



POLICY AND RESOURCES CABINET BOARD

Immediately Following Scrutiny Committee on

THURSDAY, 19 MAY 2016

COMMITTEE ROOMS 1/2 PORT TALBOT CIVIC CENTRE

PART 1

1. To agree the Chairman for this Meeting.
2. To receive any declarations of interest from Members.
3. To receive the Minutes of the previous Policy and Resources Cabinet Board held on 31 March 2016 (*Pages 5 - 12*)

To receive the Reports of the Head of Corporate Strategy and Democratic Services

4. Digital Inclusion Charter (*Pages 13 - 18*)
5. Comments, Compliments and Complaints - Annual Report (*Pages 19 - 26*)
6. Corporate Strategy and Democratic Services Business Plan 2016-2017 (*Pages 27 - 74*)

To receive the Report of the Head of Human Resources

7. Human Resources Business Plan 2016-2017 (*Pages 75 - 90*)

To receive the Reports of the Head of Financial Services

8. Treasury Management Monitoring Report (*Pages 91 - 94*)
9. Financial Services Business Plan 2016-2017 (*Pages 95 - 118*)
10. To receive the Draft Forward Work Programme 2016/17 June - September 2016 (Dates to be confirmed at the Annual Meeting of Council 2016) (*Pages 119 - 122*)
11. Any urgent items (whether public or exempt) at the discretion of the Chairman pursuant to Statutory Instrument 2001 No 2290 (as amended).
12. Access to Meetings - to resolve to exclude the public for the following items pursuant to Regulation 4(3) and (5) of Statutory Instrument 2001 No. 2290 and the relevant exempt paragraphs of Part 4 of Schedule 12A to the Local Government Act 1972.

PART 2

To Receive the Private Reports of Head of Financial Services (Exempt under Paragraph(s) 12, 13 & 14

13. Social Services Residential Care Write Offs (*Pages 123 - 128*)
14. Council Tax Write Offs (*Pages 129 - 140*)

S.Phillips
Chief Executive

Civic Centre
Port Talbot

Thursday 12 May, 2016

Cabinet Board Members:

Councillors: A.H.Thomas and A.N.Woolcock

Notes:

- (1) *If any Cabinet Board Member is unable to attend, any other Cabinet Member may substitute as a voting Member on the Committee. Members are asked to make these arrangements direct and then to advise the committee Section.*
- (2) *The views of the earlier Scrutiny Committee are to be taken into account in arriving at decisions (pre decision scrutiny process).*

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EXECUTIVE DECISION RECORD
CABINET BOARD - 31 MARCH, 2016
POLICY AND RESOURCES CABINET BOARD

Cabinet Board Members:

Councillors: P.A.Rees and A.N.Woolcock (Chairperson)

Officers in Attendance:

D.Rees, S.John, Mrs.J.Banfield and Mrs.T.Davies

1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Councillor A.N.Woolcock be appointed Chairperson for the meeting.

2. **MINUTES OF THE PREVIOUS POLICY AND RESOURCES CABINET BOARD HELD ON 18 FEBRUARY, 2016**

Decision:

Noted by the Committee.

3. **MISCELLANEOUS GRANTS - APPLICATIONS**

Decisions:

1. That the following Miscellaneous Grant Applications be approved in the sums detailed within the circulated report in accordance with the Policy criteria:
 - a. HM Lord Lieutenant of West Glamorgan – 90th Birthday celebrations for residents of Neath Port Talbot and Swansea who share the same birth year as her Majesty the Queen of 1926;

- b. Cwmavon Community Engagement Centre – Grant to cover the annual lease of the Community Centre upon transfer to the community group;
 - c. South Wales Miners' Museum - Grant to cover the annual ground lease of the Miners' Museum adjoining Afan Argoed Visitors Centre.
2. That the following Miscellaneous Grant Application, not in accordance with the Policy criteria, be refused:
- a. Derby Toc H Children's Camp, Derby – Holidays for deprived children in the Derby area.

Reason for Decisions:

To decide on providing financial support in respect of the grant applications received.

Implementation of Decisions:

The decisions will be implemented after the three day call in period.

4. **PUBLIC ACCESS WI-FI**

Members were pleased to note that the publically accessible Wi-Fi is intended to be available from early May 2016. Initially it is intended that the service be broadcast within all the Authority's public areas including the Committee Rooms and Council Chamber. It is also intended to consult with Heads of Service to ascertain where else its provision would prove beneficial.

Decision:

That the report be noted.

5. **BLUE BADGE SCHEME UPDATE**

Decision:

That an update be presented to the Local Service Board in order for further discussion to take place, and the report be noted.

6. **WELSH LANGUAGE STANDARDS 2016-2017**

Members queried the amount of telephone calls received by the Local Authority from members of the public who wanted to conduct their business through the medium of Welsh. It was noted that this number was approximately 200 calls. Members noted that the Local Authority had challenged 55 of the Welsh Language Standards 2016-2017.

Decisions:

1. That in order to remove potential confusion over the Council's obligations in relation to the Welsh Language, the Council's Welsh Language Scheme be rescinded;
2. That the Neath Port Talbot County Borough Council Welsh Language Standards 2016-2017 document produced in accordance with the Welsh Language Standards (No.1) Regulations 2015 as attached to the circulated report, be approved;
3. That the Chief Executive of Neath Port Talbot County Borough Council be authorised to undertake such actions to ensure compliance with the Welsh Language Standards, including the updating of the Council's Comments, Compliments and Complaints Policy in line with receipt of the standards.

Reason for Decisions:

To discharge the Authority's duty in relation to Welsh Language (Wales) Measure 2011 and the Welsh Language Standards (No. 1) Regulations 2015.

Implementation of Decisions:

The decisions will be implemented after the three day call in period.

7. **URGENCY ACTION 0026 - WELSH LANGUAGE MEASURE (WALES) STANDARDS INVESTIGATIONS**

Decision:

That the following urgency action taken by the Head of Corporate Strategy and Democratic Services, in consultation with the requisite Members, be noted:-

Officer Urgency Action No. 0026, 29 April 2014.

Welsh Language Measure (Wales) Response – Standards Investigations – Questionnaire.

8. **UNIVERSAL CREDIT - CUSTOMER SUPPORT**

Decisions:

1. That the service arrangements with the Department of Work and Pensions (DWP) in relation to Universal Credit Work, as detailed in the circulated report, be approved;
2. That delegated authority be given to the Head of Financial Services to finalise the service and funding agreement with the Department of Work and Pensions.

Reason for Decisions:

To agree the service level agreement and financial support arrangements between the Authority and the Department of Work and Pensions.

Implementation of Decisions:

The decisions will be implemented after the three day call in period.

9. **TREASURY MANAGEMENT MONITORING 2015-2016**

Decision:

That the monitoring report be noted.

10. **FORWARD WORK PROGRAMME 2015/2016**

Decision:

That the Policy and Resources Forward Work Programme April – June 2016, be noted.

11. **ACCESS TO MEETINGS**

Decision:

That pursuant to Regulation 4(3) and (5) of Statutory Instrument 2001 No. 2290, the public be excluded for the following items of business which involved the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of Schedule 12A to the Local Government Act 1972.

12. **COUNCIL TAX - WRITE OFFS**

Decision:

That the amounts of Council Tax Write Offs, as detailed within the private circulated report, be approved.

Reason for Decision:

The accounts are irrecoverable.

Implementation of Decision:

The decision is for immediate implementation, the Chair of the Scrutiny Committee had agreed to this course of action and there would be no call in of this decision.

13. **HOUSING BENEFIT - WRITE OFFS**

Decision:

That the amounts of Housing Benefit Write Offs, as detailed in the private circulated report, be approved.

Reason for Decision:

The accounts are irrecoverable.

Implementation of Decision:

The decision is for immediate implementation, the Chair of the Scrutiny Committee had agreed to this course of action and there would be no call in of this decision.

14. **BUSINESS RATES - WRITE OFFS**

Decision:

That the amount of Business Rates Write Offs, as detailed in the private circulated report, be approved.

Reason for Decision:

The accounts are irrecoverable.

Implementation of Decision:

The decision is for immediate implementation, the Chair of the Scrutiny Committee had agreed to this course of action and there would be no call in of this decision.

