



***CABINET (POLICY AND RESOURCES) SCRUTINY  
SUB COMMITTEE***

***2.00 PM TUESDAY, 17 OCTOBER 2023***

**MULTI-LOCATION MEETING – COUNCIL CHAMBER PORT TALBOT  
AND MICROSOFT TEAMS**

**All mobile telephones to be switched to silent for the duration of the meeting**

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**Part 1**

1. Chairs Announcements
2. Declarations of Interests
3. Minutes of the Previous Meeting (*Pages 5 - 12*)
  - 25<sup>th</sup> July 2023
  - 29<sup>th</sup> August 2023
4. Succession Planning (*Pages 13 - 40*)
5. Pre-decision Scrutiny
  - To select appropriate items from the Cabinet (Policy and Resources) Sub agenda for pre-decision scrutiny (cabinet reports enclosed for Scrutiny Members)
6. Forward Work Programme 2023/24 (*Pages 41 - 42*)

7. Urgent Items  
Any urgent items at the discretion of the Chairperson pursuant to Section 100BA(6)(b) of the Local Government Act 1972 (as amended).
8. Access to Meetings  
To resolve to exclude the public for the following item(s) pursuant to Section 100A(4) and (5) of the Local Government Act 1972 and the relevant exempt paragraphs of Part 4 of Schedule 12A to the above Act.

## **Part 2**

9. Pre-Decision Scrutiny of Private Item/s
  - To select appropriate items from the Cabinet (Policy and Resources) agenda for pre-decision scrutiny (cabinet reports enclosed for Scrutiny Members)

**K.Jones**  
**Chief Executive**

**Civic Centre**  
**Port Talbot**

**Wednesday, 11 October 2023**

### **Committee Membership:**

**Chairperson:**       **Councillor P.Rogers**

**Vice**  
**Chairperson:**       **Councillor C.Jordan**

**Councillors:**       C.Galsworthy, R.G.Jones, R.Phillips, S.Pursey,  
A.J.Richards, C.Clement-Williams and  
H.C.Clarke

**Notes:**

- (1) If Committee Members or non-Committee Members wish to have relevant items put on the agenda for future meetings, then please notify the Chief Executive/Chair eight days before the meeting.*
- (2) If non-Committee Members wish to attend for an item of interest, then prior notification needs to be given (by 12.00 noon on the day before the meeting). Non-Committee Members may speak but not vote, or move or second any motion.*
- (3) For pre scrutiny arrangements, the Chair will normally recommend forthcoming executive items for discussion/challenge. It is also open to Committee Members to request items to be raised - though Members are asked to be selective here in regard to important issues.*
- (4) The relevant Cabinet Board Members will also be invited to be present at the meeting for Scrutiny/ Consultation purposes.*
- (5) Would the Scrutiny Committee Members please bring the Cabinet Board papers with them to the meeting.*

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## Cabinet (Policy and Resources) Scrutiny Sub Committee

(Microsoft Teams Meeting/ Hybrid Meeting in Council Chamber)

**Members Present:**

**25 July 2023**

**Chairperson:** Councillor P.Rogers

**Vice Chairperson:** Councillor C.Jordan

**Councillors:** R.G.Jones, A.J.Richards, C.Clement-Williams and H.C.Clarke

**Officers In Attendance** T.Davies, B.Dennedy, C.Furlow-Harris, C.Griffiths, T.Rees, S.Thomas and P.Chivers

**Cabinet Invitees:** Councillors S.K.Hunt, S.A.Knoyle and A.Llewelyn

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### 1. **Chairs Announcements**

The chair welcomed everyone to the meeting.

It was confirmed that the committee would be scrutinising items 7, 8 and 12 from the Cabinet Board Agenda.

### 2. **Declarations of Interests**

There were no declarations of interest recorded.

### 3. **Minutes of the Previous Meeting**

The minutes of the meetings held on the 24<sup>th</sup> January 2023, 7<sup>th</sup> March 2023 and 18<sup>th</sup> April 2023 were approved as a true and accurate record.

### 4. **Pre-decision Scrutiny**

**Registry Office – Celebrants Service**

Members complimented the report and commented that the service was well-run and supported the plans for expansion. However, members questioned the accuracy of the information contained within the Integrated Impact Assessment; the narrative of items 3, 4, 5, 7 & 10 on pages 15-19 stated there was no impact but the corresponding matrix showed a positive impact.

