
- Co-ordinating the council's preparation for the Wales Audit Office Corporate Assessment of the Council and supporting the Chief Officer Group in responding to the findings that emerge from the Corporate Assessment; and
- Taking forward the outcome of corporate reviews of Performance Management, Sickness Absence and Funding of the Third Sector completed in 2013/14.

Risks that have been identified and how risk will be managed

1. **Service quality and availability is compromised** due to the reduction in financial resources - mitigated by prioritisation of available resources and appropriate staff training and supervision. Also, communication and agreement of revised service expectations with key stakeholders;
2. The **cost of services and functions** is not delivered within the cash limit and **savings** are not achieved – mitigated by concrete plans in place at the commencement of the financial year and close monitoring by the management team ensuring plans are implemented or alternative courses of action are explored;
3. **Demands on the service** will rise due to unforeseen external changes – mitigated by improved performance measurement and monitoring to identify trends at an early stage and thereby facilitate early consideration of options. Additionally, retain modest specific equalisation reserve;
4. **Demands on the service** increase as a consequence of changes elsewhere within the council – mitigated by early and ongoing dialogue with colleagues to identify and agree where support needs to be prioritised;
5. **Service quality and availability** is compromised due to low staff morale – continue to build on staff communication and engagement activities and ensure all staff are receiving regular 1:1s and annual development reviews;
6. **Service availability and efficiency** is compromised by inadequate ICT – mitigated by identifying key issues and discussing solutions with Head of ICT;
7. Risk that **statutory requirements** are not met – mitigated by clearly prioritising the statutory work.

How will we deliver the priorities we have identified?

Action Plans for each Section within the Department

(note: action plans will be continuously reviewed and updated during the year)

ELECTORAL & DEMOCRATIC SERVICES
ELECTORAL SERVICES (Code: ES)

No.	TASK/ACTION	HOW TO ACHIEVE/COMMENTS	OFFICER(S) RESPONSIBLE	TARGET DATE	FORMS OF EVIDENCE
1. (ES)	Conclude 'delayed' Annual Canvass exercise	Ensure print production phase (re: canvass forms and reminders) is concluded promptly. Co-ordinate and conclude the physical canvass exercise and publish statutory copy of the 2013/14 Electoral Register	Clare Sim/ Rhys George	Start: October 2013 Complete: 10 March 2014	Electoral Commission Electoral Registration Officer Performance Standards Data Collection
2. (ES)	Co-ordinate and administer the European Parliamentary Elections 2014	Follow prepared project plan, initiate Election Planning Group. Liaise with Electoral Commission and Regional Returning Officer and undertake instruction as necessary. Ensure initial advance has been provided by Cabinet Office.	Clare Sim/ Rhys George	Start: November 2013 Complete: 22 May 2014	Electoral Commission Local Returning Officer Performance Standards Data Collection & Questionnaire
3. (ES)	Preparation for commencement of IER 'Live Run' Exercise, IER Annual Canvass and IER Monthly Rolling Registration	Ensure Central Government Monthly Preparatory Task Completed. Ensure Register of Elector 'Local Data Matching' completed. Including UPRN Data Match. Assess Funding, Staffing and Process issues.	Clare Sim/ Rhys George	Start: January 2012 Complete: 9 June 2014	Cabinet Office Monitoring Portal and Electoral Commission IER 'Provisional' Performance Standards

4. (ES)	Conclude Community Boundary Review Exercise	Consult on Draft Proposals and take advice from LGBCW (utilise Modernisation Group as a forum for discussion) Ensure Leader/Cabinet approval obtained and approval sought on Final Proposals prior to publication.	Clare Sim/ Rhys George	June/July 2014	Local Democracy and Boundary Commission Approval Notification
5. (ES)	Prepare for other CBC/CC Casual Vacancies which may occur during the year.	Assist Town/Community Council Clerks in managing process and keep them informed of progress. Ensure all Notices of Vacancies published and statutory timetable followed.	Clare Sim/ Rhys George	TBA	Post Election 'Lessons Learned' De-Brief Exercise.
6. (ES)	Initiate, Prepare and Conclude a Polling District Review.	Consult with all relevant stakeholders and facilitate planning meetings. Ensure all necessary preparations are undertaken and a report prepared in a timely manner.	Clare Sim/ Rhys George	Start: June 2014 Complete: November 2014	Internal review and 'sign off' from the Local Democracy and Boundary Commission for Wales.

ELECTORAL & DEMOCRATIC SERVICES
DEMOCRATIC SERVICES (Code: DS)

No.	TASK/ACTION	HOW TO ACHIEVE/COMMENTS	OFFICER(S) RESPONSIBLE	TARGET DATE	FORMS OF EVIDENCE
7. (DS)	Implementation of Governance Review objectives and Democratic Services overarching project plan	Liaise with all relevant stakeholders and facilitate planning meetings. Ensure all necessary timetable targets are adhered to.	Karen Jones/ Rhys George/ Annette Manchipp/ Neil Evans/ Stacy Sullivan	Start: January 2014 Complete: January 2014	Internal de-brief discussions.
8. (DS)	Preparation for Annual Meeting	Assess previous reports and agree content of current Annual Meeting report. Collate all relevant information and Annual Meeting report/documentation. Ensure all necessary preparations are undertaken for Annual Meeting.	Annette Manchipp/ Karen Jones/ Rhys George	Start: January 2014 Complete: May 2014	Post Annual Meeting 'De-Brief' Meeting. Record kept of what worked and what did not.

9. (DS)	Preparation of relevant Work Programmes and Meeting Cycle	Assess requirement/challenges for drafting work programmes. Prepare initial draft executive work programme. Prepare initial Democratic Services Committee work programme. Undertake further analysis of reports being taken to Committee (if required).	Karen Jones/ Annette Manchipp/ Rhys George	Start: December 2013 Complete: February 2013	Internal Discussions and critical assessment of work undertaken.
10. (DS)	Installation and Transition to new Decision Management Software System 'Modern.Gov' including officer training (<i>part of Democratic Services overarching project plan</i>)	Liaise with ICT to ensure system is properly installed with appropriate back-ups for server storage. Prepare project plan for roll-out of Modern.Gov system including scheduled training for Officers and Members as necessary.	Stacy Sullivan/ Rhys George	Start: October 2013 Complete: May 2014 (Phase 1)	Regular review of special project plan ensuring key targets and deadlines are being met.
11. (DS)	Responsibility for Member Allowance Scheme	Responsibility for production of annual NPT Member Allowance Scheme based on IRPW report requirements.	Annette Manchipp/ Karen Jones/ Rhys George	Start: January 2014 Complete: April 2014	None in place at present.

12. (DS)	Administrative Support for Corporate Director's Group (CDG)	Ensure relevant administrative and clerical support for CDG meetings is maintained (i.e. Preparation of agendas, background papers and notes).	Annette Manchipp	Ongoing	None in place at present.
13. (DS)	Publication of Members Interests in details on Corporate Website	Ensure publication of relevant Members Interests information as appropriate adhering to guidance and advice provided.	Annette Manchipp	Start: February 2014 Complete: May 2014	None in place at present.
14. (DS)	Reporting Arrangements for Joint Committees	Assess current reporting arrangements for joint committees. Analyse findings and prepare options for discussion with Leader/Chief Executive	Karen Jones/ Rhys George	Start: January 2014 Complete:	None in place at present.
15. (DS)	Progress Agenda planning and Reporting arrangements for Democratic Services Committee <i>(Part of Democratic Services overarching project plan)</i>	Ensure that a robust work programme is in place for the committee and is agreed with the Chair and Vice Chair, which is reviewed and monitored throughout the year.	Rhys George/ Annette Manchipp	Ongoing	None in place at present.

16. (DS)	Evaluation and Monitoring of the style, content and design of Formal Agendas, Reports and Minutes (<i>Part of Democratic Services overarching project plan</i>)	Carry out a review of the design and style of formal agendas and reports. Put in place a monitoring framework for the production of formal minutes.	Annette Manchipp / Rhys George	Start: January 2013 Complete: Ongoing	Online Performance Monitoring Tool (Objective System) Review and Project Planning linked with introduction of 'Modern.Gov' system
17. (DS)	Member Survey "What Matters?"	Continue to review action plan and select key areas for change/improvement in 2014/15	Karen Jones	Start: January 2014 Complete: May 2014	None in place at present.
18. (DS)	Preparations of Scrutiny Work Programmes	Prepare initial draft of 2014/15 executive work programme to strengthen future work programmes. Prepare draft 2014/15 scrutiny work programmes linked to CDG/Cabinet overarching work programmes.	Neil Evans/ Annette Manchipp	Start: January 2013 Complete: TBA	None in place at present.
19. (DS)	Member Development Review Programme & Annual Member Reports	Undertake the 2014/15 Member Review meetings. Collate, analyse and securely store all reviews/reports for future reference and continue to implement established Member Annual Report Procedures and Protocols.	Neil Evans/ Annette Manchipp/ Rhys George	Start: April 2014 Complete: July 2014	Officer Internal Review.

20. (DS)	Scrutiny Development Activity 'Post Scrutiny Development Fund'	Continue the development of Children's Social Services Scrutiny while paying regard to regional WAO National Report & Objectives.	Karen Jones/ Neil Evans	TBA	None in place at present.
21. (DS)	Design and maintain a Members Absence Monitoring procedure as required by LG Measure (Wales) 2011	Liaise with Head of Legal Services and discuss with other MSOs via the MSO Network to understand how other authorities record this information.	Annette Manchipp/ Rhys George	Start: February 2014 Complete: August 2014	Regular Data Monitoring and summary analysis.

ELECTORAL & DEMOCRATIC SERVICES
MAYORAL SUPPORT SERVICES (Code: MYR)

	TASK/ACTION	HOW TO ACHIEVE/COMMENTS	OFFICER(S) RESPONSIBLE	TARGET DATE	FORMS OF EVIDENCE
22. (MYR)	Mayoral Inauguration Ceremony 2014/15	Liaise with all relevant stakeholders and facilitate planning meetings. Ensure all necessary event preparations are undertaken in a timely fashion.	Gillian Lewis	Start: January 2014 Complete: May 2014	Post event 'de-brief' Meeting. Record kept of what worked and what did not.
23. (MYR)	Freedom of the County Borough Ceremony	Liaise with all relevant stakeholders and facilitate planning meetings. Ensure all necessary preparations are undertaken in a timely fashion.	Gillian Lewis	Start: December 2013 Complete: February 2014	Post event 'de-brief' Meeting. Record kept of what worked and what did not.
24. (MYR)	Mayoral Charity Ball	Liaise with all relevant stakeholders and facilitate planning meetings. Ensure all necessary preparations are undertaken in a timely fashion.	Gillian Lewis	TBA	Post event 'de-brief' Meeting. Record kept of what worked and what did not.
25. (MYR)	Preparation for the staging of the Mayoral Civic Sunday Service	Ensure all necessary event preparations are undertaken in a timely fashion.	Gillian Lewis	TBA	Internal de-brief discussions.