15. **FOOD PROCUREMENT**

Decisions:

1. That the requirements of competition be excluded and Rule 2.1 of the CPRs be suspended;
2. That authority be given to make a direct award to the Suppliers between the Council and the current Suppliers of the Welsh Purchasing Framework (WPC), for a period of 6 months commencing from 1 May 2016, including an option to extend the period for up to a maximum of a further 6 months.

Reason for Decisions:

To ensure continuity of the provision of the Services pending the implementation of a new contract under the National Procurement Services Framework.

Implementation of Decisions:

The decisions will be implemented after the three day call in period.

CHAIRPERSON

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Policy and Resources Cabinet Board

19th May 2016

Report of the Head of Corporate Strategy and Democratic Services

K.Jones

Matter for Decision

Wards Affected: All Wards

Neath Port Talbot County Borough Council Digital Inclusion Charter

Purpose of Report

1. The report seeks to gain support from members to implement a Digital Inclusion Charter within Neath Port Talbot.

Executive Summary

2. Digital Communities Wales, the Welsh Government's digital inclusion project, found that that nearly one in five adults in Wales aren't online. In some places, that figure is as high as one in three. People are being held back in life because no one has shown them how to use the Internet. There are huge benefits associated with being digitally included, both economic and social such as cutting household bills, finding a job or maintaining contact with distant friends and relatives.

There are four main types of challenge that people face to going online:

- access - the ability to actually go online and connect to the internet
- skills - to be able to use the internet
- motivation – knowing the reasons why using the internet is a positive thing

- trust - a fear of crime, or not knowing where to start to go online

Tackling digital exclusion is a policy priority of the Welsh Government. To increase the pace of change, the Welsh Government, through Digital Communities Wales, launched a Digital Inclusion Charter in February and is inviting organisations to become signatories to the Charter.

The main aim of the Charter would be to raise the profile of work being done to assist more people to become digitally included and enjoy the benefits that they can experience from being online.

Background

3. A group from a number of organisations including NPTCBC Coastal Housing, NPT Homes, NPTCVS, Digital Communities Wales, Communities First and others has met on a number of occasions since August 2015 as part of a working group to look at digital inclusion within NPTCBC.
4. In February 2016, Digital Communities Wales launched a Charter which calls on organisations in Wales to promote basic digital skills and help people to get online. The Digital Inclusion Charter has been developed by the Wales Co-operative Centre which delivers the Digital Communities Wales project.
5. The Charter includes six pledges and is a simple way for organisations to show how they are helping digitally excluded people; particularly older people, people with disabilities, unemployed people, social housing tenants and families in poverty, enjoy the benefits of the internet.
6. The pledges included in the Charter are:
 - Ensure that all our staff and volunteers have an opportunity to learn basic digital skills, and that they take advantage of this opportunity.
 - Ensure that digital inclusion principles are embedded into our day to day activities.

- Encourage and support our staff and volunteers to help other people to get on line and have the confidence to develop basic digital skills, and help other organisations to embrace digital tools.
 - Commit support and resources for digital inclusion activities and initiatives in Wales in whatever ways we can.
 - Share best practice and activity around digital inclusion with Digital Communities Wales so that our activities can be co-ordinated for maximum impact and measured consistently.
 - Look to build local partnerships amongst organisations which want to share ideas and co-ordinate activities with others in their area.
7. Some of the practical ways we could demonstrate our commitment to the Charter locally, proposed by the organisations who are part of the working group include;
- To increase the on-line availability of services and an on-going commitment to monitoring, evaluating and improving these services.
 - To give the opportunity for volunteers from all partner organisations to meet up during the year to share good practice and ideas to help progress getting people online more effectively. Establish a social media site where volunteers can regularly share ideas and help support each other and support people to get online.
 - To work in partnership with other organisations delivering IT support to assist volunteers to deliver effective IT support across Neath Port Talbot.
 - To map free publicly accessible Wi-Fi spots across the county borough.

8. The council has already made a commitment to tackling digital exclusion in the Digital By Choice Strategy adopted by Council in 2015. Commitment to the Charter will help reinforce the council's work in this area and also promote the importance of helping more people get online amongst partners and the wider community. There is a significant range of activities taking place across the county borough, the Charter would provide a mechanism for linking the activities and the people involved in the work together and in so doing, provide an opportunity to make the most impact at a time of shrinking human and financial resources.
9. Signatories of the Charter also commit to working together in a spirit of co-operation to promote digital inclusion in Wales.
10. More information about the Charter can be found at digitalcommunities.gov.wales/charter

Financial Impact

11. There are no new budgets identified to support this work, however, assisting more people to go online, will help increase the number of service users who access council services online, ultimately leading to a reduction in costs for the council of providing services.

Equality Impact Assessment

12. A Screening Assessment has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. After completing the Assessment it has been determined that an Equality Impact Assessment is not required, however, older people, people on low incomes as well as people with disabilities or in poor health are groups of people who are more likely to be digitally excluded. Work to tackle digital inclusion will have a positive impact on people who share these and related protected characteristics.

Workforce Impacts

13. Improved digital skills amongst the workforce is one of the pledges in the Charter that the council would be signing up to; to ensure that all our staff have an opportunity to learn basic digital skills, and that they take advantage of this opportunity. Research estimates that

90% of jobs will require at least basic digital skills, consequently working to improve digital skills in the workforce is essential.

Legal Powers

14. The local authority would be signing the Charter in pursuance of the well-being powers set out under the Local Government Act 2000, section 2.

Risk Management

15. By not tackling digital exclusion, the council would risk not fully delivering its Digital By Choice objectives.

Consultation

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

Recommendation

17. Decision

That Members support the implementation of a Digital Inclusion Charter within Neath Port Talbot.

Reasons for Proposed Decision

18. To gain Member approval for the council to sign up to the Digital Charter.

Implementation of Decision

19. The decision is proposed for implementation after the three day call in period.

Appendices

20. None

List of Background Papers

20. <http://digitalcommunities.gov.wales/charter/>

Officer Contact

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

Policy and Resources Scrutiny Committee

19th May 2016

Report of the Head of Corporate Strategy and Democratic Services – Karen Jones

Matter for Information

Wards Affected: All Wards

Comments, Compliments and Complaints Annual Report

Purpose of the report

1. To provide an overview of the complaints, compliments and comments received during the period 1 April 2015 to 31 March 2016 in accordance with the Council's two stage policy.

Executive Summary

2. Neath Port Talbot Council is a large organisation providing a variety of services and whilst every effort is made to carry out services responsibilities properly and effectively, complaints can be made for a number of reasons. Members of the public sometimes complain about lack of consultation about changes, lack of action or delay to service requests, staff attitude and decision making outcomes.
3. The Council recognises that in order to meet the needs and concerns of members of the public the monitoring of customer feedback is a valuable resource to continually improve services. The two stage complaints model recommended by Welsh Government has been operating in Neath Port Talbot Council for some time and this approach has been subsequently adopted over time by all Welsh Authorities. This should provide greater consistency in the way complaints are handled nationally
4. The guiding principle underlying the policy is “investigate once, investigate well” with an emphasis on conducting one investigation to deal thoroughly with the concerns raised, rather than multiple investigations at differing levels of the Council.

5. As well as the two stages in the policy complainants who are dissatisfied with the Council's response after those stages have been completed can refer their complaint to the Public Services Ombudsman for Wales or another appropriate organisation for independent external consideration.
6. Lessons can usually be learned from complaints received where upheld (and possibly where the complaint was not upheld but the Authority recognised that improvements to services can still be made).
7. Revised guidance has been prepared for all Heads of Service to further develop and refine the business planning processes in 2016/2017. This includes corporate measures regarding complaints and compliments as an important part of the Council's Corporate Performance Management Framework. Also, a performance target for 2016/2017 is that 100% of services will measure customer satisfaction with individual services deciding how best to obtain that feedback.