The Head of Legal and Democratic Services confirmed that the matrix should have shown a neutral impact. The Integrated Impact Assessment is an important part of the decision-making process for members and officers will be reminded of the importance of ensuring that any narrative and text corresponds.

Members thanked the officers in the Registry service for their work in recent years on income generation.

Members questioned whether there was a need for officers to receive further Integrated Impact Assessment training. The Head of Service confirmed that a work programme was being developed, and work is ongoing within the Corporate Policy Team to embed the training and principles.

Following scrutiny, the report was supported to cabinet board.

### **Neath Port Talbot Welsh Church Act Trust Fund – Annual Report 2022 – 2023**

The Head of Legal and Democratic Services brought members attention to information missing from the table of approved applications on 31 of the agenda pack.

The reference to The Rectorial Benefice should state The Rectorial Benefice of Aberafan St Marys Church and the reference to Sardis English Baptist Church should read Sardis English Baptist Church Resolven.

Members questioned the table on page 25 of the agenda pack which did not include figures relating to re-evaluation, members requested this is added to the table for clarity.

The Head of Service confirmed that this request would be forwarded to the Chief Finance Officer and in future any re-evaluations would be reported.

Members questioned the inclusion of an application from 2004/2005 in the table on page 31 and queried whether it should be included due to the time period elapsed. Members also questioned whether the organisation was still active.

The Head of Service confirmed that the funds are still available but haven't been drawn down by the organisation and therefore the application remains on record. If the organisation wished to claim the funds, additional due diligence may be required due to the time elapsed. There has been no contact from the organisation in recent times; once addressed the money can be removed from the system should the organisation no longer be in existence. Members commented that they were content with the situation as long as due diligence is carried out going forward.

Members questioned the table on page 25 of the report pack and commented that the summary did not clearly show that income is coming from investment. The Head of Legal and Democratic Services confirmed that this narrative will be included in future reports.

Following scrutiny, the report was supported to cabinet board.

### **Update on the ongoing work to support the Armed Forces Community in Neath Port Talbot**

The Officer commented that the work outlined in the report was supported by the Regional Armed Forces Liaison Officer, (AFLO) and the post was funded by the Welsh Government. Although Neath Port Talbot are the host organisation, the regional post also provides support to Swansea and Bridgend Councils. The AFLO has recently secured a post in the Environment Directorate and it is hoped that a new officer will be appointed by early September.

Members fully supported the work but queried if there was a timetable for upcoming events. The officer confirmed that the Armed Forces Festival Concert was scheduled for 27th October with a flag raising event planned for 28th October. Members commented that it would have been good if the report had reflected that the work is ongoing and this was duly noted.

Following scrutiny the report was noted

5. **Forward Work Programme 2023/24**

The Forward Work Programme 2023/24 was noted.

6. **Urgent Items**

There were none.

**CHAIRPERSON**



**Cabinet (Policy and Resources) Scrutiny Sub Committee**

**(MULTI-LOCATION MEETING – COUNCIL CHAMBER PORT TALBOT  
AND MICROSOFT TEAMS)**

**Members Present:**

**29 August 2023**

**Chairperson:** Councillor P.Rogers

**Vice Chairperson:** Councillor C.Jordan

**Councillors:** C.Clement-Williams, C.Galsworthy, S.Pursey,  
R.G.Jones, H.C.Clarke and A.J.Richards

**Officers In Attendance** C.Griffiths, D. Phillips, T.Davies, N.Blackmore  
and T.Rees

**Cabinet Invitees:** Councillors S.A.Knoyle and A.Llewelyn

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1. **Chairs Announcements**

The chair welcomed everyone to the meeting.

It was confirmed that the committee would be scrutinising items 5 from the Cabinet Board Agenda.

2. **Declarations of Interests**

There were no declarations of interest recorded.

3. **Pre-decision Scrutiny**

Miscellaneous Grant Fund Application (Showmen's Guild South  
Wales and Northern Ireland) (Pages 3 - 8)

Members considered the report as circulated within the agenda pack.

Members queried if any study had been carried out to understand the effect that Neath Fair has on local trade within Neath Town. Members were keen to understand why the Showmen's Guild had not received any Government funding during COVID.

Officers clarified the application was in relation to the funfair only and not the street fair. The £31,000 outlined in the application covers the cost of the funfair for both the September and Easter events that take place.