26. (MYR)	Special Award Presentation for Cllr. Collin Crowley	Ensure all necessary event preparations are undertaken in a timely fashion.	Gillian Lewis	TBA	Internal de-brief discussions.
27. (MYR)	Christmas Charity Show	Liaise with all relevant stakeholders and facilitate planning meetings. Ensure all necessary preparations are undertaken in a timely fashion.	Gillian Lewis	TBA	Internal de-brief discussions.
28. (MYR)	Achieve further savings due to staff rationalisation over the financial period 2014/15 in relation the Civic Mayoral Budget.	Analyse areas where further expenditure savings can be made in relation to civic events. Following consultation implement cost saving measures.	Gillian Lewis	Ongoing	Not relevant.
29. (MYR)	Manage the 'winding up' of the Council's Twinning Arrangements	Prepare a report for the appropriate Committee. Deal with all relevant correspondence.	Gillian Lewis/ Rhys George	Start: January 2014 Complete: May 2014	Not relevant.

**ELECTORAL & DEMOCRATIC SERVICES
EXECUTIVE SUPPORT SERVICES (Code: EX)**

No.	TASK/ACTION	HOW TO ACHIEVE/COMMENTS	OFFICER(S) RESPONSIBLE	TARGET DATE	FORMS OF EVIDENCE
30. (EX)	Ensure more effective and regular line management communications with executive support staff.	Continue to carry out regular 1:1 team Briefings and 1:1 meetings	Rhys George	Ongoing	Review of Annual Action Plans and 1:1 meeting record maintained on Officers personal file.
31. (EX)	Ensure staff transition plan in place due to retirement of key member of staff	Liaise with all relevant stakeholders and facilitate planning meetings. Ensure all necessary preparations are undertaken in a timely fashion.	Rhys George	Start: January 2014 Complete: March 2014	Not relevant.

**ELECTORAL & DEMOCRATIC SERVICES
OTHER SENIOR MANAGEMENT WORK TASKS (Code: SMT)**

No.	TASK/ACTION	HOW TO ACHIEVE/COMMENTS	OFFICER(S) RESPONSIBLE	TARGET DATE	FORMS OF EVIDENCE
32. (SMT)	System Review of Democratic Services (Including Administrative Process)	Continue to review and develop administrative processes within Democratic Services utilising functionality of 'Modern.Gov.' Committee/Decisions Document Management System.	Rhys George/ Stacy Sullivan	Start: October 2013 Complete: Ongoing	None in place at present.
33. (SMT)	Full engagement/involvement with Outside Bodies	Report/Consultation to be prepared outlining possible options available in relation to future engagement/involvement with outside bodies. Decision to be taken on future involvement in Voluntary Sector Liaison Forum & Cross-Border Meetings.	Karen Jones	TBA	Not relevant.
34. (SMT)	Conclude arrangements for the payment of Town/Community Councils in relation to the creation/enhancement of their web presence.	Obtain signed agreements from all TC/CC Clerks. Await claims and website links for verification.	Rhys George	Start: August 2013 Complete: March 2014	Not relevant.

35. (SMT)	Continue discussions in relation to establishing a CBC/CC Charter Agreement and work towards agreeing a formal draft for signature.	Liaise with all relevant stakeholders and facilitate planning meetings. Ensure all necessary preparations are undertaken in a timely fashion.	Rhys George/ Karen Jones	Start: January 2013 Complete: May 2014	Internal de-brief discussions.
36. (SMT)	Progress understanding of relevant legislation.	Ensure all relevant staff fully understand any new statutory requirements.	Karen Jones/ Rhys George	Ongoing	Not relevant.
37. (SMT)	Employee Development Reviews, Appraisals and Training for all staff.	Undertake Reviews/Appraisals. Assess and schedule relevant training as required (subject to budgetary limitations).	Appropriate Line Managers	Start: February 2014 Complete: March 2014	Not relevant.
38. (SMT)	Budget monitoring – Leader/Mayor/Deputy Mayor transport arrangements	Review and ensure regular budget monitoring in place in relation to the Transport arrangements for the Leader/Mayor and Deputy Mayor	Karen Jones/ Rhys George/ Gillian Lewis/Julie Robinson	Start: January 2014 Complete: Ongoing	Internal de-brief discussions.

CORPORATE STRATEGY

No.	TASK/ACTION	HOW TO ACHIEVE/COMMENTS	OFFICER(S) RESPONSIBLE	TARGET DATE	FORMS OF EVIDENCE
1.	Swansea Bay Regional Equality Council (SBREC)	Attend SBREC committee meetings & AGM to ensure there is a corporate interface.	Karen Jones Karen Jackson	On-going	
2.	Strategic Equality Plan (SEP)	Review & update objectives & action plan to ensure alignment with CIP. Produce annual report for P&R & Council. Contribute to achieving Outcome Agreement (disability hate crime) to SIP, Annual Governance Statement & community cohesion. Organise equalities event. Full review every 4 years.	Rhian Headon	31 st March Autumn event	Publish SEP Annual Report by 31 st March Refer to Outcome Agreement (disability hate crime) Event: % attendees who state event met objectives.
3.	Equality Impact Assessment (EIA) Framework	Provide guidance & support on undertaking EIA. Support, co-ordinate & contribute to EIA for the budget. To review the EIA, including the specific approach for the budget.	Rhian Headon	May - March	Budget impact assessment 'De-Brief' Meeting. Record kept of what worked and what did not.
4.	HoS Equality Group, DPAG, DNAG, BME Forum, NPT Tigers, Welsh Language Officers Group	Provide secretariat including the production of reports. Support for NPT Tigers. Provide support & secretariat for re established BME Forum. Review of new arrangements & FWP for BME Forum. DNAG/DPAG support to be	Rhian Headon	On-going Review BME Forum: October	'De-Brief' Meeting. Record kept of what worked and what did not.

		reconsidered in light of funding review.			
5	Welsh Language Scheme	Produce annual report for P&R & forward to WLC. Annual meeting with WLC. Co-ordinate complaints investigation & FOI requests.	Rhian Headon	June	Publish & provide WLC with WLS Annual Report by 30 th June
6.	Welsh Language Standards	Advise chief officers & Cabinet of the implications. Review Scheme in light of new Welsh Language Standards (Prepare for investigations by WLC.)	Karen Jones Karen Jackson Rhian Headon	Summer/ Autumn (Feb14- April'14)	Completion of WLC questionnaires for standards investigations within the required 12 week period
7.	Objective on-line portal (corporate element)	Process annual invoice from Corporate Strategy budget.	Rhian Headon	Upon receipt	
8.	Cabinet Member Champions (armed forces, older people, equalities & SD)	Briefings	Karen Jones with support from appropriate team members.	On-going	
9.	Sustainable Development	Consider updates & produce reports for CDG, Gov. Group & LSB on the Future Generations Bill. Produce a corporate policy & action plan for CDG. Review changes to LSB arrangements in the Bill & ensure review of SNPT & HSCWB governance	Karen Jackson	March	Production of policy & action plan

		arrangements is completed.			
10.	3 rd Sector	Follow- on work as a result of the review.	Karen Jones	On-going	
11.	Governance	Secretariat for Governance Group meetings including production of FWP and co-ordination of the Annual Governance Statement (AGS).	Nita Sparkes	On-going	Production of AGS to F&CS set deadline
12.	Community Cohesion (Co Co)	Review the regional & local action plans in light of the WG's new priorities. Report to the SIP Officers' Group, HoS Equalities Group & SNPT management group on Co Co. Implement the Outcome Agreement (hate crime). Secretariat to the regional human trafficking & Co Co manager meetings.	Riaz Hassan	Ongoing	Refer to Outcome Agreement (hate crime)
13.	Powys Cross Border	Liaise with Powys to produce FWP, produce & co-ordinate reports.	Karen Jackson	Quarterly	
14.	Armed Forces Community Covenant (links to LSB)	Secretariat to Forum; receipt of MOD grant applications & updating of action plan. Promotion of Covenant.	Karen Jackson Grace Halfpenny	Quarterly	Annual report to LSB.
15.	Single Integrated Plan (SIP)	Integrate the SIP & the CIP. FWP for scrutiny meetings. Co-ordinate and help produce the annual report. Secretariat/ facilitation of the SIP Officer Working Group & monitor task &	Karen Jackson Fiona Clay-Poole Grace Halfpenny	On-going	Annual Report published by June which complies with LGWM 2009 'De-Brief' Meeting. Record kept of what worked and what did not.

		finish groups. Full review 4 years.			
16.	HSC&WB	Attendance, contributing to partnership meetings, member of planning group for annual event, Changing for the Better consultations, NPT Health Challenge etc.	Grace Halfpenny	On-going	Event: % attendees who state event met objectives.
17.	Strategy for Older People (SfOP)	Aims of strategy to be mainstreamed. Report on impact of WG new action plan due in March. Support TASC colleagues. Contribute to SEP, CIP, SIP, Annual Governance Statement & community cohesion.	Grace Halfpenny	Ongoing Assess Impact: April	Action Plan & specific PIs
18.	Older Persons' Council (OPC)	Support for public appointments process. Secretariat for monthly meetings. Facilitate production of bi-annual reports to OPC/Cabinet Liaison Forum, OPC annual planning day/FWP & events i.e. Older Persons' Day.	Grace Halfpenny	Ongoing	Monthly OPC meetings Annual planning: De-Brief' Meeting. Record kept of what worked and what did not Bi-annual Cabinet reports
19.	Older Person's Consultation Forum	Secretariat for Forum (reps from OPC & organisations) for implementation of the SfOP.	Grace Halfpenny	Quarterly	
20.	LSB	FWP, secretariat for meetings & pre-briefings. Co-ordinate LSB responses to consultations.	Grace Halfpenny	Bi-monthly	
21.	LSB ESF	Co-ordination & production of grant claims/progress reports for WG.	Grace Halfpenny	Quarterly until Dec	Grant claims meet submission dates
22.	LSB Airwise Project	Secretariat for project meetings	Grace	Quarterly/Ad	