Background

Two stage policy overview

8. **Stage 1 - informal resolution** - complaints that fall into this category are requests for a service that has not been actioned or properly dealt with. These complaints are handled by the staff and/or manager directly responsible for delivering the service with a response to be provided within 10 working days.
9. **Stage Two- formal investigation-** if a complainant is dissatisfied with the outcome of a stage 1 complaint, the complaint is then formally investigated by the designated complaints officer within the relevant Directorate and a response is to be provided within 20 working days. This includes a review of all relevant correspondence and often incorporates discussions with both the complainant and relevant officers from the service department concerned to enable a fuller response to be provided.
10. **Independent external consideration** – at the conclusion of stage 2, the complainant is made aware of the ability to refer their complaint to another organisation for external consideration e.g. the Public Services Ombudsman for Wales. Before agreeing to investigate further, the Ombudsman should normally be satisfied that the matter has already been raised with the Council and that the Council has had a reasonable opportunity to investigate and respond in accordance with the two stage

policy. Where this has not been done, the Ombudsman will usually refer the complaint back to the Authority to provide an opportunity to attempt to resolve the complainant's concerns through the internal complaints processes first.

Reporting Processes

11. The Council has a Corporate Complaints Group which is responsible for implementing the policy and co-ordinating responses to complaints for the relevant directorate in which they arise. This group is chaired by the Customer Services Manager and meets regularly to promote a consistent approach to handling and recording complaints and to share good practice.
12. The Customer Services Manager attends the All Wales Complaints Group meetings twice a year to discuss and share good practice. The Public Services Ombudsman also attends these meetings which helps to strengthen collaborative working.
13. Summary quarterly reports regarding complaints and compliments relating to each directorate are a regular item on scrutiny committee agendas. Additionally, this information is now incorporated in to service related performance scorecards.
14. The Head of Legal Services also reports annually to the Policy and Resources Committee on complaints referred to the Ombudsman following receipt of the Ombudsman's Annual Report to enable comparisons between this authority and other Welsh Councils.
15. Finally, the Council's Welsh Language Scheme was superseded by the imposition of the Welsh Language Standards at the end of March 2016. The Council's Comments, Compliments and Complaints policy has been updated in line with requirements included within the standards. The Head of Corporate Strategy and Democratic Services will continue to report annually on complaints regarding the Council's Welsh Language provision to Policy and Resources Scrutiny Committee.

Summary/Overview 2015/2016

Social Services, Health and Housing

16. The Social Services Complaints Procedure (Wales) Regulation 2014 and the Representation Procedures (Wales) Regulation 2014 came into effect on the 1st August 2014. A key implication flowing from the implementation of the regulations on complaints is the need for all councils to strengthen the way in they manage the process of investigating and responding to complainants within required timescales and of learning and applying any lessons that are identified.
17. Arrangements are now differentiated to clearly separate the administrative and investigative functions at Stage 1 of the complaints process.
18. For Neath Port Talbot Council, there has been a 46% decrease in the number of complaints received at **Stage 1** when compared to 2014/15 – 153(complaints received in 2014/15) to 84 (complaints received in 2015/16)
19. **Stage 2** – 2015/16 has seen a slight increase in the number of Stage 2 complaints received when compared to 2014/15 from 3 to 5; Members should note that these were spread across the Directorate, with 1 stage 2 investigation in both Children’s and Adult Services, whilst 2 were required for Housing Options and 1 within Environment & Trading Standards.
20. Members should also note that the Social Services Complaints Annual Report will provide further detail, including data to reflect as well as seeing a reduction in complaints, the number of compliments has also more than doubled. The complaints team will continue to raise the profile for compliments to be reported alongside complaints.

Environment

21. For services reported to the Economic and Community Regeneration Committees, the number of Stage 1 complaints has remained unchanged over the last 2 years. There has been an increase in the number of Stage 2 complaints which may be attributed to legislative and operational changes within the Planning and Development Control section. The compliments received have remained the same since last year.

22. With regards to the Environment & Highways Committees, there has been an increase in the number of Stage 1 complaints received within the Waste Services area for 2015/16. This may be attributed to an improved method of recording complaints within the section however, it is noted that this increase is not reflected in the Stage 2 complaints reported for 2015/16 as this figure has remained as the previous year. This suggests that the majority of Stage 1 complaints are dealt with effectively at operational level. There is also a slight increase in compliments received in 2015/16.

Education and Lifelong Learning

23. There was a significant rise in Stage 1 complaints due to one Superheroes event at Margam Park last year. 552 stage 1 complaints were received (compared to 15 the previous year) of which 481 were upheld with lessons learned being taken on board.
24. Predicting visitor attendance on Bank Holiday events is very difficult with other factors such as weather influencing this. In this instance social media interest was unusually high therefore the park management will take this information into account when planning the welfare and catering provision for future family events to reduce the likelihood of a possible re-occurrence.
25. Five stage 2 complaints were received (compared to 20 the previous year) of which 1 was partly upheld. As a result of this there has been an increase in staff and staff training and a review of internal processes in the Additional Learning Needs Team.
26. Four cases were referred to the Public Services Ombudsman Wales Office with one being upheld in relation to a school transport matter. The service agreed to improve its decision letters and review its policy in the light of advice received.

Finance and Corporate Services

27. A total of 226 compliments were received for the year. The majority of these related to the efforts to capture website feedback as a result of the changes and improvements made including the ability to raise online service requests. There were also compliments thanking staff for being helpful across Chief Executive and Finance/Corporate Services teams.

28. **Stage 1** complaints have remained the same this year as in 2014/15. There were 8 upheld complaints, 5 of those related to the processes which currently exist, therefore a change in service procedures are being introduced into those services. Two complaints relate to public facilities within a specific service which is currently in the process of being reviewed to enable those facilities to be improved. The other related to an employee not having full knowledge of the service, which has resulted in the need for training and increased internal communication.
29. The partially upheld complaints were mainly attributed to the customer perception of staff attitude which resulted, where appropriate, in managers speaking to the individuals involved and/or the team to reinforce the need for good customer service. **Stage 2** complaints have decreased this year and both of those received were not upheld.

Summary

30. Embedding a culture of good practice across the Authority where staff and customers are clear about service standards is an essential part of managing the customer experience.
31. The highest standards of service are still expected from departments despite the increasing budgetary challenges. It is therefore vital to keep complaints to manageable levels. When mistakes happen they should be acknowledged, an apology and explanation provided and that should be put right quickly and effectively.
32. Managers should also encourage the recording of compliments to help others learn from what our customers tell us we do well. This has a positive impact on staff morale and allows teams to recognise good practice. This is particularly important during the current savings targets, less staff and reduction or removal of some services to help meet austerity measures.
33. While there are relatively few customers whose actions are considered by the Council to be unacceptable, over the last year there have been a few instances where customer behaviour towards staff members has been unacceptable or unreasonable and this has been addressed by the use of warning letters. In two instances restrictions on access at the Civic Centres were necessary.

34. Considering the breadth of dealings across the council, it should be noted that the number of complaints upheld was relatively low with the majority being resolved or not upheld. That said, complaints will continue to be monitored via the relevant policy and resources scrutiny processes to help identify the cause of any continuing or recurring service area issues.
35. The level of activity demonstrates that customers are using the complaints process appropriately. The low level of complaints escalating to stage 2 evidences that, in the main, complaints are addressed by managers at an early stage and, where applicable, lessons learned following investigation are being implemented.

Financial Impact

36. There are no financial impacts associated with this report.

Equality Impact Assessment

37. The nature of complaints made and the profile of complaints raises no equality issues that require to be addressed.

Workforce Impacts

38. A review of arrangements for handling violent or aggressive behaviour in the public areas of the civic centres was undertaken following the two incidents referred to above at paragraph 33. Additional staff members were identified as a result of the review to be available to support incidents where violent or aggressive behaviour is anticipated or experienced.

Legal Impacts

39. The main frameworks that govern the management of complaints and compliments have been identified in the body of this report.

Risk Management

40. The profile of complaints made during the year, their resolution and lessons learned is taken into account when the Council's Annual Governance Statement is prepared. There were no systemic failings in the Council's Governance systems identified from complaints recorded, investigated and concluded in 2015/16.

Recommendations

41. That Members note the above report.

Officer Contact

42. Mrs Karen Jones, Head of Corporate Strategy and Democratic Services
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01639 763284

43. Mrs. Jayne Banfield, Customer Services Manager
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01639 686165

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Policy and Resources Cabinet Board

19th May 2016

REPORT OF THE HEAD OF CORPORATE STRATEGY AND DEMOCRATIC SERVICES

MRS K. JONES

Matter for Decision

Wards Affected: ALL

Corporate Strategy and Democratic Services – Business Plan 2016/17

Purpose of Report

1. To present the Business Plan for 2016/17 to the Cabinet Board for information

Executive Summary

2. The Council's performance management framework requires each head of service to produce at least one business plan at the beginning of each financial year.
3. The business plan identifies the strengths and challenges facing the department over the next three years.
4. Specific priorities for action are identified for the next 12 months, with broad areas of focus identified for the following two financial years.
5. Performance targets are identified, where relevant, alongside financial savings strategies.