Officers advised that the criteria for COVID funding at the time was set by UK and Welsh Government. Applications for funding had to be made by organisations directly to UK and Welsh Government. Officers were unable to comment why the Showmen's Guild did not receive funding.

Officers were not aware of any specific analysis that has been undertaken with regards to the impact of the fun fair being present in the town as opposed to not being present.

Officers confirmed that an application for financial assistance is assessed on the criteria outlined in the report. There is no requirement on the applicant to demonstrate their affordability for the event for which they are applying for funding.

Members raised concern with the use of the policy and whether it was fit for purpose in relation to being for charitable and voluntarily organisations and for the benefit of the community. Members queried what benefit does the Showmen's Guild have and how is that putting back into the local community, as the profits are distributed amongst those involved in the event, not given to the community.

It was confirmed that the Showmen's Guild is a collective of individuals and is not a legal entity within their own right and therefore was no requirement specifically for an organisation to be a voluntary or charitable organisation, only that if an organisation of this type applied they must be committed to endeavours of a local nature.. Officers clarified that the terms outlined above do not preclude other organisations from applying. The purpose of the miscellaneous grant is to be a general catch all, where no specific grant is capable of being utilised. Discretion vests in the local authority as to whether members wish to grant a relief or not to the organisation applying.

The report documented that if the grant was not successful then the fair would not be proceeding. Members expressed their concern that NPT Communications had issued a statement on 23<sup>rd</sup> August 2023, which clearly indicated that the fair was proceeding.

Officers confirmed that a number of policies are being reviewed by the Head of Culture, Leisure and Tourism, working with the Head of Regeneration and other relevant officers to consider events and events management in general and how the Council relates to those organisations. Part of the review will be events that the Council are asked to make a financial contributions to. This may touch upon the Miscellaneous Grant Scheme and any other grant pot which touches upon this area. Any changes required would be an executive decision so the scrutiny committee would have an opportunity to consider the items in more detail at the appropriate time should they wish.

Following scrutiny, the report was supported to cabinet board.

4. **Urgent Items**

There were none.

**CHAIRPERSON**

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## CABINET POLICY & RESOURCES SUB-COMMITTEE

17<sup>TH</sup> OCTOBER 2023

### REPORT OF THE HEAD OF PEOPLE & ORGANISATIONAL DEVELOPMENT

#### Succession Planning Update

##### Purpose of Report

To provide members with information in relation to succession planning activity in the context of the council's Strategic Workforce Plan – the Future of Work Strategy.

##### **Background information: Strategic Workforce Plan – Future of Work Strategy**

Members will receive a presentation at committee providing an overview of the Council's Strategic Workforce Plan, the Future of Work Strategy 2022 – 2027.

This is the link to plan on the council's sharepoint:

[The Future of Work Strategy - Strategic Workforce Plan 2022-2027 \(sharepoint.com\)](#)

The Strategic Workforce Plan links to and supports the council's strategic priorities as set out in the Corporate Plan 2022 – 2027, by identifying what the workforce needs to look like and how it needs to operate to deliver outcomes for the residents of Neath Port Talbot. The Plan helps provide the direction and to ensure that we have the right people, with the right skills and attitudes, in the right place and at the right level. It is a 5 year Plan that aligns with other key strategies but will be reviewed each year to ensure it is still fit for purpose.

The plan was very much co-produced with the council's Corporate Management Group, and developed over a number of months during which we listened to what's important to our employees and managers at every level as well as our trade union partners. We also worked with Audit Wales and the Chartered Institute of Personnel and Development (CIPD) to ensure our people practices are the best they can be. A consultation in relation to the plan was launched in August 2022, and all employees

were encouraged to provide feedback. Face to face consultation also took place with our recognised trade unions across the council. Corporate Directors approved the plan at their meeting of 12<sup>th</sup> October 2022 for presentation and approval by Personnel Committee on 24<sup>th</sup> October 2022.

The plan describes our key workforce priorities and includes a 12 month delivery plan. The plan will be reviewed by 31<sup>st</sup> March 2024 to ensure that the priorities remain fit for purpose and a further 12 month delivery plan will be developed for 2024 / 25. This will of course be carried out with input from the Corporate Management Group and all of our stakeholders, including managers, employees, trade unions and external partners.