		& minute taker for Board meetings.	Halfpenny	hoc until Dec	
23.	WAO Programme of Work	Liaison for CIP, Annual Report, statutory PIs & reporting to Cabinet/Council of AIL 1, 2 & AIR. Secretariat for meetings.	Karen Jones Nita Sparkes	Monthly meetings	
24.	PAN Wales Performance System (replace Fynnon)	Meetings with WG & attendance at SW user groups.	Shaun Davies	Ongoing	
25.	Outcome Agreement	Liaise with WG to sign off new Outcome Agreement & report to P&R. Complete Annual Assessment, collection of evidence & sign off revisions.	Shaun Davies Fiona Clay-Poole	Ongoing Assessment: 30 th Sept	New agreed Outcome Agreement Acquire full WG payment for achieving improvement measures
26.	Corporate Improvement Plan (CIP)	Production of new annual CIP & reports to Cabinet/Council. Consider WAO improvement assessment letters (AIL 1 & 2) & the annual improvement report (AIR). Liaise with HoS & consider benchmarking data etc. Production of 6 month progress report to P&R. Production of Annual Report (AR) on previous year's CIP including assessment of full suite of PIs. Other members of CST Team contribute to sections on equalities, SD & engagement etc.	Nita Sparkes Shaun Davies Fiona Clay-Poole	New CIP: to publish asap after 1 st April 6 month: November AR: 31 st October	New CIP, 6 month report & AR are published by set deadlines and are in compliance with LGWM 2009 'De-Brief' Meeting. Record kept of what worked and what did not.
27.	Support the implementation of the review of the performance management framework	Refer to review on findings once completed. This will address the framework for reporting on	Nita Sparkes Shaun Davies	Ongoing	

		corporate priorities, business plans/balanced scorecard reporting & appraisals.			
28.	Corporate Assessment by WAO	Complete self assessment (SA), liaise with CMG/Change Unit & prepare an improvement plan for 2014.	Karen Jones Nita Sparkes Karen Jackson	SA: 31 st March CA: by WAO June	Improvement Plan for 2014 'De-Brief' Meeting. Record kept of what worked and what did not.
29.	Quarterly Reporting	Collection of Performance information for the full suite of Pls & report to P&R.	Shaun Davies Fiona Clay Poole	July Sept Dec March	Quarterly performance reports
30.	National Performance Framework	Forward LGDU guidance/data collection forms, check & sign them off, prepare press release & P&R report for performance accountability measures (PAMs) & Service Improvement Data (SIDs).	Shaun Davies	March - August	
31.	Performance Data Collection Process	Demand analysis exercise	Nita Sparkes Shaun Davies	On-going	'De-Brief' Meeting. Record kept of what worked and what did not.
32.	Network conferences & meetings: WLGA equality, regional equality, Rhwydiath, SDCC, LSB, SfOP, WIN/SW user groups etc.	Consider updates, community of practice sites & attendance to maintain knowledge & expertise.	ALL	On-going	

33.	Research & Data Analysis	Team undertakes as required. Specific work includes sickness reporting : secretariat for meetings; produces sickness reports for P&R & circulates data to managers. Monitor SIP core data sets & population indicators.	ALL Fiona Clay-Pool	Quarterly	Quarterly P&R reports
34.	Advice/guidance to all Council directorates & partners & liaise with WG, WLGA, Commissioners, inspectorates etc.	Act as contact points & provide support on the all issues the team is responsible for.	ALL	Ongoing	
35.	Training & Development	Employee development reviews/personal development plans completed for CST.	All	On-going	No of EDRs % agreed PDP actions implemented
36.	Internal Communication	Staff meetings and one to ones.	All	Monthly Six weekly	No of staff meetings held % of staff receiving one to ones
37.	CST Sickness	Apply the managing sickness absence policy	All	On-going	No of days lost due to sickness per FTE
38.	Health & Safety	Work within H&S guidelines & update risk assessments	All	On-going Annual updates	Up to date risk assessments

CUSTOMER SERVICES

<u>NO.</u>	<u>ACTION</u>	<u>HOW TO ACHIEVE/COMMENTS</u>	<u>OFFICERS RESPONSIBLE</u>	<u>TARGET DATE MILESTONES</u>	<u>FORMS OF EVIDENCE</u>
1	Re-launch Access to Services strategy and Call Handling Strategy	<p>Establish documentation as the corporate delivery mechanism for improving customer experience and to help users to access the most effective and convenient method to interact/ transact with the Council.</p> <p>Compare effectiveness and use of different channels and seek to shift contact to the most appropriate channel as well as release capacity and resource</p> <p>Use the public website to transact with customers wherever possible and ensure it is fit for purpose.</p>	KJ/JEB/ICE project	April 2014	<p>Contact data across the main channels will be measured and analysed.</p> <p>Improved timescales/end to end times and evidence of channel shift</p> <p>Telephone demand data</p> <p>Face to face demand data</p> <p>Online demand data – exit pages/transaction abandonment</p> <p>Customer feedback</p> <p>Complaints/comments/compliments</p>
2	Acquire responsibility for CCTV and OOH services and respond to and manage associated staff and service management of change activities	Maintain business continuity & ensure service resilience Deploy resources appropriately Review service responsibilities Embed new line management responsibilities	KJ/JEB	Sept 2014	<p>Identified FFP savings targets realised and determine any potential for further efficiencies.</p> <p>Analyse/report on PM data</p>

3	Employee development Reviews/Training Needs analysis/121's and regular staff briefings/updates	Ensure all staff understand how their roles contribute to corporate and service aims and objectives and that they have the necessary skills/confidence and development opportunities to meet these	JEB/TL's/Staff Development Officer (SDO RW)	Ongoing	Customer Feedback Staff survey Improved PM's and individual development targets
4	Pontardawe OSS/HUB project	Ensure timely handover of identified services to library staff for future face to face dealings.	JEB/CL/RW (staff development officer)	From April 2014 ongoing	Analyse/report on PM data Customer feedback
5	Data capture /demand analysis	Identify potential "one stop" transactions and more efficient methods of service delivery	JEB/SG/PA	Ongoing	Analysis of data capture info/service reviews. Staff feedback Customer feedback
6	Review demand analysis across all sites	Inform resource requirements across all sites to maintain business continuity and ensure efficient service delivery	JEB/TL's	Ongoing	Analyse/report on PM data Customer feedback
7	Performance Management/Competency Framework	Continue to embed and maintain a culture of continuous improvement across the service	JEB, team leaders, SDO	Ongoing	Customer Feedback Staff survey Improved PM's and individual development targets

8	Introduce additional performance measures/standards e.g. average wait times, one stop transaction end to end times.	Use the outcomes of monitoring and evaluation to continuously improve the service and report measures to scrutiny committee on a quarterly basis	JEB/team leaders, SDO	Ongoing	Analysis of data capture /service and individual performance reviews. Staff feedback Customer feedback
9	Blue Badge – extending eligibility to persons with cognitive impairments	Implement WG guidelines regarding new assessment processes/criteria to determine eligibility	All	April 2014	Transaction end to end times Customer feedback Increased staff resources and associated administrative costs
10	Automatic Blue Badges and Bus Passes – Welfare Reform fallout and the introduction of Personal Independence Payment	Staff training/awareness raising to ensure correct processes are applied to determine future eligibility	TL's/SDO	From June 2013	Transaction end to end times Increase in staff time to explain new guidance where former automatic eligibility ceases Number of appeals

11	Additional bus pass printer at Neath Civic Centre	Continuous improvement to deliver “ what matters” Ensure business continuity and extend ability to provide pass on demand	OSS TL’s and CSU’s	Ongoing	Improved transaction times Reduced postage costs Customer feedback
12	Continue to support the work to contribute to services to mitigate the impact of welfare reform	Welfare Rights pilot Food bank voucher	JEB/TL’s	December 2013 ongoing	Improved customer journey via reduced call handling times and hand offs Customer feedback Staff feedback Survey morale Welfare Rights backlog reduced
13	Call recording/coaching system for Contact Centre telephone related enquiries	High quality, customer focused service and continuously improved service performance	JEB/TL’s/SDO	April 2014	Improved PM’s Customer feedback Complaints/comments/compliments Staff feedback/suggestion scheme

14	Oversee corporate policy to ensure complaints, compliments and comments recording/reporting is met across the Council	To meet identified reporting cycles/timescales to scrutiny committees	JEB/Neil Evans	September 2013 ongoing	Coordinate/ensure timely submission of reports for scrutiny as per agreed content and timescales. Take forward/act on lessons learned to improve future outcomes
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Change Unit - SG

<u>NO.</u>	<u>ACTION</u>	<u>HOW TO ACHIEVE/COMMENTS</u>	<u>OFFICERS RESPONSIBLE & TIMINGS</u>	<u>FORMS OF EVIDENCE</u>
1	Access To Services – Audit and spring-clean The Authority’s web site	<p>Review all web pages to determine their usefulness and fit for purpose.</p> <p>Update or remove pages as necessary in conjunction with service area concerned.</p> <p>Identify where Welsh Translations of web pages are required.</p>	<p>Steff Griffiths/Jon Lewis</p> <p>February 2014</p> <p>June 2014</p> <p>June 2014</p>	<p>Webpage Hits</p> <p>% Pages Removed</p> <p>% Web Pages improved/re-written</p> <p>% Welsh Translation</p> <p>Customer Feedback</p>
2	Access To Service - Review the Corporate Services Website	Review the Corporate Services website to ensure fit for purpose	<p>Steff Griffiths/Jon Lewis</p> <p>March 2014</p>	<p>No of Webpage Hits</p> <p>Customer Feedback</p>
3	Improving Customer Experience (ICE) – Demand Analysis Project	<ul style="list-style-type: none"> • Baseline Current Demand • Identify areas of high demand • Identify services suitable for web enablement • Work with services to reduce preventable demand 	<p>Steff Griffiths /Patrick Anderson/Jon Lewis/Elinor Wellington</p> <p>Ongoing</p>	<p>No of services engaged.</p> <p>Leading Measures from each intervention, e.g.:</p> <ul style="list-style-type: none"> ○ % Preventable Demands ○ E2E Times <p>% Reduction Preventable Demand in Contact Centre</p> <p>Customer Feedback</p>