Background

6. The Council's performance management framework has been developed in recent years to make a stronger link between the Council's overall priorities and those priorities being pursued by individual departments. The framework also provides for a clearer link to be made at departmental level between the resources (both human and financial) available and the performance outputs of services and functions. This is of growing importance given the continuing climate of austerity.
7. The business plan for the Corporate Strategy and Democratic Services department for 2016/17 has been developed with input from staff employed across the department and builds on the priorities identified in previous years.
8. Of particular note this year is the range of new legislation that has been enacted by the Welsh Government which has introduced new duties and responsibilities for local government – the Wellbeing of Future Generations Act 2015; the Violence Against Women, Domestic Abuse and Sexual Violence Act 2015; the Counter-terrorism and Security Act 2015; the Social Services and Wellbeing Act 2014. For the most part, new duties have not been accompanied by additional resource and it is proving to be a challenge to accommodate the work associated with the new duties within a reducing budget.
9. Implementing the Digital by Choice Strategy is another major area of focus for the business plan this year, with the department leading work to expand the range of services provided by the Council on line; working with partners to tackle digital exclusion; whilst also exploiting the benefits of digital technologies within the department in the delivery of the services and functions that sit within the portfolio.
10. Work is also continuing to place CCTV on a sustainable footing. Members agreed during 2014/15 that pursuing a combined service with the City and County of Swansea appeared to offer the best option for sustaining the service and during 2016/16 a business case will be brought forward to bring this work to a conclusion.

11. The business plan provides a clear framework for the department over the next 12 months. Each service manager will prepare a report card setting out in more detail how their individual sections contribute to the overall plan, and personal objectives agreed between the head of service and accountable managers will reflect those arrangements. These arrangements will be further supported by the employee appraisal system which has been revised in 2016/17 to make the system better fit for purpose.

Financial Impact

12. The Council needs to deliver further reductions in its net revenue expenditure following several years of budget cuts. In 2016/17 the department is expected to deliver savings of 10% and a further 10% in 2017/18.
13. The required savings attached to Customer Services and the loss of grant available to support the work of the Public Services Board will have significant impact on the department.
14. In addition, the new duties and responsibilities for local government with the introduction of a range of legislation have not been accompanied by additional resource and this is proving to be a challenge to accommodate the work associated with the new duties within a reducing budget.

Equality Impact Assessment

15. This report is not subject to an Equality Impact Assessment

Workforce Impacts

16. Whilst it was considered that the department could operate effectively with significantly fewer staff, there have been additional, unfunded new areas of work that have been introduced during the year due to a range of new responsibilities created through legislation by the UK and Welsh Governments. It is planned that the department will use its specific reserve to create the capacity needed to absorb these additional workloads in the short term.
17. A comprehensive training needs analysis was conducted in 2015/16. Work is in progress to ensure staff are accessing the learning and development opportunities that have been identified.

18. As a consequence of reductions in expenditure and the resultant reduction in staff numbers, increased workloads are inevitable. However, a particular focus will be given to ensuring staff have manageable workloads and are operating in an environment that promotes their wellbeing

Legal Impacts

19. There are no legal impacts arising from this report.

Risk Management

20. An analysis of the risk in achieving the department's objectives and the plans to mitigate those risks, has been undertaken and is included in the business plan, attached at Appendix 1.

Consultation

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

Recommendations

22. That Members of the Cabinet Board note and endorse the Business Plan for 2016/17 enclosed at Appendix 1.

Reasons for Proposed Decision

23. In accordance with the requirements of the Council's corporate performance management framework

Implementation of Decision

24. The decision is proposed for implementation after the three day call in period

Appendices

25. Appendix 1 - Corporate Strategy and Democratic Services Business Plan for 2016/17.

List of Background Papers

26. None

Officer Contact

27. Mrs Karen Jones, Head of Corporate Strategy and Democratic Services

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CORPORATE STRATEGY AND DEMOCRATIC SERVICES

BUSINESS PLAN 2016/17

INTRODUCTION

This business plan covers the period 1st April 2016 to 31st March 2017. The services and functions within the scope of the Plan are as follows:

- Community Safety
- Corporate Strategy
- Democratic Services
- Electoral Services
- Customer Services (One Stop Shops and Corporate Contact Centre)
- CCTV
- Communications and Marketing
- Digital Services
- Executive Support
- Mayoral Services

COMMUNITY AND CORPORATE OBJECTIVES

The Single Integrated Plan for the Neath Port Talbot Area was prepared by the Local Service Board in 2013/14 and adopted by full Council. The vision contained within the Single Integrated Plan is as follows:

“Creating a Neath Port Talbot where everyone has an equal chance to be healthier, happier, safer and prosperous”

The way the Council contributes to the delivery of the Single Integrated Plan is set out in the Corporate Improvement Plan. There are six improvement objectives for 2016/19:

- **Safer, Brighter Futures** - Improve outcomes for children in need and children looked after by improving the performance of the Council's Children and Young People Services Department
- **Better Schools and Brighter Prospects** – Raise educational standards and attainment for all young people
- **Maximising choice and independence** - Maximise the number of adults who are able to live independently with or without support within the home of their choice within their community
- **Prosperity for All** – Support and invest in our town centres and communities to promote economic growth, regeneration and sustainability, maximise job opportunities and improve access to employment
- **Reduce, reuse and recycle** – Increase the percentage of waste recycled and composted
- **Digital by Choice** - improve customer/citizen access to services and functions provided by the Council or on behalf of the Council and to improve the efficiency of those services and functions.

The delivery of the six improvement objectives is based on our key principles of equality; sustainability; promoting the Welsh Language and culture; engaging with citizens; and partnership working.

SERVICE PURPOSE, VISION AND VALUES

The Corporate Strategy and Democratic Services department was formed in September 2013 when a number of functions were combined following a rationalisation of senior management portfolios. In 2015, following further changes to senior manager portfolios across the Council, additional responsibilities were brought within the remit of the department: Community Safety; Extremism and Counter-Terrorism; and Community Cohesion. The following purpose, vision and values were created in 2013 with the full involvement of the staff group and having undertaken a “what matters” exercise with key stakeholders. The purpose, vision and values have been revisited each year as part of the business planning process and remain relevant.

Purpose:

- To support elected Members and chief officers to provide strong community leadership and continuous improvement of the Council

Vision:

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

Values:

- Mutual trust and respect:
- Fairness;
- Leading by example
- Team working
- Empowered staff at all levels
- Acting with integrity
- Doing what matters
- Openness

CONTEXT

The internal and external environments have been assessed in drawing up this plan. Key issues that will affect our service delivery in 2016/17 are as follows:

External

1. The Council will need to deliver further reductions in its net revenue expenditure following several years of budget cuts. In 2016/17 the department is expected to deliver savings of 10% and a further 10% in 2017/18. The strategies for achieving these savings were established in preparing the business plan for 2016/17. The focus in the next two years will be on implementing those strategies:
 - a) Options for delivering CCTV services were reviewed in 2015/16. Whilst CCTV is not a statutory service, the review emphasised the strong public and partner support for the service. The review did however identify better value for money options for the future of the service including: to reduce the number of public space CCTV cameras across the county and to examine the potential for the service to be combined with the City and County of Swansea who have been similarly rationalising their public CCTV provision. The reduction in public space CCTV cameras together with a rationalisation of monitoring service capacity should realise circa £100k per annum for the Service and deliver a best value for money option.
 - b) Customer Services is in the process of significant transformation as the Council embraces digital service delivery on a more significant scale. During 2015/16 the Contact Centre worked with Streetcare Services to create a number of digital service

channels for the largest volume of service calls. The availability of on-line services for bulky waste collections; van permits; refuse and recycling kit; facilities management has had a marked impact on the volume of calls now handled by contact centre operators. Additionally, the Contact Centre has made more extensive use of the IVR functionality in the existing telephony system and this has also reduced the number of calls that need to be taken by operators. Taken together, these changes have reduced incoming telephone calls by circa 60,000 since the work commenced which has enabled the service to reduce its staffing capacity and improve its performance. In 2016/17 the service is expecting to be able to take advantage of an upgrade in the telephony system which should enable significantly more automation in call handling. The service is also examining how the One Stop Shop face to face service can be transformed to promote greater take up on line services and where customers do need to transact face to face the potential of working more closely with partner agencies who also need to transact face to face with the same customers is an area being explored.