### **Succession planning**

Succession planning is a key workforce planning activity, and is a process for identifying business critical jobs and developing an action plan to deliver future incumbent post-holders. The council has adopted a strategic approach to succession planning that takes place at both a corporate level (via the strategic workforce plan) and operational service level (via the succession planning toolkit). The strategies that support succession planning will range from line manager / service led actions such as ensuring regular supervision and performance management takes place, ensuring training plans are in place and up to date, ensuring a development and learning culture is encouraged, etc, to wide ranging corporate strategies, for example to develop leadership across the council, to recruit and retain the best quality staff and to be an employer of choice.

A comprehensive **Succession Planning Toolkit** was developed and agreed prior to the pandemic. As with all services, priorities changed as we grappled with the challenges associated with COVID-19, and as such, work on succession planning was suspended. The link to view the toolkit on sharepoint is provided below:

[Succession Planning Toolkit.doc \(sharepoint.com\)](#)

The Delivery Plan appended to the Strategic Workforce Plan sets out that we will “embed operational service level workforce planning, via the Succession Planning Toolkit”. The outcome is described as “our Heads of Service and Accountable Managers will have the knowledge and skill set to develop a succession plan for each service, in order to identify and

develop the potential future leaders and individuals required to fill other business-critical positions within the Council to ensure we continue to provide high quality services to our citizens”.

The presentation to members at committee will provide an overview of the succession planning toolkit, the actions we have taken to embed succession planning activity and actions flowing from this activity.

**Financial Impacts:**

Staffing costs account for 48.6% or £61 million of gross expenditure (as at September 2023).

**Integrated impact assessment:**

A full impact is not required as this report is for information only.

**Valleys Communities Impacts:**

No Impact.

**Workforce Impacts:**

Workforce planning at both a strategic and operational level will help ensure the council delivers its aim of having the right number of people with the rights skills and attitudes in place at the right time to deliver council services and functions.

**Legal Impacts:**

No impact.

**Risk Management Impacts:**

The Strategic Workforce Plan and the Succession Planning Toolkit both seek to reduce workforce risks associated with recruitment and retention by ensuring actions are in place to mitigate against these risks.

**Crime and Disorder Impacts**

No impact.

**Counter Terrorism Impacts**

No impact

**Consultation:**

There is no requirement under the Constitution for external consultation on this item.

**Recommendations:**

It is **RECOMMENDED** that this report is NOTED.

**FOR INFORMATION****Appendices:**

None.

**List of background papers:**

The Strategic Workforce Plan: The Future of Work Strategy  
The Succession Planning Toolkit

**Officer Contact**

Sheenagh Rees, Head of People & Organisational Development, Email: [s.rees5@npt.gov.uk](mailto:s.rees5@npt.gov.uk) or tel. 01639 763315.





Cyngor Castell-nedd Port Talbot  
Neath Port Talbot Council

# The Future of Work

Page 17

# Background and context



## THE FUTURE OF WORK STRATEGY



Strategic Workforce Plan  
2022-2027



Cyngor Castell-nedd Port Talbot  
Neath Port Talbot Council

## What does the council need to look like in future?

Quite simply, we want to have the right number of people with the right skills and attitudes in place at the right time to deliver council services and functions.

### How will we achieve this?

By delivering the following key objectives:

1. Delivering the workforce actions needed in the short, medium and long term to implement the Corporate Plan whilst ensuring the health, safety and well-being of our people.
2. Embedding the Corporate Priorities, Vision and Values.

# Delivery: The Future of Work Team

Head of People & Organisational Development

Communications Manager

Principal HR Manager

Learning, Training &  
Development Manager

Future of Work Engagement  
Officer  
GR 8

Future of Work HR Business Partner  
GR 11  
HR Policy & Practice Development  
Officers x 2 GR 8  
Seconded Trade Union Officer  
Project support / contract  
administration x 2 GR 5

OD Officer GR 8  
Project Support / training  
administration GRS

# Key priorities



Resourcing Team Neath Port Talbot



**Developing and Retaining Talent**



Employer of Choice – Employee Experience and Engagement



**Developing the Future of Work**



Knowledge and Skills Development



**A Safe Workplace – supporting the health and well-being of our employees**



An inclusive workplace where all our employees can be themselves

# Delivery Plan – Resourcing Team NPT

**If we cannot recruit and retain the best employees to deliver our services, this will represent a real threat to the future delivery of council services and priorities.**

Action:

- Establish a Recruitment Taskforce to drive the council's recruitment strategy

# [Jobs \(npt.gov.uk\)](https://www.npt.gov.uk)



Page 23

## Our four stage application process

- 1. Apply**

All our vacancies are listed on our [Search & Apply page](#). All applicants must complete an online application form before the published closing date. We can accept manual applications if you are unable to complete one online.