NO.	ACTION	HOW TO ACHIEVE/COMMENTS	OFFICERS RESPONSIBLE & TIMINGS	FORMS OF EVIDENCE
4	Improving Customer Experience (ICE) – Web Enabling Project	<ul style="list-style-type: none"> • Identify potential areas for web enabling • Work with services to develop new web service • Work with services to develop new back office systems were appropriate • Ensure communication of new services to staff and members of the public. <p>Current Services in First Phase: Bulky Waste Collection Refuse and Recycling Consumables Pest Control Map Based Reporting</p>	<p>Steff Griffiths /Patrick Anderson/Jon Lewis/Elinor Wellington</p> <p>First phase est completion - April 2014</p> <p>Commence 2nd phase – May 2014</p>	<p>No of services engaged.</p> <p>% Channel Shift: % Bulks booked online % Refuse & Recycling online</p> <p>Capacity Release/Cost Savings Customer Feedback</p>
5	Systems Reviews	Undertake systems reviews to improve customer experience, improve service delivery and deliver cost savings	<p>Steff Griffiths/Elinor Wellington</p> <p>Ongoing to November 2015</p>	<p>Leading/Lagging Measures from Reviews</p> <p>Customer Feedback</p>
6	Monitor and measure the outcomes of the Low Income Families Mitigating the impact of welfare reform project (WR Triage project)	Analyse and measure the new way of working as part of the project team.	<p>Steff Griffiths/ Sian Merchant</p> <p>December 2014</p>	<p>% of calls being dealt with One Stop</p> <p>% Calls Triaged to another provider</p> <p>Customer Feedback</p>

7	Provide support to embed a culture of continuous improvement into the council	<ul style="list-style-type: none"> • Employee engagement secondment to be recruited to provide additional support. • Develop a Community of Change Practice (Intrapreneurs) • Develop and implement a Staff Suggestion Scheme. 	<p>Steff Griffiths/Elinor Wellington</p> <p>On Hold</p>	<p>No of 'Intrapreneurs' (Network)</p> <p>Network Events</p> <p>Staff Feedback</p> <p>No of Staff Ideas Generated</p> <ul style="list-style-type: none"> ○ Capacity/Cashable savings ○ Customer Feedback to new processes
8	Develop the national community of practice	Building on current networks (All Wales) to continue promoting and developing the CoP.	<p>Karen Jones/ Stephanie Griffiths</p> <p>Ongoing</p>	<p>Events held</p> <p>Feedback</p> <p>No of Members</p>

	<p>Deliver PICS tranche 1 projects: e-Procurement</p>	<p>Deliverables extracted from Project Brief</p> <ul style="list-style-type: none"> • A policy for self approval and the setting of approval limits • Revised accounting instructions to reflect changed procurement practice • Installation of a management reporting software tool • Arrangements for the ongoing administration and support of e-procurement systems and software tools. Arrangements will cover organisational arrangements, processes, documentation and skills development • Communications to suppliers and other key stakeholders about the nature of the project, its expected benefits and how they will be affected by it. • A process for the adoption of new suppliers post-project • Arrangements for the analysis and use of procurement data to improve procurement strategy and practice • For each council department:- <ul style="list-style-type: none"> • Approval levels • New process flow, including rationalised invoicing arrangements where necessary • Revised contract arrangements • Implementation of the i-proc system • Implementation of purchasing cards if appropriate • Implementation of Procsolve if appropriate • Implementation of a management reporting tool • User guide • Staff training • Supplier training. 	<p>Number of suppliers e-enabled</p> <p>Number of organisation sub-sections implemented</p> <p>% of procurement volume transferred new processes (based on 12/13 transaction volumes)</p> <p>Amount of total spend on-contract (suppliers transacting £50K+ per annum - baseline 12/13 = 51.86%)</p>	<p>Steve John</p> <p>Rob Type</p>	<p>By March 2015:-</p> <p>XX% suppliers e-enabled</p> <p>XX% of organisation implemented</p> <p>XX% procurement volume via new processes</p> <p>XX% of spend on-contract</p>
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	<p>Deliver PICS tranche 1 projects: Monthly Pay Project</p>	<p>Deliverables extracted from Project Brief</p> <ul style="list-style-type: none"> • Documented processes and procedures for how information about staff absence and additional hours is gathered and then passed to the Payroll department for action. • Changes to the Vision and Payroll databases to reflect the transfer of staff to monthly pay • Communications materials and events to inform affected staff about the changes and how they will be affected by them • A schedule of any staff whose terms and conditions of employment need to be reviewed by HR before they can be transferred to monthly pay • A plan for dealing with any cases of hardship 	<p>Numbers of people transferred to monthly pay</p>	<p>Dave Rees Ian Willcox</p>	<p>By March 2015:- 100% staff paid monthly</p>
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	<p>Deliver PICS tranche 1 projects: Vision Development Project</p>	<p>Deliverables extracted from Project Brief</p> <ul style="list-style-type: none"> • Processes for recording data about staff starting and leaving employment with the Council. • A process for recording changes to the establishment structure held within the Vision system. • Processes for recording staff changes of circumstance, including changes to the nature of their employment with the Council. • The validation and correction of the data that is held within the Vision system about the establishment structure and the Councils staff. • Processes to provide information about any staff or establishment data changes, to persons having a legitimate need to know. • Clearly defined responsibilities for the support and development of the Vision system, and the relationship with Selima, beyond the end of the project. • An improved process for recording and reporting absence information including the introduction of the Vision absence and Occupational Health modules. An assessment of the potential to improve the way the Vision system supports Training and Development processes and the implementation of changes to Vision where appropriate. • Both Services, and staff in the HR department, capable of analysing and reporting on workforce data. • Staff in the HR department skilled in the administration of the Vision system. 	<p>Numbers of sections that have signed off their Vision establishment data and new establishment control processes</p> <p>Number of staff records validated in Vision</p> <p>Number of sections using Vision absence management module</p>	<p>Graham Jones Ian Willcox</p>	<p>By March 2015:-</p> <p>100% of council have agreed their establishment data and are operating new establishment control processes</p> <p>10% of council are operating Vision absence management module</p>
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Media and Public Relations:

No.	TASK/ACTION	HOW TO ACHIEVE/COMMENTS	OFFICER(S) RESPONSIBLE	TARGET DATE	FORMS OF EVIDENCE
1.	Press Desk: <ul style="list-style-type: none"> • Daily press requests • Interview requests • Senior Officer Briefing 	Re-active (Need to review resilience in service provision)	Nick Clark /	Daily	None at present
2.	Rising to the Challenge Media and PR (6 improvement priorities)	Identification of media and public information opportunities within the Rising to the Challenge Communications Plan and individual improvement priority communications plans	Caryn Furlow / Nick Clark /	ongoing	No. of press releases No. of TV screen releases
3.	Daily Media Bulletin In the Loop	Pro-active	Nick Clark /	Daily Monthly	None at present
4.	Press Desk Rota Cover	Effective planning and co-ordination of cover (Need to review resilience in service provision)	Nick Clark / Sylvia Griffiths	Daily	None at present
5.	Media Protocol <i>(need to check has been loaded onto Intranet)</i>	Reviewed and maintained	Nick Clark /	Ongoing	None at present
6.	Emergency Response Plan / Business Continuity Plan	Update documents Team to receive relevant training	Karen Jones / Caryn Furlow / Comms Team	Feb 14	Final documents available on JRU website
7.	Media and Press Training (Media, Interview Skills, Press Release writing, photography, photo calls)	Capacity to deliver training to be identified Training delivered (PTLLS Course)	Caryn Furlow / Comms Team	Feb 14 Spring 14	<ul style="list-style-type: none"> • No of training sessions delivered • Trainee feedback

8.	E Newsletter	To be determined if viable	Karen Jones / Caryn Furlow / Nick Clark	April 14	
9.	Review current Communications and Engagement support provided to Directorates and establish a clear forward work plan (e.g. AFIC, COASTAL, Western Bay Social Care / Safeguarding)	Review team member workloads in relation to supporting comms activities in Directorates Agree with Directorates the level of comms support going forward Forward work plan developed	Karen Jones / Caryn Furlow / Comms Team	April 14	None at present
10.	Corporate Communications & Engagement Strategy: <ul style="list-style-type: none"> • Internal Communications Strategy / Channels to support the CIP and SIP priorities / Workforce Agreement • Corporate Style / Identity • “How to Guides” • Exhibitions and promotional 	Overarching strategy and plan to be developed (key principles, processes, protocols and a consistent approach to what we say, how and when. <ul style="list-style-type: none"> • Includes arranging key note events / chat with CEX sessions / Key Communicator Group meetings?? • To take account of RttC branding when doing re-fresh of the style guide with P&G ?? • Review, maintain and promote 	Karen Jones / Caryn Furlow/ Comms Team Anita James / Andrea Joseph Anita James / Andrea Joseph Anita James / Natasha Williams	April 14 ongoing ongoing ongoing	None at present

	resources, including photo library		Matthew Tucker	ongoing	
11.	Milestones Planner	Record all milestones for improvement priorities, corporate / inspection events, cabinet boards	Caryn Furlow	ongoing	None at present
12.	<p>Communications Plan for RttC transformation programme and the 6 component priorities</p> <p>Develop and support the implementation of communication and engagement plans for each of the 6 component priorities</p>	<p>Overarching communications plan (external and internal), bringing together communications plans on the individual transformation programmes:</p> <p>Better Schools, Brighter Prospects</p> <p>Maximising Choice & Independence (TASC)</p> <p>Better, Simpler, Cheaper</p> <p>Reduce, Reuse, Recycle</p> <p>Safer, Brighter Futures</p> <p>Prosperity for All</p>	<p>Caryn Furlow</p> <p>-</p> <p>Anita James</p> <p>Caryn Furlow</p> <p>Andrea Joseph</p> <p>Anita James</p> <p>Sylvia Griffiths</p>	<p>March / April 14</p> <p>March / April 14</p>	Communication Plans developed and being implemented

Communications Team:

No.	TASK/ACTION	HOW TO ACHIEVE/COMMENTS	OFFICER(S) RESPONSIBLE	TARGET DATE	PERFORMANCE MEASURES
13.	Strategic communications and engagement support for City Region / Swansea Bay Partnership	Leading on the delivery and implementation of the Swansea Bay City Region brand and associated strategic change projects.	Sylvia Griffiths	ongoing	None at present
14.	European Election		Anita James	June 14	None at present
15.	Health Challenge NPT	Support the Corporate Health Group, Business Campaign, Corporate Health Week	Anita James / Matthew Tucker	ongoing	None at present

Special Projects:

No.	TASK/ACTION	HOW TO ACHIEVE/COMMENTS	OFFICER(S) RESPONSIBLE	TARGET DATE	FORMS OF EVIDENCE
LSB / ESF / Welfare Reform:					
1.	Manage the LSB / ESF Building Capacity budget	<ul style="list-style-type: none"> • Approve, record and monitor spend • Liaise with WG • Liaise with Financial Services (NPT) 	Caryn Furlow / Stacy Sullivan	Dec 14	<ul style="list-style-type: none"> • 100% of Funding Spent • Quarterly reports meet submission dates
2.	Deliver/support the following LSB / ESF pilot projects: 1. Vulnerable Families 2. Low Income Families <ul style="list-style-type: none"> • Ponty Advice Hub and associated changes at Ponty OSS • Advice Line (WRU) • JCP/ Library Service Joint Arrangement 	<ul style="list-style-type: none"> • Upskilling programme to be delivered to Family Workers • Project Group established • Initiate Implementation Plan • Project Group established • Facilitate joint working arrangement 	Sue Samuel / Nigel Harvey Whitten Caryn Furlow / Vicky Bishop Sian Merchant Sian Merchant	Sept 14 Sept 14 Sept 14 May 14 May 14	<ul style="list-style-type: none"> • Pilots completed • TBD • TBD – Feb 14 • No. of measures have been developed • To be confirmed – Feb 14

Special Projects:

No.	TASK/ACTION	HOW TO ACHIEVE/COMMENTS	OFFICER(S) RESPONSIBLE	TARGET DATE	FORMS OF EVIDENCE
LSB / ESF / Welfare Reform:					
3.	Evaluate the above LSB / ESF projects (plus AFIC) and distil the lessons learned for the LSB to consider	Approach for evaluation to be agreed with Welsh Government	Karen Jones / Caryn Furlow / Hannah Lake	Dec 14	<ul style="list-style-type: none"> • Evaluation completed - Sept 14 • Final evaluation report completed – Dec 14 • O.D. Strategy completed – Dec 14
4.	To support the effectiveness and sustainability of the Welfare Reform Steering Group	<ul style="list-style-type: none"> • Review partnership arrangements, including the clarification of : <ul style="list-style-type: none"> • Partnership objectives • Terms of Reference • Governance arrangements • Development of Partnership Agreement • Development of web site • Prepare highlight reports for LSB • Develop Communications Plan 	Karen Jones / Caryn Furlow / Sian Merchant	May 14	<ul style="list-style-type: none"> • Review completed • Partnership Agreement in place • Web Site developed • Highlight reports prepared for LSB • Communications Plan developed

Special Projects:

No.	TASK/ACTION	HOW TO ACHIEVE/COMMENTS	OFFICER(S) RESPONSIBLE	TARGET DATE	FORMS OF EVIDENCE
LSB / ESF / Welfare Reform:					
5.	Provide support to the Deputy Leader in his Anti Poverty Champion role	<ul style="list-style-type: none"> • Undertake role of Anti Poverty Officer Champion • Attend Tackling Poverty Regional Events hosted by the Deputy Minister for Tackling Poverty, Vaughan Gething AM • Share good practice from NPT across region 	Caryn Furlow Caryn Furlow Caryn Furlow/Sian Merchant	March 15 quarterly ongoing	None at present

Special Projects

No.	TASK/ACTION	HOW TO ACHIEVE/COMMENTS	OFFICER(S) RESPONSIBLE	TARGET DATE	FORMS OF EVIDENCE
Corporate Programme Office:					
6.	Co-ordinate information and support to track the progress of the Council's transformation programme	<ul style="list-style-type: none"> • Maintain the existing programme management / project management resources • Provide advice and support on change management approaches • Review and revise highlight report format to better facilitate the monitoring of the delivery of the 6 no. improvement priorities 	<p>Karen Jones / Caryn Furlow</p> <p>Karen Jones / Caryn Furlow</p> <p>Caryn Furlow</p>	<p>April 14</p> <p>March 15</p> <p>April 14</p>	<ul style="list-style-type: none"> • No of hits on CPO pages • Satisfaction (rate this page) • Revised highlight report format reported to CDG for all 6 improvement priorities

Special Projects

No.	TASK/ACTION	HOW TO ACHIEVE/COMMENTS	OFFICER(S) RESPONSIBLE	TARGET DATE	FORMS OF EVIDENCE
Governance:					
7.	Implement recommendations following the review of the Council's Corporate Performance Management Framework	<ul style="list-style-type: none"> External support provided by WLGA Implementation Group - Corporate Directors Group Training and support to be provided to both Members and Officers Undertake review of new framework 	Caryn Furlow / Nita Sparkes / Shaun Davies	Ongoing Dec 14	<ul style="list-style-type: none"> Chief Executive / Corporate Directors / Heads of Service objectives set for 2014/2015 Heads of Service business plans produced (at least 16) Heads of Service business plans reported to scrutiny Service Report Cards produced by services EDR completed
8.	Support the "Better Simpler Cheaper" Efficiency Programme Board	<ul style="list-style-type: none"> Prepare and administer agenda, notes, actions and decisions registers 	Caryn Furlow / Stacy Sullivan	March 15	None at present
9.	Support the Head of Corporate Strategy and Democratic Services in taking forward the recommendations from the review of funding to 3 rd sector organisations	<ul style="list-style-type: none"> Present Action Plan to Policy & Resources Scrutiny Committee Develop and implement new Policy Framework 	Karen Jones / Caryn Furlow / Catherine Gadd	April 14 ?	<ul style="list-style-type: none"> Action Plan presented New Policy Framework developed and implemented

Special Projects

No.	TASK/ACTION	HOW TO ACHIEVE/COMMENTS	OFFICER(S) RESPONSIBLE	TARGET DATE	FORMS OF EVIDENCE
Governance:					
10.	Ensure the Council's change management activities are aligned with the FFP and SIP and there is effective governance of the programme	<ul style="list-style-type: none"> • Monitoring of highlight reports • 	Karen Jones / Caryn Furlow	ongoing	None at present
11.	Ensure the Council has the necessary governance arrangements in collaborative activities	<ul style="list-style-type: none"> • Support provided by WLGA • Implement any recommendations arising from the review of governance arrangements in collaboration 	Karen Jones / Caryn Furlow	June 14	None at present
12.	Update and maintain the Council's Corporate Risk Register	<ul style="list-style-type: none"> • Update in readiness for presentation to CDG along with the updated Corporate Improvement Plan 2014-2017 • Ongoing maintenance 	Karen Jones / Caryn Furlow	CDG date?	<ul style="list-style-type: none"> • Presented to CDG

Special Projects

No.	TASK/ACTION	HOW TO ACHIEVE/COMMENTS	OFFICER(S) RESPONSIBLE	TARGET DATE	FORMS OF EVIDENCE
Governance:					
13.	Project manage both the installation and transition to new Decision Management Software “Modern.Gov” and the implementation of actions following the governance review of executive and scrutiny arrangements	<ul style="list-style-type: none"> • Adopt project management methodology 	Stacy Sullivan	ongoing	None at present
Health Social Care and Wellbeing:					
14.	Support the Health Social Care and Wellbeing Executive Board and sub groups (Partnership Support, Business Campaign)	<ul style="list-style-type: none"> • Contribute to review of focus, governance and membership • Ensure appropriate and timely agenda planning • Undertake specific project / event work • Provide secretariat function 	Caryn Furlow Neil Evans / Grace Halfpenny	ongoing	None at present
15.	Training & Development	Employee development reviews/personal development plans completed	All	On-going	No of EDRs % agreed PDP actions implemented
16.	Internal Communication	One to ones Team meetings	All	Monthly Six weekly	No of staff meetings held % of staff receiving one to ones
17.	Sickness	Apply the managing sickness absence policy	All	On-going	No of days lost due to sickness per FTE

18.	Health & Safety	Work within H&S guidelines & update risk assessments	All	On-going Annual updates	Up to date risk assessments
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Contribution to the Council's Forward Financial Plan

Deliver the following savings measures:

Saving	Responsibility	2014/15 £'000s	2015/16 £'000s	2016/17 £'000s
Increase blue badge photo fees by £1/badge	J Banfield	5		
De-clustering of customer services officers	J Banfield	12.5	12.5	
Reduce staff hours – flexible working request	J Banfield	10		
Reduce expenditure on stationery and uniforms	J Banfield	0.5		
Reduce staff as more services placed on line	J Banfield		30	
Income generated by individual registration initiative	R George		20	
Cease twinning activities	R George	2		
Reduce mayoralty expenditure	R George	10		
Reduce contribution to Members ICT costs	R George	3		
Reduce stationery budget – committee administration	R George		10	
Reduce staff hours	R George	7		
Reduce staffing levels	R George		25	
Stop courier service for Members	R George		10	
Stop teas and coffees for all meetings	R George	2		
Reduce printing expenditure – statutory plans	K Jackson	3		
Reduce corporate health group budget	K Jackson	2		
Reduce comms and marketing budget – engagement activities	K Jackson	5		
Remove contribution to third parties budget	K Jackson	15		
Reduce WAO fees budget	K Jackson	5		
Remove contribution to surveys budget – engagement activities	K Jackson	5		
Reduce older persons strategy budget line – engagement activities	K Jackson	3		
Reduce salaried budget – HoS flexible retirement	S Phillips	50		
Reduce activity – CMIU	K Jones	110		

Remove wellbeing budget	K Jones	1		
Remove safeguarding budget – no longer required	K Jones	6		
Reduce number of newspapers purchased	C Furlow	0.7		
Staff reductions –communications	K Jones	44		
Income – City Region recharge	C Furlow	10		
Further staff reductions – corporate strategy	K Jones	74		
Pontardawe One Stop Shop Savings	K Jones	20		
Further staff reductions	K Jones		61	54
Further reductions – mayoralty	K Jones	15		
TOTAL DEPARTMENTAL SAVINGS		400.7	168.5	54
Income Contribution to FFP				
Outcome Agreement Grant	K Jackson	1.400	1.400	1.400
Implementation of 3 rd Sector Review	K Jones	650		