- c) The Digital by Choice Strategy is having a significant impact on the role and function of the Communications and Marketing team also. As more and more people in communities use social media and other forms of digital communication, the Council must ensure there is an appropriate response and the use of digital channels will become more widespread and integrated into the core work of the Communications and Marketing Team;
- d) The Community Safety Team continues to have a large share of its funding provided through short term, specific grant. Whilst grants have been confirmed for 2016/17, there is some suggestion that grants may be routed through a regional mechanism in subsequent years and consequently the implications of these proposed changes for the service will need to be examined during the year;
- e) Other, statutory functions, will need to be delivered at “good enough” standard and lowest cost. Opportunities to generate income will need to be fully explored.

2. Welsh Government is legislating to bring about changes in a number of areas: the Public Services Board will be established in April 2016, replacing the existing Local Service Board; the Welsh Language Standards come into force on 1st April 2016; a new Sustainable Development duty will be introduced during 2016/17; the Counter-Terrorism and Security Act 2015 introduces new general and specific duties upon the Council; the Violence against Women, Domestic Abuse and Sexual Violence Act 2015 places new joint statutory responsibilities on the Council to protect those affected by gender-based violence; and there are significant changes to democratic arrangements described in the draft Local Government (Wales) Bill. The department is responsible for ensuring the Council achieves compliance with these new duties and responsibilities and is also supporting Social Services to deliver duties set out in the Social Services and Wellbeing Act 2014, specifically the establishment of an Information, Advice and Assistance Services and the completion of a population needs assessment of people who need care and support.

3. The UK Government continues to roll out its welfare benefit reform programme. The Universal Credit programme began its roll out in NPT during April 2015 and continues into next year. The department has had an active role in preparing the borough for the changes and ensuring there is an appropriate corporate and partnership response.

4. Elections to the Welsh Government take place in May 2016 and the Government has announced a referendum on the UK's position relative to the European Union on 23rd June 2016. In May 2017 there will be elections for local government. This is a very busy period for the Elections Team.

5. The Wales Audit Office Corporate Assessment of the Council in 2014 made a number of proposals for improvement which the department is responsible for implementing. This includes continuing improvements to: democratic arrangements; performance management; risk management and collaborative working. Good progress was made in 2015/16 in progressing this work. In 2016/17 the focus will be on ensuring the improvements are embedded into the Council's day to day work.

Internal

1. The departmental headcount in 2016/17 will be reduced further to deliver the £150k savings attached to Customer Services and to reflect the loss of grant available to support the work of the Public Service Board . Whilst it was considered that the department could operate effectively with significantly fewer staff, there have been additional, unfunded new areas of work that have been introduced during the year due to a range of new responsibilities created through legislation by the UK and Welsh Governments. It is planned that the department will use its specific reserve to create the capacity needed to absorb these additional workloads in the short term. The additional workloads will create some challenges in terms of meeting savings targets beyond 2016/17.
2. A comprehensive training needs analysis was conducted in 2015/16. Resources to meet the identified training needs have been established and work is in progress to ensure staff are accessing the learning and development opportunities that have been identified. Additionally, each team has identified three key priorities for action from the staff survey that was conducted in 2015/16. Together, these activities form the basis of the workforce plan for the department which is summarised in the annexes to this Business Plan.
3. The Council's digital agenda will have wide ranging impacts across the department. The Electoral and Democratic Services Team, Customer Services and the Communications and Digital Team are actively involved in delivering elements of the Digital By Choice Strategy and remodelling their service delivery to embrace digital opportunities. During the year, the

remainder of the department will examine the opportunities of digital delivery and the outcomes of those deliberations will inform the Business Plan for the department from 2017/18 onwards.

4. The importance of effective performance management will continue to be underlined to ensure that staff understand what is expected and are equipped to fulfil those expectations. Performance management arrangements will also ensure the performance consequences of reducing expenditure are clear. A particular focus will be given to ensuring staff have manageable workloads and are operating in an environment that promotes their wellbeing.

Stakeholders

Our key stakeholders are chief officers and elected Members. We will continue to work to understand their needs and requirements and to formulate effective, efficient and innovative responses to identified needs. We have protected investment in the core activities that enable chief officers and elected Members to fulfil their corporate and community leadership responsibilities.

Our workforce is also a key stakeholder. We will ensure that our workforce is clear as to what is required and supported through the changes that are needed. In previous years we paid a lot of attention to supporting those staff who have left the Council under the Voluntary Redundancy Scheme and other arrangements. In 2015/16 we undertook a staff survey and training needs analysis to ensure that we were investing in the employees who remain in the Council's employment. We will continue to prioritise this work in the next twelve months.

Other stakeholder interests that we will pay attention to in the year ahead are set out in the appendices to this Plan. We will strengthen feedback mechanisms to ensure we are offering good enough services at lowest cost.

ACHIEVEMENTS 2015/16

A review of the business plan for 2015/16 demonstrates that, on the whole, the department delivered the objectives set out in the business plan for the year.

Key achievements included:

- a) We completed our review of the CCTV Service and agreed short term and medium term options for the service that will enable a public space CCTV provision to be sustained at a time of austerity. Staff and external stakeholders were consulted throughout the review process.
- b) We presented a Digital By Choice Strategy to Council for approval. The new Strategy replaces the Access to Services Strategy and will enable the Council to embrace digital opportunities in its service delivery as well as intensifying partnership actions to address digital exclusion across our communities.
- c) We made a very good start in implementing our Digital By Choice Strategy, bringing seven new services on-line with a good take up of the new on-line services by external customers. We completely overhauled our website, reducing the number of pages from 3,000 to circa 800, increasing the bilingual content from 32% to circa 80% and made the new website easier to access and responsive to a range of different devices, including mobile devices.
- d) We embedded the new Modern.Gov system within the Democratic Services team and trialled the roll out of the system with a cross-section of elected Members. The learning from the trial has been used to plan the wider roll out of the system which should help Members access papers earlier and reduce reliance on paper copies. The Members' ICT Scheme was revised to reflect the outcome of the pilot work.
- e) We completed the review of representation on external bodies and ensured that governance of these arrangements was placed on a strong footing.
- f) We embedded changes to forward work programming, scrutiny briefing arrangements and Member Seminars. The Member Survey shows that these changes have been broadly welcomed by Members.
- g) We worked with the Director of Finance and Corporate Services to implement the new Third Sector Grant Funding Scheme. We are building on the success of that work by reviewing the Compact between the Council and the Third Sector, using the same inclusive approach to the approach taken to the review of funding.
- h) We continued to support the further embedding of the Council's Corporate Performance Management Framework. We undertook work to further strengthen the business planning process with the inclusion of both workforce planning and property asset management matters. We also undertook a review of service report cards and the findings have informed guidance for managers updating their report cards during 2016-2017.