- 2. Shortlisting**

The recruiting manager will shortlist the applicants they want to take to the next stage. They will consider all the qualifications, experience and skills the role needs in coming to their decision. We will let you know the outcome if you are not successful at this stage.


- 3. Interview**

We will invite you to interview with us – this could be face-to-face or virtually, via Microsoft Teams. In your interview invitation we'll let you know who will be interviewing you and if there are any additional tasks for your interview such as presentations or assessments.


- 4. Compliance and Vetting**

If you are successful and you are offered a role in Team NPT, we will carry out pre-employment checks. These checks vary from role to role but will include right-to-work checks and references. We may also conduct a DBS check, driving licence check or professional bodies verification. If there are any other checks required for a particular role, we will let you know what these are as part of the recruitment process.



If we can offer any support or assistance at any point in the application process, please email [jobs@npt.gov.uk](mailto:jobs@npt.gov.uk) or call 01639 686837. We wish you the very best of luck!

<https://www.npt.gov.uk/35194>



CYNGOR CASTELL-NEDD PORT TALBOT  
NEATH PORT TALBOT COUNCIL

## Teaching Assistants



CYNGOR CASTELL-NEDD PORT TALBOT  
NEATH PORT TALBOT COUNCIL

## Lloyd Harris



CYNGOR CASTELL-NEDD PORT TALBOT  
NEATH PORT TALBOT COUNCIL

## Karen Jones Chief Executive



# Establish a Recruitment Taskforce to drive the Council's recruitment strategy

Establish Recruitment Taskforce ✓

Introduction of iTrent Recruitment Module ✓

Improved Recruitment Interface ✓

## What impact has this had?



2020/2021 355 job adverts  
2021/2022 762 job adverts  
2022/2023 753 job adverts



2020/2021 3911 Applications  
2021/2022 5633 Applicaitons ↑ 44%  
2022/2023 5796 Applicaitons ↑ 2.9%

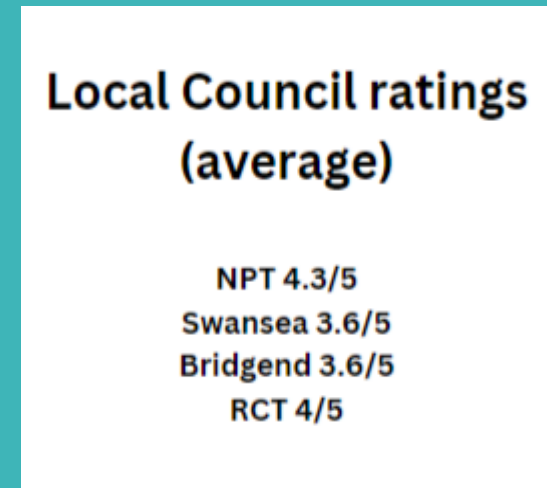
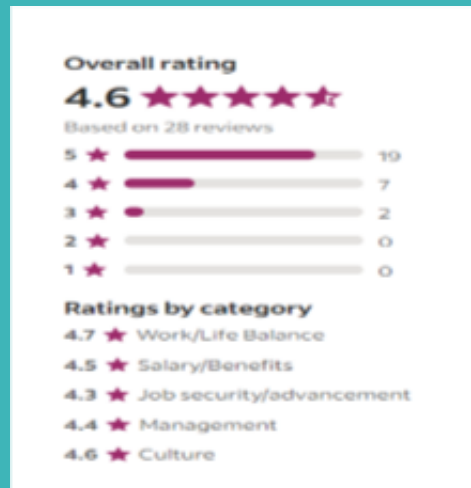


2020/2021 386 appointments  
2021/2022 629 appointments ↑ 63%  
2022/2023 687 appointments ↑ 9%