Performance Management

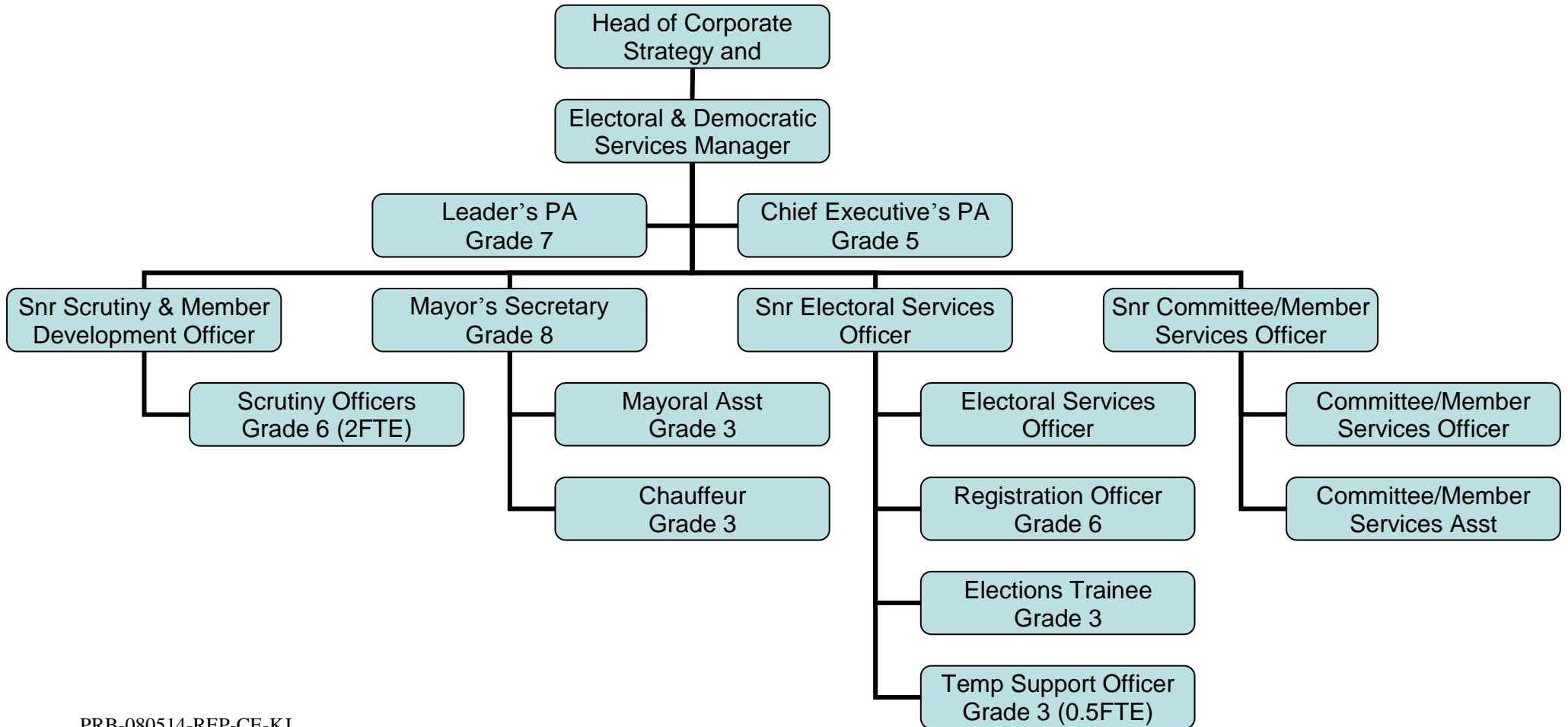
Each Section will produce a performance report card by May 2014 which will describe the measures, targets (where appropriate) and benchmarks (where appropriate) that will be used to gauge how well we are progressing to achieve the outputs and outcomes that we have prioritised.

Performance Scorecards will be developed for the following services/functions:

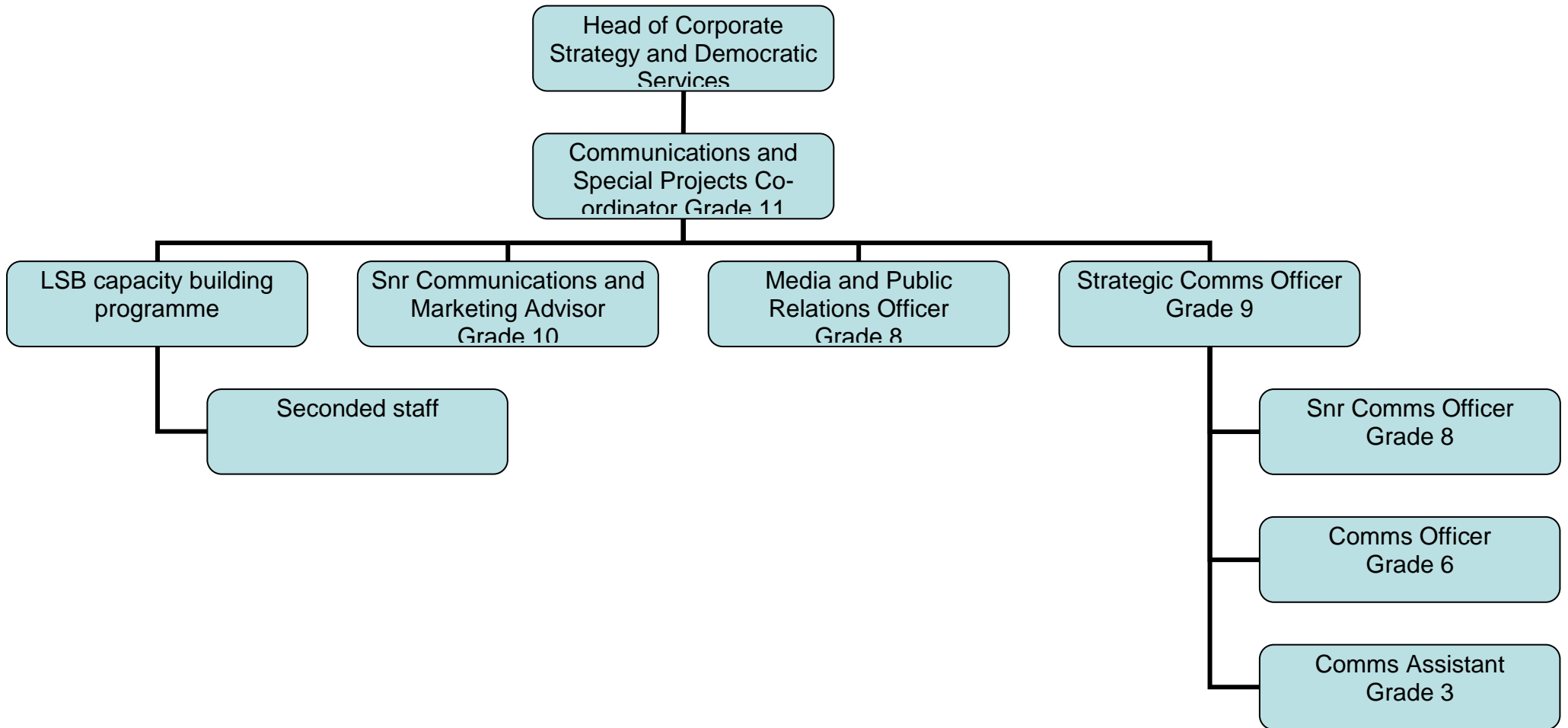
Service/Function	Principal Officer Lead	Service Manager Responsible
Corporate Strategy	Karen Jackson	Karen Jackson
Performance Management	Karen Jackson	Nita Sparkes
Elections	Rhys George	Clare Sim
Democratic Services	Rhys George	Neil Evans and Annette Manchipp
Mayoralty	Rhys George	Gill Lewis
Change Mgt – PICS	Ian Willcox	Ian Willcox
Change Mgt – ICE	Steff Griffiths	Steff Griffiths
Communications	Caryn Furlow	Sylvia Griffiths, Nick Clarke and Anita James
OD	Caryn Furlow	Sian Merchant, Vicky Bishop and Hannah Lake
One Stop Shops	Jayne Banfield	Julia Blake, Caroline QUin
Contact Centre	Jayne Banfield	Chris Cole
CCTV	Jayne Banfield	Tbc
Access to Services Strategy	Jayne Banfield	Jayne Banfield