- i) We developed a performance hub on the Council's Intranet which brings together a number key documents and information into one place to support the Corporate Performance Management Framework and to make it easier for Officers and Members of the Council to locate relevant information to help them with their Performance Management arrangements.
- j) We coordinated and produced the annual assessment of the Council's Outcome Agreement with the Welsh Government, which secured monies in the sum of £1,450 million.
- k) We worked with Senior Management Teams to implement the Council's revised Corporate Risk Management Policy which involved the development of Directorate Risk Registers and a Corporate Risk Register.
- l) We supported several applications for funding under the MOD Covenant Fund, one of which received the maximum grant of £70,000 for a project to support local members of the armed forces community.
- m) We provided research and analysis support to the Sickness Absence Task Force. The revised performance management information has been welcomed by the Policy and Resources Scrutiny Committee.
- n) We updated the Council's Strategic Equality Plan, involving the Council's equality networks in the whole of the process.
- o) We prepared a number of responses to the Welsh Language Commissioner regarding the proposed Welsh Language Standards. The Challenge to the Compliance Notice was issued to the Commissioner in January 2016 and we are awaiting the outcome of that process. We are now briefing officers on the standards that have been accepted by the Council in advance of the commencement of the standards on 1st April 2016.
- p) We have monitored and responded to consultation undertaken by Welsh Government on the provisions of the Wellbeing of Future Generations Act 2015. We have prepared the terms of reference for the new Public Services Board and agreed the scrutiny arrangements for the new Public Services Board with Council. We planned our approach to conducting the population needs assessment and ensured this work is linked up with work on the Social Services and Wellbeing (Wales) Act 2015. We have also identified transition arrangements that can be applied to the delivery of the Single Integrated Plan until it is superseded by the Wellbeing Plan.
- q) We have maintained progress on proposals for improvement that came out from the Corporate Assessment of the Council undertaken in 2014 by the Wales Audit Office.
- r) We supported the Low Income Families Partnership to mitigate the impact of welfare benefit reforms. There has been good partnership working which appears to have benefited people affected by the changes.
- s) The Community Safety team took the lead in raising awareness of the dangers of "legal highs" during the year and this included an extensive programme for schools across the county borough. The Community Safety Team also established the Channel Panel required under Counter Terrorism and Security Act 2015 provisions and has begun to develop the training and awareness programme that will need to be delivered to discharge the statutory duties placed upon the Council under this Act to prevent people from being drawn into terrorism.

- t) The Community Safety Team initiated work to review domestic abuse arrangements across the county borough, framing the review within the new duties placed upon the Council and Health Board by the Violence Against Women, Domestic Abuse and Sexual Violence Act 2015.
- u) The Community Safety and Corporate Strategy teams made important contributions to the resettlement of people under the Syrian Vulnerable People Programme, focusing particularly on aspects on community cohesion.
- v) Customer Services transformed its performance at the Contact Centre and the One Stop Shops.
- w) The Elections Team introduced the Individual Electoral Registration Process and successfully administered the general election for the area.
- x) The savings targets were met in full, with some savings realised earlier than planned.
- y) Sickness absence across the department reduced considerably compared with the previous year as staff with long term health problems were either supported back to work, or chose to leave the Council's employment under voluntary redundancy arrangements.
- z) The Head of Service jointly delivered a programme of training with the Head of Legal Services to all accountable managers, heads of service and other report writers to reduce the risk of decisions being open to challenge. The work also produced a new report template which should aid in improving consistency of reporting by officers and addressing some of the issues raised by Members, such as inclusion of Executive Summaries, reducing the use of jargon etc.

Areas where performance was below expectation included:

- i. We did not evaluate the effectiveness of corporate communications as identified in the Corporate Assessment due to other workloads. However, we considerably extended the range of consultation and engagement undertaken on the proposed improvement priorities for 2016/17 and the Forward Financial Plan.
- ii. We did not make as much progress in improving Member Development as we would have liked due to work pressures. We improved the information provided in notices of Member Seminars, established a system for capturing feedback on the quality of Member Seminars, but there is more to do to develop a robust programme of Member Development and to ensure it is delivered efficiently and effectively.
- iii. We did not roll out the workflow features of the Modern.gov system as quickly as we would have liked due to workloads however, we have undertaken the preparatory work and will focus on this work next year.

SERVICE OBJECTIVES 2016/17

The following objectives have been set following analysis of the internal and external environments and our performance:

Service Development Priorities 2016/17:

Priorities	Actions	Timescale	Expected Impact / Outcomes
Reduce the cost of CCTV Service and put it on a financially sustainable footing	Decommission cameras that do not satisfy the "pressing need" test	Mid-August 2016	<ul style="list-style-type: none"> • Cost/camera reduces • Cashable savings of circa £60,000 per annum will be secured • Public space CCTV provision complies with the Code of Surveillance Commissioner
	Complete feasibility study with City and County of Swansea to determine the strength of the business case to create a joint service across the two local authorities	End September 2016	
	Prepare final proposals on future of the Service for Members	End December 2016	
Provide the programme management for Digital by Choice	Establish channel shift work programme for all council services	End April 2016	<ul style="list-style-type: none"> • There is an increase in the number of services delivered on line • There is increased take up of on line services • Fewer staff have gaps in their digital literacy • Transaction costs
	Establish directorate digital champions	End May 2016	
	Establish digital inclusion charter	End June 2016	
	Deliver follow up corporate digital event	End October 2016	
	Establish the marketing plan and resources to achieve the channel shift	End April 2016	
	Identify learning and development needs across the workforce and feed into workforce planning	End June 2016	
	Identify the future model for the face to face One Stop Shop Services	End September 2016	

	Identify functionality required in replacement voice system and identify future model for corporate contact centre	End September 2016	<ul style="list-style-type: none"> reduce Cashable savings of £200k are delivered from the Customer Services budgets
Complete the programme of work to modernise and strengthen democratic services	Further strengthen Forward Work Plans	May 2016-May 2017	<ul style="list-style-type: none"> Forward Work Programmes enable members of the public and other stakeholders to identify matters to be considered by Members More Members use the Modern.gov system More Members are satisfied with learning and development support Outside body representation is properly justified and Members/officers are clear about their roles on outside bodies
	Plan Member induction for 2017 local government elections	End October 2016	
	Improve Member development programme	End May 2016	
	Implement revised Member ICT scheme	End July 2016	
	Deliver performance management workshops for all scrutiny committees	End June 2016	
	Complete review of outside body representation	End May 2016	
	Progress roll out of Modern.gov work flow functionality	Throughout 2016-17	
Update the corporate scheme for grant aiding the third sector	Identify changes required	End June 2016	<ul style="list-style-type: none"> There is positive feedback from the third sector on the operation of the Scheme
	New Scheme consulted upon	End July 2016	
	Applications under revised Scheme received	End October 2016	
	Grant applicants notified of decision on	End December 2016	

	applications		<ul style="list-style-type: none"> • There is improved accountability for outcomes delivered through grant support
Update the Compact between the Third Sector and the Council	Develop revised Compact	End May 2016	<ul style="list-style-type: none"> • There is more effective two way dialogue between the Council and the Third Sector with clear, shared objectives
	Conduct engagement across council and third sector	End July 2016	
	Formally agree new Compact	End September 2016	
Complete the reviews of domestic abuse arrangements that were initiated in 2015/16	Produce sustainability plan for the OSS at Victoria Gardens	End July 2016	<ul style="list-style-type: none"> • There is strengthened leadership in place to take forward work to combat gender-based violence • There is a clear, shared plan in place to direct partnership efforts to combat gender-based violence • The revised partnership arrangements are able to evidence improved outcomes in the areas prioritised for initial attention
	Produce draft violence against women, domestic abuse and sexual violence strategy	End June 2016	
	Consult on draft strategy and present final strategy to elected Members	End October 2016	
Fully establish the arrangements needed to	Fully establish the operational procedures to underpin the Channel Panel	End December 2016	<ul style="list-style-type: none"> • There is evidence of

comply with statutory duties set out in the Counter-Terrorism and Security Act 2015	Roll out a programme of train the trainer to raise awareness of the need to prevent people from being drawn into terrorism	End December 2016	referral activity to the Channel Panel and evidence of effective interventions taking place <ul style="list-style-type: none"> • WRAP3 training is delivered across the Council • There is coherence governance in place linking local, regional and national forums
	Create a Prevent Panel within the CSP to oversee other actions needed to support the discharge of the statutory duties	End June 2016	
Further strengthen partnership arrangements to address misuse of New Psychoactive Substances	Continue a programme of education and awareness raising	Throughout 2016/17	<ul style="list-style-type: none"> • There is more awareness in the community of the dangers of legal highs • There is more effective intelligence sharing across agencies, leading to targeted action
	Support the Chair of the CSP to establish effective information sharing arrangements	End July 2016	
	Ensure monitoring arrangements are in place to track incidents involving NPS across the county borough	End September 2016	
Strengthen Community Cohesion Partnership arrangements	Review existing partnership arrangements and bring forward proposals to put arrangements on a stronger footing	End July 2016	<ul style="list-style-type: none"> • A community cohesion group is formed locally • Refugees settled under the SVP Programme are integrated into the community • There is a focused, locally responsive
	Support the Council to resettle Syrian refugees in phase 2	Tbc	
	Establish community development resource and capacity to develop the community cohesion group	End June 2016	