# Recruitment Experience Survey Results



Page 25

## NPT, Glassdoor and Indeed Reviews



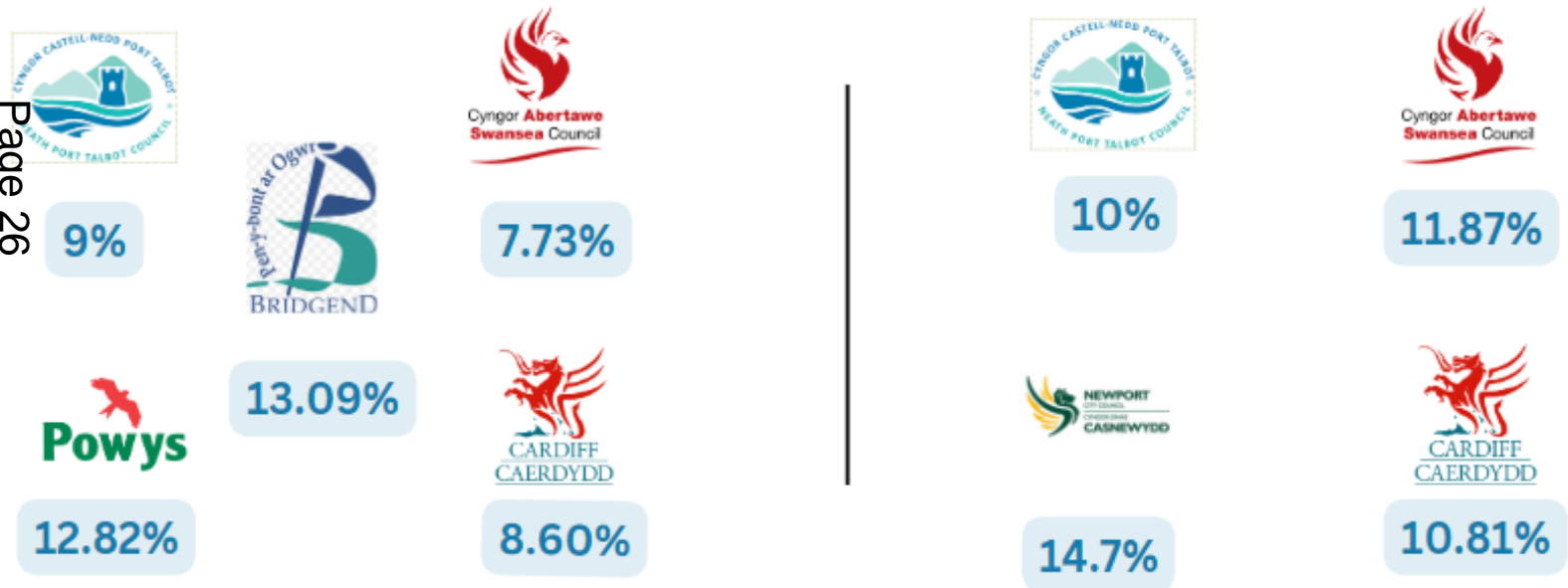
# Employer of Choice – Employee Experience and Engagement

## Turnover Rates

2021/2022

2022/2023

Page 26



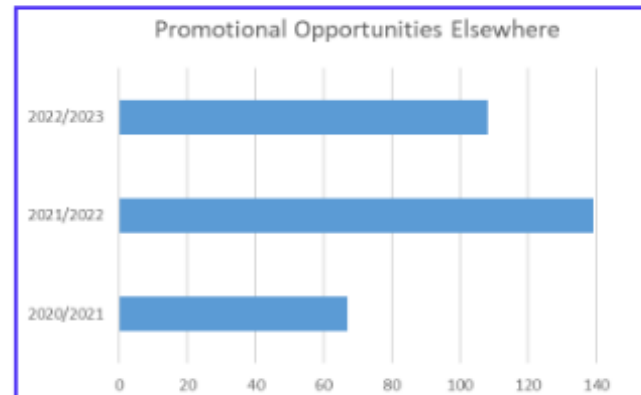
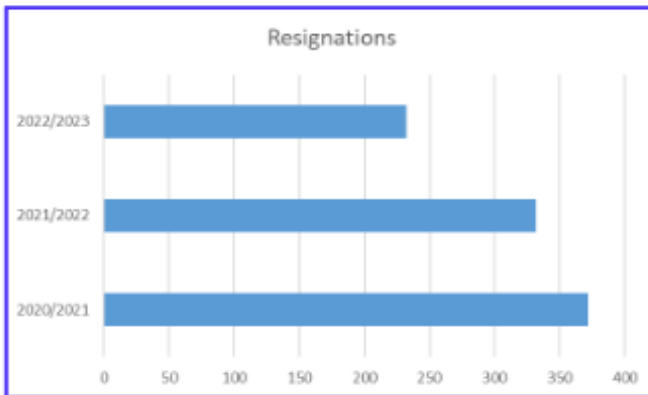
# Employer of Choice – Employee Experience and Engagement