Staffing Structures – 2014/15

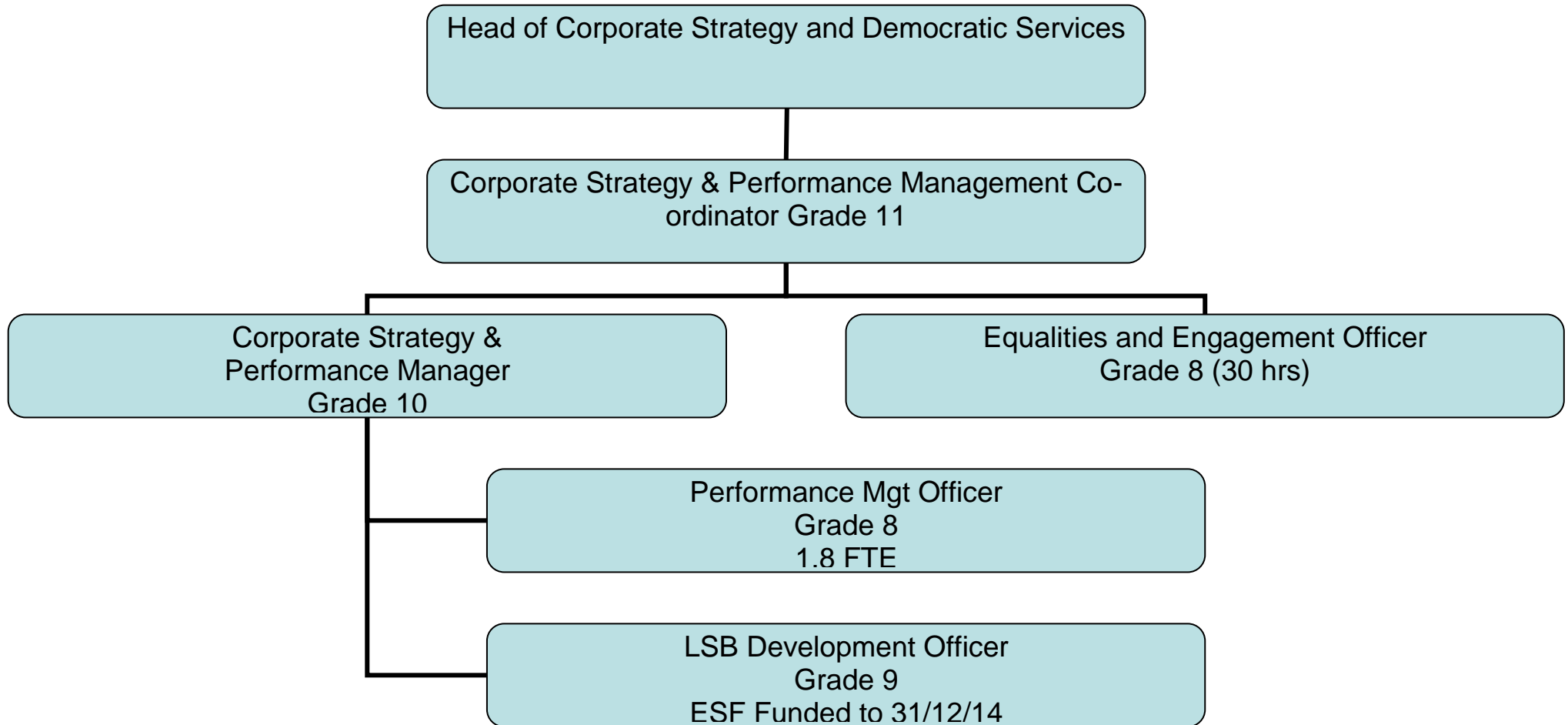
Electoral and Democratic Services 2014/15



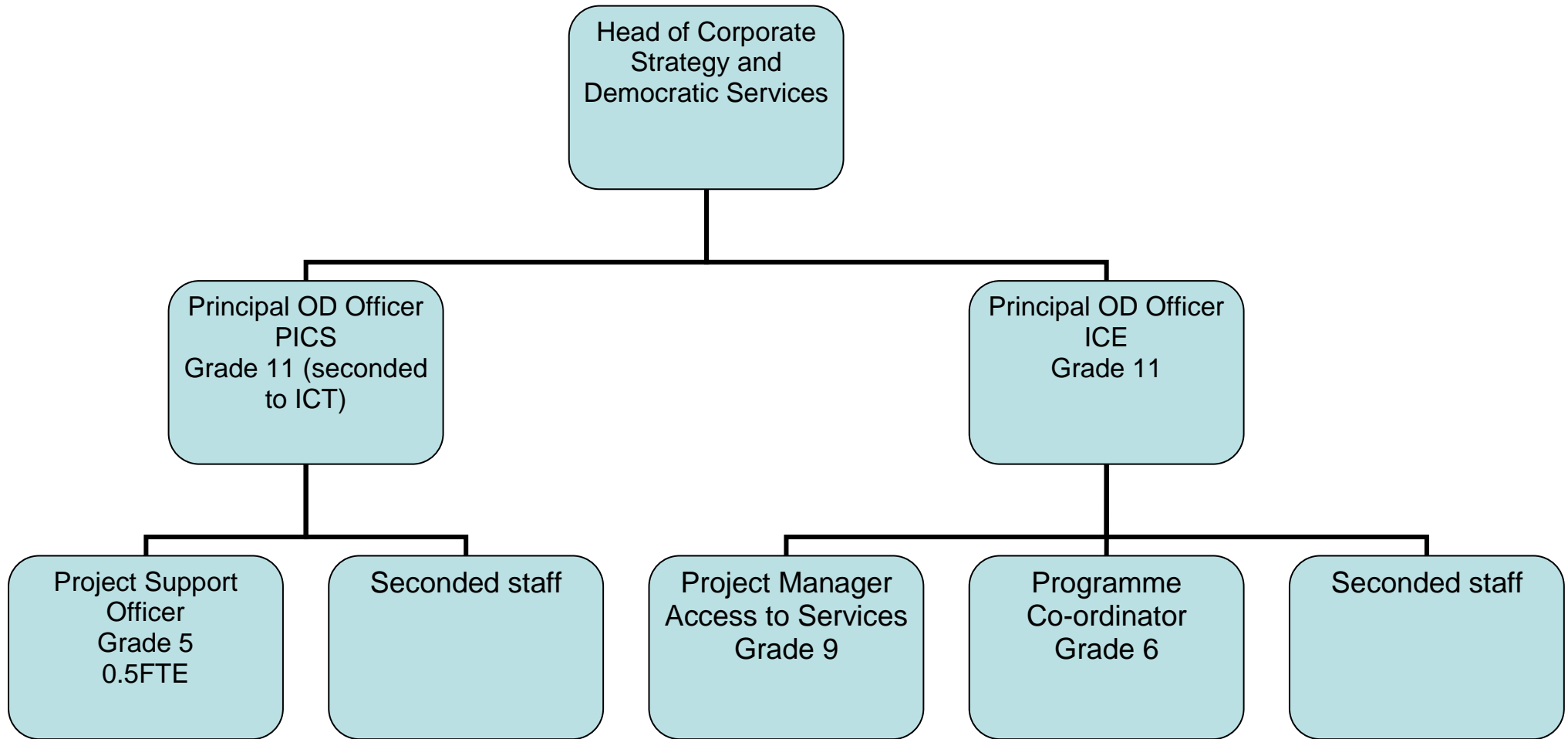
Communications and Special Projects 2014/15



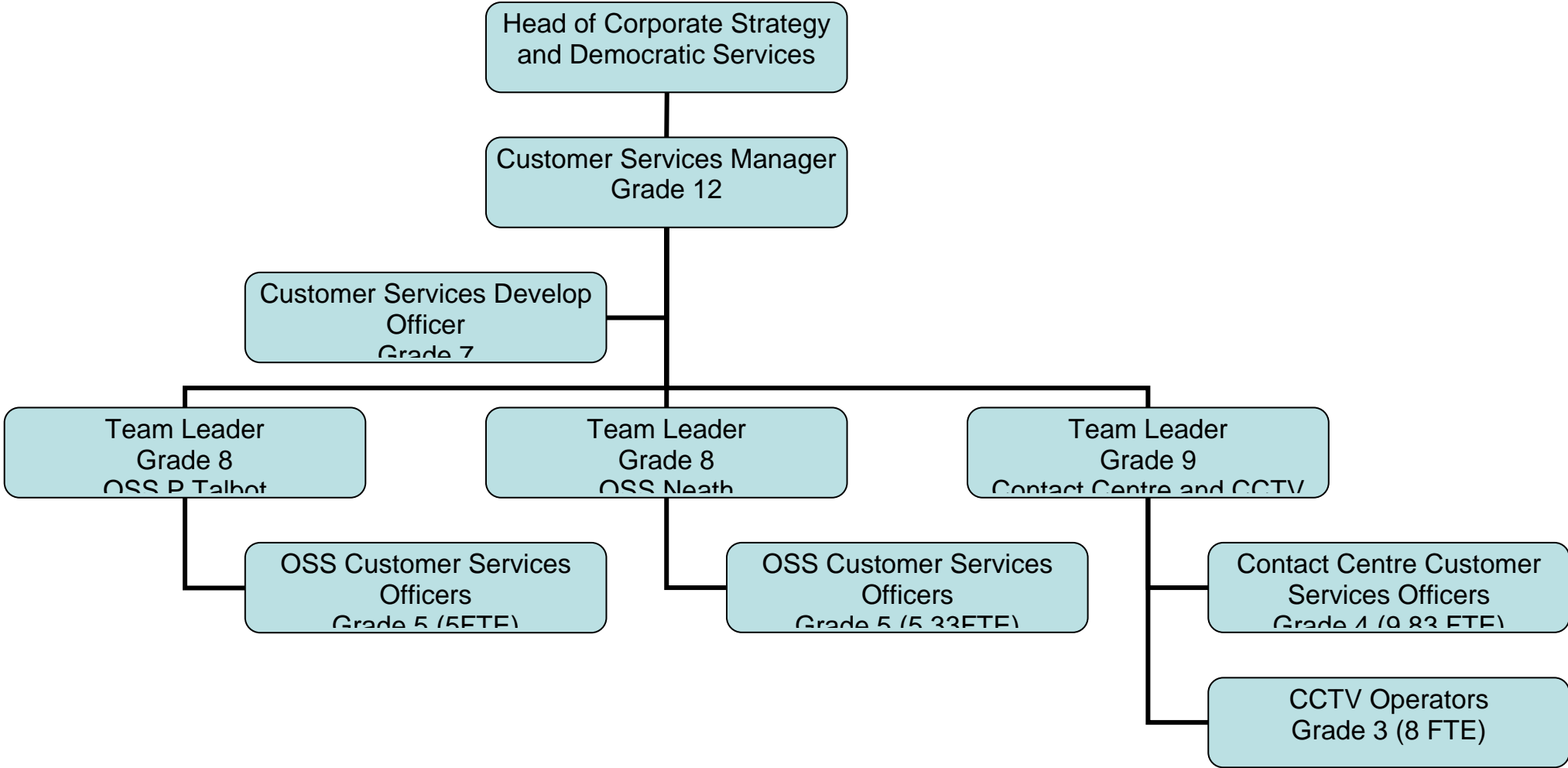
Corporate Strategy and Performance Management



Change Management Unit 2014/15



Customer Services and CCTV 2014/15



Part 1, Section A, Item 2

2. THIRD SECTOR REVIEW ACTION PLAN

Purpose of Report

To seek approval from the Cabinet Board to an action plan that implements the recommendations arising from the review of funding to third sector organisations, completed in December 2013.

Background

As part of its Forward Financial Plan, the Council conducted a review of funding to third sector organisations during the financial year 2013/14. The final recommendations from the Steering Group set up by the Policy and Resources Cabinet Board to oversee the review were considered by the Policy and Resources Cabinet Board in December 2013 and approved.

In addition to identifying where the target savings of £400,000 could be allocated, the Steering Group made a number of recommendations aimed at further improving the value for money and governance arrangements for third sector funding. Those recommendations were also approved by the Cabinet Board in December 2013 and it was agreed that the Chief Executive would prepare an action plan setting out how those recommendations would be implemented.