			plan in place to sustain community cohesion
Administer the May 2016 WG and PCC elections	Implement the programme plan for the elections	End May 2016	<ul style="list-style-type: none"> The respective elections are administered safely and effectively
Administer the June 2016 Referendum	Implement the programme plan for the Referendum	End June 2016	<ul style="list-style-type: none"> The referendum is administered safely and effectively
Complete the Community Boundary Review Process	Ensure final responses to Boundary Commission activities	Tbc	<ul style="list-style-type: none"> The Community Boundary Review is complete
Improve Member Support	Hold workshop to identify priorities for action in next civic year	End April 2016	<ul style="list-style-type: none"> The agreed priorities are completed
	Implement actions arising from the workshop	End October 2016	<ul style="list-style-type: none"> Member feedback on the completed actions is positive
Implement the Strategic Equality Plan and the Welsh Language Standards	Ensure the Heads of Service Equality Group actively monitors progress made in implementing the SEP	Throughout 2016/17	<ul style="list-style-type: none"> The actions set out in the SEP are completed BME Forum is supported in the promotion and sustainability of projects in their communities The awareness of WLS amongst officers is improved
	Establish a mechanism to involve the equality networks and Member equality champions in the monitoring process	End June 2016	
	Work with the BME Forum and NPTCVS to recruit a development worker to support, promote and sustain projects in the BME community	End of September 2016	
	Re-establish the Welsh Language Office Group to oversee implementation of the Welsh Language Standards	End April 2016	

	Present the Neath Port Talbot County Borough Council Welsh Language Standards 2016-2017 document produced in accordance with the Welsh Language Standards (No.1) Regulations 2015 to Members.	April 2016	<ul style="list-style-type: none"> • There are few upheld complaints/investigations related to Welsh Language Compliance • The Council secures support from the WLC to modify the Compliance Notice • Existing equality networks are strengthened
	Brief senior managers across the Council on the standards accepted by the Council.	End May 2016	
Older Persons Council	Undertake a recruitment campaign, targeting those localities and diverse communities currently under represented	End Dec 2016	<ul style="list-style-type: none"> • Older Persons Council recruitment is completed and membership is back up to quota
Ensure Compliance with the Wellbeing of Future Generations (Wales) Act 2015	Establish the Public Services Board	End May 2016	<ul style="list-style-type: none"> • Full compliance with the Wellbeing of Future Generations Act 2015 is achieved
	Prepare proposals for bringing corporate planning into alignment with the Act	End June 2016	
	Prepare plan for delivering the well-being assessment and Wellbeing Plan within the statutory timetable	End June 2016	
	Complete the well-being assessment	End March 2016	
	Develop a revised performance management framework to ensure compliance with the Act and officers/Members understand how to operate the framework	End March 2016	
	Roll out a training programme to ensure staff and elected members understand how to comply with the duty to act in accordance with the sustainable development principle	End September 2016	

	Ensure transition arrangements relating to the Single Integrated Plan are agreed and implemented	End May 2016	
	Review our decision making and impact assessment frameworks to ensure we discharge the duty to act in accordance with the sustainable development principle	End of Sept 2016	
Further refine and strengthen performance management arrangements	Provide revised business planning and report card guidance, reflecting lessons learned from the WAO and Corporate Strategy Audit	End May 2016	<ul style="list-style-type: none"> • There is positive feedback from Members and Officers on the utility and consistency of the approach adopted
	Explore the provisions within the draft local government bill and prepare outline options for peer assessment and self-assessment	End September 2016	
	Provide targeted support to managers to ensure consistency and improve the effectiveness of the service report card arrangements	End of December 2016	<ul style="list-style-type: none"> • Improved consistency and effectiveness
Co-ordinate the Council's Corporate Governance Work	Maintain a monitoring brief over the operation of the Corporate Risk Register	Throughout 2016/17	<ul style="list-style-type: none"> • The Corporate Risk Management Policy is fully implemented • The Annual Governance Statement reflects risk and is supported by effective mitigating action to address areas for improvement
	Prepare the Annual Government Statement	End May 2016	
	Review progress in delivering the proposals for improvement set out in the Corporate Assessment of the Council 2014	End May 2016	
Armed Forces Community Covenant	Review and revise the AFCC Forum Action Plan and continue to investigate the needs of the Armed Forces Community by liaising with the MOD and military charities.	Throughout 2016/174	<ul style="list-style-type: none"> • Better collaboration between organisations in considering the

			needs of and supporting the armed forces community.
Population Needs Assessment (Social Services and Wellbeing (Wales) Act 2014	To lead and co-ordinate Neath Port Talbot Council's population needs assessment in accordance with the requirements of the Act	End of March 2017	<ul style="list-style-type: none"> • Full compliance with the Social Services and Well-being (Wales) Act 2015 is achieved

Service Development Priorities 2017/18 and 2018/19:

Our broad priorities for the medium term are to:

- Assess the impact and implications of the result of the Welsh Government elections on existing corporate policies and approaches
- Exploit all relevant opportunities to transform services and functions through the use of digital technologies;
- Provide a strong induction programme for the incoming Members elected in 2017;
- Ensure corporate governance arrangements are kept under regular review to ensure systems are sound; risks are clearly identified and effectively managed;
- Adapt the Council's planning, performance management and governance systems to reflect new and emerging policy and legislation;
- Ensure strong leadership for the community safety partnership and community safety team;
- Secure a long term, sustainable future for the CCTV service;
- Continue to ensure staff are well supported in their work;
- Continue to identify savings opportunities and to contain expenditure within the allocated cash limits;
- Develop the Democratic Services Committee
- Support the continued development of the Council's key partnerships and corporate relationships to ensure they remain relevant and fit for purpose.

Service Delivery 2016/17:

Objectives	Performance Indicators	2014/15 Performance*	2015/16 Performance	Critical Success Factors	Performance Outlook 2016/17
Customer Services					
Answer tel. calls to the Corporate Contact Centre within 15 seconds	% calls answered within 15 seconds	52-89%	82%	Customer needs are met	Maintain
	% calls abandoned	3-20%	3.2%		Maintain
	% callers dealt with "one stop"	New	4.12%		Improve
Objectives Performance Indicators 2014/15 Performance 2015/16 Performance Critical Success Factors Performance Outlook 2016/17					
Respond to customers to the One Stop Shops "one stop" within 10 minutes	% callers dealt with "one stop"	32-84%	26-87%	Customer needs are met	Improve
	% callers walking off before seen	0.01-0.2%	0.00 – 0.3%		Maintain
	Average waiting times	2-23 minutes	3 – 10 minutes		Maintain
Democratic Services					
Administer the Council's committees	No of meetings cancelled/rearranged following agreement of the meeting Cycle	New	67 out of 225	Council meetings are conducted efficiently and effectively	Baseline
	% agendas/reports published within 3 clear days of the meeting	New	100%		Maintain
	% minutes produced within 5 working days of the relevant meeting	New	88%		Improve
Support elected Members in their roles	% Member agreed development needs met	New	100%	Members have the skills and knowledge to	Baseline

				undertake their roles	
Maintain the electoral register and administer the Parliamentary election and any by elections	No. electors registered	105,597	105,485	The Council's elections arrangements are efficient and effective	Improve
	No. electors removed from the register following section 9 review	1,413	2,102		Maintain
	% electors registered as a result of data matching	92%	n/a		Maintain
	% performance standards met/above standard	100%	100%		Maintain
Arrange and support mayoral engagements	No of engagements arranged	534	337	The mayor is supported effectively in his/her role as first citizen of the borough	Maintain
	£s raised in support of charitable causes	£20,000 (est)	£10,500 (to date)		Maintain
Support the Council's scrutiny committees	No of recommendations made to the Executive by scrutiny committees	New	9	The Executive is held to account and scrutiny adds value to the conduct of Council business	Baseline
	No of recommendations accepted by the Executive for implementation	New	9		Baseline
	No of recommendations implemented by the Executive	New	6		Baseline
Corporate Strategy					
Corporate plans and policies are relevant and compliant	% corporate plans and policies published within timescales	100%	100%	The Council's priorities are clear, we communicated and legally compliant	Maintain
	% plans and policies compliant with statutory requirements	100%	100%		Maintain
Corporate public engagement	No. meetings held with groups of people who have protected characteristics	New	20	Citizens are supported to have their say on	Improve