Resignations  
30% since  
the plan was  
introduced

Promotion  
elsewhere leaving  
22% since  
the plan was  
introduced

Page 27



# Delivery Plan – Developing and Retaining Talent

Embed operational service level workforce planning via the succession planning toolkit

# The Succession Planning Toolkit

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## Five Steps:

- **Data Collection** – Understand your workforce
- **Assessment of Key Jobs** – Identify business critical jobs where there is a need for “successors” and develop a plan of action to ensure a talent pipeline for the next 2-3 years
- **Assessment of Current Employees** – Do employees have the appropriate skills/qualifications to move into business critical roles? How can you ensure this?
- **Future Needs** – Linked to Service Recovery Plans, consider how services might change (budgets, changes in technology, work practices etc). How will you ensure people can keep pace with the change – ensuring you have the right people, in the right place at the right time?
- **Scenario Planning** – Consider actions for recruitment and retention

# Introduction to succession planning

<https://youtu.be/39E8NvBWrTk>


# Completion of plans: a work in progress.....



**37 Plans  
completed to  
date**

**235 Business  
Critical Jobs  
identified**

# What next?

- Review completed succession plans to inform next iteration of the Delivery Plan
  - Review Succession Planning Toolkit to learn lessons from implementation / feedback
  - Increase number of completed plans
- 



# Employer of Choice – Employee Experience and Engagement

## Overview of our current offer

Nationally agreed pay scales

Premium payments

Standby payments

Sleeping in allowance

Night-time allowance

Rotating shift allowance

Occupational Sick Pay Scheme

Local Government Pension Scheme

Holiday entitlement (26 / 33 days + bank holidays + extra statutory day)

Long service award

Range of Flexible working schemes

Maternity scheme

Adoptive parents leave

Parental Bereavement Leave

Occupational Health Service

Discounted rates for Celtic Leisure

Staff Health & Wellbeing Group

Special Leave Scheme

Employer Support Policing Scheme

Travel & Subsistence Scheme

Salary Sacrifice Schemes:

- Cycle2Work

- AVCs

Tax Free Childcare Vouchers

# New initiatives to enhance our offer

- Carer's Policy / Employers for Carers Support Platform ✓
- Disability Passport Scheme ✓
- Electric Vehicle Salary Sacrifice Scheme ✓
- Financial Well-being Strategy ✓
- Salary Finance ✓
- Employee Assistance Programme ✓
- Review of Special Leave Scheme ✓
- Menopause Policy + Action Plan ✓
- Review of Acting up and Honorarium payments ~ underway
- Volunteering Scheme ~ underway
- School well-being group ~ pending
- Annual Employee Engagement Survey ~ underway
- Review of Notice Periods ~ underway

# Developing the Future of Work

- Reduce unnecessary bureaucracy in employment policies + process = less prescriptive ✓
- Review of the Hybrid Working Framework ✓
- Management training: managing in a hybrid world ✓
- Confirmation of new working arrangements ~ underway
- Establish a working group to introduce more choice and flexibility for front-line colleagues ~ pending

# Knowledge and Skills Development



Delivery of a comprehensive programme of training & development for all employees ✓



Development of Management and Leadership Development Pathway ~ underway



Re-established face to face Corporate Induction Day



Apprenticeship programmes



Mentoring Scheme: Ment2Be NPT

# A Safe Workplace – supporting the health and well- being of our employees

- Embed Health & Safety Culture ~ underway
- Partnership with Time to Change Wales ✓
- Menopause Action Plan ✓
- Training for Managers ✓
- Employee Assistance Programme ✓