This report discharges that decision.

Action Plan

The detailed action plan is attached at Appendix 1 for Members' consideration. To maintain the involvement of the third sector in the work going forward, it is proposed that the Voluntary Sector Liaison Committee be asked to nominate suitable representatives to be involved in taking the actions forward. It is also proposed that the Local Service Board members be asked to consider whether there is merit and interest in other agencies that also fund third sector organisations locally in taking part in the review with the aim of ensuring the total "pot" of available public funding is effectively targeted.

Recommended

1. That Members approve the action plan set out at Appendix 1.
2. That Members provide a steer on the governance arrangements that might be put in place to oversee the implementation of the action plan, specifically ensuring that the third sector have the opportunity to be fully involved in taking the review forward, that LSB partners are offered the opportunity to participate in the review and that there is effective democratic oversight of the work.

Reason for Proposed Decision

To ensure the decisions made in relation to the Council's review of funding to third sector organisations are fully implemented.

Officer Contact:

Mrs Karen Jones, Head of Corporate Strategy and Democratic Services,
Tel: 01639 763284 or e-mail: k.jones3@npt.gov.uk

COMPLIANCE STATEMENT

CORPORATE PERFORMANCE MANAGEMENT FRAMEWORK

(a) Implementation of Decision

The decision are proposed for implementation following the three day call in period.

(b) Sustainability Appraisal

Economic Prosperity	-	Positive
Education & Lifelong Learning	-	Positive
Better Health & Wellbeing	-	Positive
Environment & Transport	-	Positive
Crime & Disorder	-	Positive

Other Impacts

Welsh Language	-	No Impact
Sustainable Development	-	No Impact
Equalities	-	No Impact
Social Inclusion	-	No Impact

(c) Consultation

This item is not subject to external consultation.

REVIEW OF FUNDING TO THIRD SECTOR ORGANISATIONS

PROPOSED ACTION PLAN

Ref	Recommendation from Review – Policy and Resources Cabinet Board December 2013.	Lead	Support	Timescales	Action
1	There be no change to the Discretionary Rate Relief Scheme affecting third sector organisations in 2014/15 and that the associated funding is protected from cuts in 2014/15	DFCS	Head of Financial Services	31.3.2014	Achieved
2	The Council considers adopting a corporate commissioning framework	DFCS	Head of Corporate Strategy and Democratic Services Service representatives	31.12.2014	Establish task and finish group to produce draft commissioning model

3.	The Council gives consideration to issuing its officers with clear guidance as to when the procurement framework should be used and when a grant making agreement should be preferred and that these arrangements are also clearly communicated to the third sector	DFCS	Head of Corporate Strategy and Democratic Services Head of Financial Services Head of ICT and Procurement Head of Legal Services	31.12.2014	Establish task and finish group, with third sector involvement to develop a grant making policy for the Council and associated procedural/administrative arrangements. Review existing procurement arrangements for contracts for services to ensure they are fit for purpose re: third sector contracts Ensure governance arrangements are clear and fit for purpose
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4.	The Council considers replacing its existing grant making practice with a grant making policy that differentiates between strategic partners and other grant recipients. The policy to encourage organisations to work towards and achieve financial sustainability and to build capacity across the sector locally	DFCS	As above	As above	As part of 3 above
5.	The Council brings together its small grant funding pots into one general pot with criteria for awarding the grant to be established annually by the Council and communicated to the third sector.	DFCS	As above	As above	As part of 3 above
	The overall pot to be reduced by 5.1% in 2014/15	DFCS	Head of Financial Services	31.3.2014	Achieved

6.	The Council provides clearer guidance in its contracts and grant agreements to ensure that the costs supported by funding are clearly accounted for and the risk of double funding is minimised. This should include provision for third sector organisations to be required to provide details of any other public funding that it receives additional to that subject of any individual agreement with the Council.	DFCS	As part of 3 above	As part of 3 above	As part of 3 above

7.	The Director of CVS gives consideration as to how understanding amongst third sector organisations of Charity Commission guidelines on reserve balances might be promoted	Dir CVS	Head of Corporate Strategy and Democratic Services	31.3.2014	Achieved. There have been a number of events organised by the CVS which support the implementation of the review conducted in 2013/14.
8.	The Council should consider initiating review of benefits advice provision, job search support and transport services provided by the third sector with a view to ensuring that services are well targeted and that the arrangements offer the best use of available funding across the county borough.	DFCS	Head of Corporate Strategy and Democratic Services Voluntary Sector Liaison Forum Local Service Board – Vulnerable Families’ Project	1.4.2015	Terms of reference and governance to be developed to carry out review of advice and job search funded activities. Review of transport already undertaken by Director of Environment

9.	The Council proposes to the Local Service Board that more integrated planning and working be developed between the third sector and local public sector organisations	Head of Corporate Strategy and Democratic Services	LSB Support Officer	1.6.2014	Propose that partners engage with 8 above and that the Policy and Resources Scrutiny Committee holds the partners to account
10.	Funding of “facing the challenge” service to be reviewed by Children and Young People Services re: NHS funded component of service	Director of Social Services Health and Housing	Partnership and Commissioning Manager	31.3.2014	Achieved. Funding to continue on current basis. Efficiency savings of equivalent amount to be identified across wider CYPS budgets.
11.	Payments to the FAW and WRU not be cut for the reasons set out in the report.	DFCS	Head of Financial Services	31.3.2014	Achieved

12.	The Council clarifies its policy on “benefits in kind” so as to ensure there is value for money, equity and transparency in the provision of such “benefits in kind”.	DFCS	As part of 3 above	As part of 3 above	As part of 3 above
13.	Build capacity across the third sector to secure alternative funding sources	Head of Corporate Strategy and Democratic Services	Principal OD Officer	31.3.2015	Build this into performance criteria of strategic partners Build the requirement for financial sustainability into all new grants as part of 3 above

Part 1, Section C, Item 3

3. PERFORMANCE MANAGEMENT QUARTERLY REPORT

Purpose of Report:

To inform members that the Minister for Local Government and Government Business has approved the Outcome Agreement between Neath Port Talbot County Borough Council and the Welsh Government covering the period from 2013-2016.

Background:

On the 13th December 2013 Members approved the draft 2013-2016 Outcome Agreement and authorised the Head of Corporate Strategy and Democratic Services to submit the draft to Welsh Government by 31st December 2013. The draft was submitted to the Welsh Government on 18th December 2013.

Over the past few months, officers from the Corporate Strategy Team have been in discussion with the Welsh Government and I can now report that the Outcome Agreement between Neath Port Talbot County Borough Council and the Welsh Government covering the period from 2013-2016 is agreed. The official letter from the Minister for Local Government and Government Business to the Leader of Neath Port Talbot County Borough Council confirming the Agreement is attached as appendix 1.

As has been the case for previous agreements, the Outcome Agreement has been developed to reflect priorities the Council has already identified within the Corporate Improvement Plan 2013-2016 and Single Integrated Plan 2013-2023. This avoids the Council creating a number of different sets of priorities and reinforces the decision already made by Council that there needs to be a clear focus on areas of greatest priority. Officers have also selected areas for inclusion in the Agreement that, on balance, are felt to represent the best chance of securing the full grant of £1.4 million per annum over the period of the Agreement.

The structure of the 2013-16 Outcome Agreement framework was comprised of two distinct elements: part 1 – outcomes will be based on performance of our 5 selected themes; and part 2 - the second component would be based on standards of corporate governance as reported by the Auditor General for Wales. The new Outcome Agreement Grant will be split into two parts, 70% will be allocated to reward the delivery of better outcomes (part 1), 30% to address any statutory recommendations made to Welsh Ministers concerning the corporate governance arrangements within the local authority concerned (part 2).

The Council will complete an annual self evaluation of performance for each of the 5 selected themes in part 1 of the outcome agreement for 2013-2014, which is required to be submitted to the Welsh Government by 30th September 2014.

We will update Members on an annual basis as to whether the Council has been successful in drawing down the full £1.4 million grant based on 2013-2014 performance.

Appendix

Appendix 1 – Letter to The Leader confirming approval of the Outcome Agreement between Neath Port Talbot County Borough Council and the Welsh Government covering the period from 2013-2016

List of Background Papers

A guide to Outcome Agreements between the Welsh Government and Local Authorities in Wales for three years 2013-14 to 2015-16.

Neath Port Talbot CBC Corporate Improvement Plan 2013 – 2016 “Rising to the Challenge”.

Neath Port Talbot Working in Partnership 2013 -2023 Single Integrated Plan.

Wards Affected

All

Officer Contact

Karen Jones, Head of Corporate Strategy & Democratic Services,
Tel: 01639 763284, E.mail: k.jones3@npt.gov.uk

Nita Sparkes, Corporate Strategy & Performance Manager, Tel:
01639 766172, E.mail: n.sparkes@npt.gov.uk

Shaun Davies, Performance Management Officer, Tel: 01639
763172, E.mail: a.s.davies@npt.gov.uk

Appendix 1

Lesley Griffiths AC / AM
Y Gweinidog Llywodraeth Leol a Busnes y Llywodraeth
Minister for Local Government and Government Business



Llywodraeth Cymru
Welsh Government

Ein cyf/Our ref: SF/LG/1127/14

Cllr Ali Thomas
Neath Port Talbot County Borough Council
Civic Centre
Port Talbot
SA13 1PJ

April 2014

Dear Ali,

Over the past few months, our officials have been working together to conclude an Outcome Agreement between Neath Port Talbot County Borough Council and the Welsh Government covering the period from 2013-14 to 2015-16.

I am pleased to say this process is now complete and I am content with the Agreement which is attached to this letter.

The Agreement describes the delivery of many improvements which you intend to make over the next few years to the outcomes for citizens and communities across the county. I welcome the ambition and commitment this demonstrates and I wish you well in delivering the Agreement.

I am copying this letter to Steve Phillips.

Lesley Griffiths AC / AM
Y Gweinidog Llywodraeth Leol a Busnes y Llywodraeth
Minister for Local Government and Government Business

Bae Caerdydd • Cardiff Bay
Caerdydd • Cardiff
CF99 1NA

English Enquiry Line 0845 010 3300
Llinell Ymholiadau Cymraeg 0845 010 4400
Correspondence.lesley.Griffiths@wales.gsi.gov.uk