# An inclusive Workplace

## Where all employees can be themselves

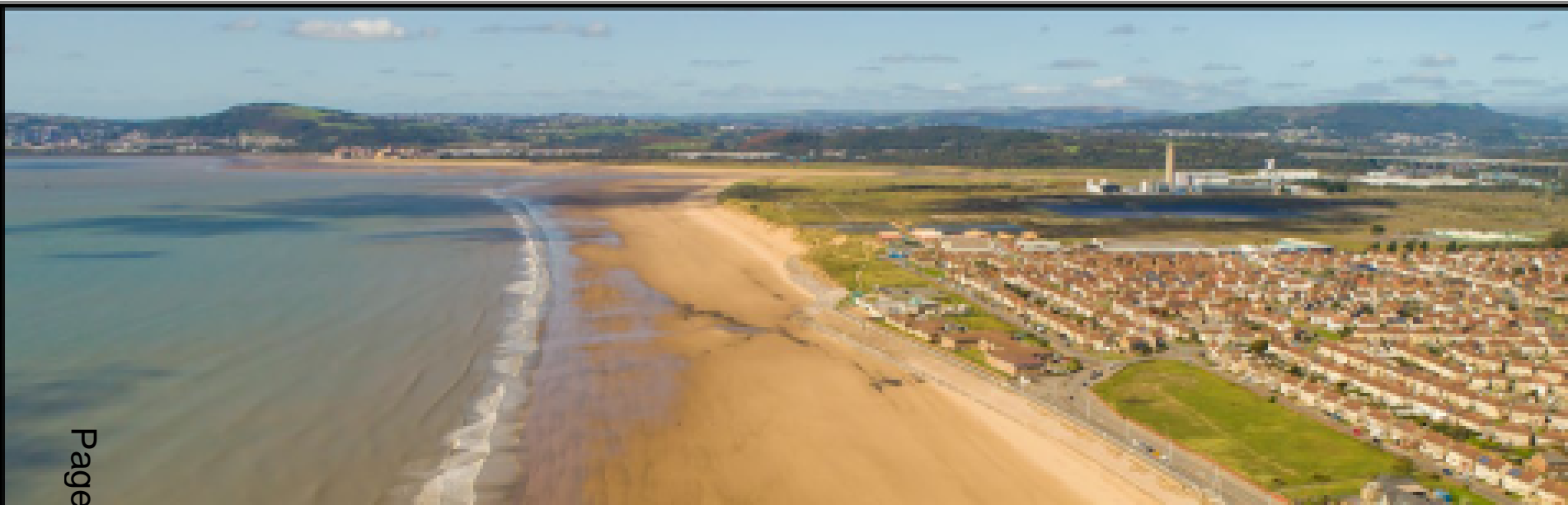
Page 38

- Ethnic Minority Employee Network ✓
- Gender Equality Action Plan / Chwarae Teg Fair Play Employer ✓
- Career mentoring for low-paid women ✓
- Disability Passport Scheme ✓
- Anonymised application forms ✓
- LGBTQ+ Employee Network ~ pending
- Disability Employee Network ~ pending

# What next?

Review of the  
priorities

Development  
of 2024 / 25  
Delivery Plan



Page

# LET'S WORK TOGETHER

[futureofwork@npt.gov.uk](mailto:futureofwork@npt.gov.uk)



**Cabinet (Policy and Resources) Scrutiny Sub Committee**  
**(All starting 2pm unless otherwise stated)**

| Meeting Date | Agenda Item                                   | Contact Officer                         |
|--------------|---|---|
| <b>2023</b>  |   |   |
| 25 July      |   |   |
|              |   |   |
| September    |   |   |
|              |   |   |
| 17 October   | Succession Planning Framework                 | Sheenagh Rees/Lynne Doyle/Diane Hopkins |
|              |   |   |
| 28 November  | Income Generation – Update                    | Chris Saunders                          |
|              | 3 <sup>rd</sup> Sector Grants                 | Noelwyn Daniel/Caryn Furlow             |
| <b>2024</b>  |   |   |
| 9 January    | Emergency Planning – Policy Strategy & Update | Emma John                               |
|              |   |   |
|              |   |   |
| 20 February  |   |   |
|              |   |   |
| 9 April      |   |   |
|              |   |   |

|        |  |  |
|--------|--|--|
| 14 May |  |  |
|        |  |  |
|        |  |  |
|        |  |  |

**Items to be scheduled in for 2023/24 FWP**

- Procurement Strategy – June 2023, Craig Griffiths
- Review of Customer Services Scoping Document – For Information Only – Autumn 2023