mechanisms are efficient, effective and inclusive	No of responses received to the Budget and Corporate Improvement Plan proposals	New	125	prospective decisions that affect their lives	Improve
Performance management reports are clear, accurate and timely	% performance reports produced to timetable	100%	100%	Performance reports promote public accountability and decision making	Maintain
	On-line performance management resource is established	New	Completed		Improve
Communications and Digital Services					
Respond to media enquiries within deadlines	% responses provided within deadline	90%	86%	The Council's reputation is protected and the public have easy access to information about the Council's work and services	Improve
	% press articles with positive tone	37.5%	68%		Maintain
Issue proactive press releases	No of proactive press releases issues	300	221		Improve
	% press articles with positive tone	90%	68%		Improve
	No of followers on Twitter, no of friends on Facebook account	6,255 (Twitter) 3,541 (Facebook)	9,408 (Twitter) 4,070 (Facebook)	Improve	
Ensure website content is accessible and up to date	% web pages updated	60%	100%	Customer choice is increased, service access is improved and costs are reduced	Maintain
Increase no of transactional services available on line	% web pages bi lingual	60%	88%		Improve
	No of website hits	240,000	263,884		Improve
	No of new transactional services available on line	6	7		Improve
	% customers using digital service channel	45%	61%		Improve

CCTV					
Respond to footage requests within 3 days	% footage requests made to CCTV provided to authorised parties within 3 days	New	New	Footage provided in timely manner	Baseline
	Provide recorded media to authorised third parties and internal clients within 3 working days of payment	New	New	Police/third party receive required footage in timely manner	Baseline
Database maintenance	All CCTV incidents are correctly recorded with full corresponding comments included.	New	New	Accurate data held for review purposes.	Baseline
Out of Hours Telephone Calls	Answer Out of Hours Telephone Calls within 15 Seconds	New	New	Emergency and 24/7 response maintained	Baseline

Note:

- 1) measures for CCTV above are in early development.
- 2) measures for community safety will be developed if the function remains within the portfolio of the department.

Financial:

Objectives	Performance Indicators	2014/15 Performance*	2015/16 Performance	Key Success Factor	Performance Outlook 2016/17
Deliver savings targets set for 2015/16	% savings at risk	Nil	Nil (£298k)	Meet Financial Targets	Maintain
Contain Budget within cash limit	% revenue expenditure within Budget	100%	Underspend of £70k		Maintain
Identify strategies to deliver future years' savings targets	% savings solutions identified/savings target	100%	100% (£336k)		Maintain
Reduce preventable demand	Ratio of preventable: value demand	New	New		Improve
Improve accountability	% service report cards produced by 31.03.17	n/a	100%	Be accountable for service performance and the use of public funds	Maintain

Workforce:

Objectives	Performance Indicators	2014/15 Performance	2015/16 Performance	Key Success Factor	Performance Outlook 2016/17
Reduce sickness absence levels to below council average	Average FTE days lost to sickness	10 (est)	5	Maximise the potential of people remaining in the workforce	Maintain
Ensure all staff receive a PDR in each twelve month period	% (no) of staff performance appraisals to be completed	100%	100%		Maintain

Administer revised staff survey to measure levels of staff engagement and satisfaction	% of services measuring staff engagement	n/a	Completed		Repeat survey at end of 2016/17
	% Staff very engaged/engaged in their work	New	87%		Maintain
Minimise number of unplanned staff departures	No of staff leaving on an unplanned basis	Nil	Nil		Maintain
Staff identify and implement service innovations	No of staff ideas generated	New	4		Improve
	% staff ideas implemented	New	75%		Improve

Customers:

Objectives	Performance Indicators	2014/15 Performance*	2015/16 Performance	Key Success Factor	Performance Outlook 2016/17
Process complaints efficiently and effectively and resolve complaints	No. of complaints received	9	6	Do what matters for customers	Maintain
	No. of compliments received	171	210		Maintain
	% Complaints upheld stage 1	5	0		Maintain
	% complaints upheld stage 2	4	0		Maintain
	Ave time taken to respond to complaints	New			Baseline
Deliver what matters to customers	% (no) of services measuring customer satisfaction	63% (5 of 8)	88% (7 of 8)		Maintain
Improve access to services	No of transactional : a) Fully web enabled b) Partially web enabled	New	7 New	Improve	

RISK ANALYSIS

Risks to achieving our objectives and plans to mitigate those risks are as follows:

Ref	Description of Risk	Existing Score	Mitigating Actions	Owner	Revised Score
NPT01	Relationships with third sector partners are weakened as a consequence of senior staff turnover and continuous budget reductions	16	Review of VSLC initiated. New Grant Scheme in place. Review of Compact to articulate future expectations of the relationship	HoS	8
NPT04	Skills mix insufficient to discharge duties competently	12	Introduce workforce plan into business plan	HoS	6
NPT05	Elections – risk that priorities will change following the WG elections	12	Monitor manifestos and emerging policies for government to identify any impacts for NPT	HoS	12
NPT06	Sickness management – a reduction in staffing levels could lead to increased sickness levels which would have a knock on effect for remaining staff – eg workplace stress	12	Monitor sickness levels, identifying any patters of sickness that appear. Keep workloads under continuous review	Service Managers	6
NPT10	Local government reorganisation – uncertainty delays action/creates risk council unable to retain sufficient workforce	10	Develop contingency plan once local government reorganisation position is settled	HoS	10
NPT12	Performance deteriorates as a consequence of continuous reductions in budget and organisational change	9	Enhanced service planning; robust performance monitoring; clear priority setting	HoS	9
NPT15	Inadequate alignment of key governance systems dilutes the quality of decision making	8	Strengthen risk management. Integrate risk management into business and financial planning and into capital planning	HoS	6

CS03	Digital by Choice – the take up of on line services is not as high as forecast	8	Design easy to use services. User testing to check accessibility. Marketing and behaviour change activities	HoS	6
CS04	The Council does not optimise the potential of the Digital by Choice strategy due to pressure of other work across departments - fewer on line service are delivered than planned	8	SRO – DFCS Programme Board with regular reports to Members	HoS	8
CS05	Actions required to address proposals arising from the corporate assessment are not completed as scheduled due to pressure of other work	9	Regular monitoring by corporate governance group with escalation of issues to CDG and Cabinet. Regular dialogue with WAO to adjust timetable where needed	HoS	6
CS06	The Council is unable to comply with the Compliance Notice for the Welsh Language Standards as some requirements are disproportionate and unreasonable	12	Challenge submitted to WLC Appeal to WLT is needed	HoS	10
CS09	The Council is unable to comply with provisions contained within the Wellbeing of Future Generations Act 2015	8	Early briefings with key officers. Attend national learning events Develop plan to identify steps needed to secure compliance	HoS	6
CS10	The Council is unable to comply with the provisions contained within the Violence Against Women, Domestic Abuse and Sexual Violence Act 2015	12	Attend national learning events. Complete review of domestic abuse lobby WG regarding lack of resources	HoS	10
CS11	The Council is unable to comply with the provisions contained within the Counter-terrorism and Security Act 2015	12	Channel Panel established. CONTEST regional board conducting assurance exercise PREVENT panel to be established locally	HoS	10

CS36	Insufficient numbers of staff to deliver the work	20	Set realistic objectives that take account of reduced headcount. Use specific reserves to execute change over slightly longer period	HoS	12
CS37	Staff do not have the knowledge and skills to undertake their roles	8	Implement workforce development plan and buy in additional capacity at peak periods	HoS	6
CS38	Savings strategies are not implemented	8	Robust service and financial monitoring. Clear strategies for digital and CCTB developed with adequate lead time to achieve the savings	HoS	6
CS39	Additional workloads are created which are not funded	20	Keep priorities under review. Highlight unfunded pressures in budget round	HoS	15
CS40	Insufficient resources to deliver elections due to number of elections in short period of time	10	Avoid taking on two regional returning officer roles. Early Wales wide and local planning Early resource planning	Chief Exec/Electoral and Democratic Services Manager	6
CS42	Seek shared CCTV service with CCoS - inability to deliver a shared service	15	Early discussions with CCoS and authority from Members to progress the business case development	HoS	12

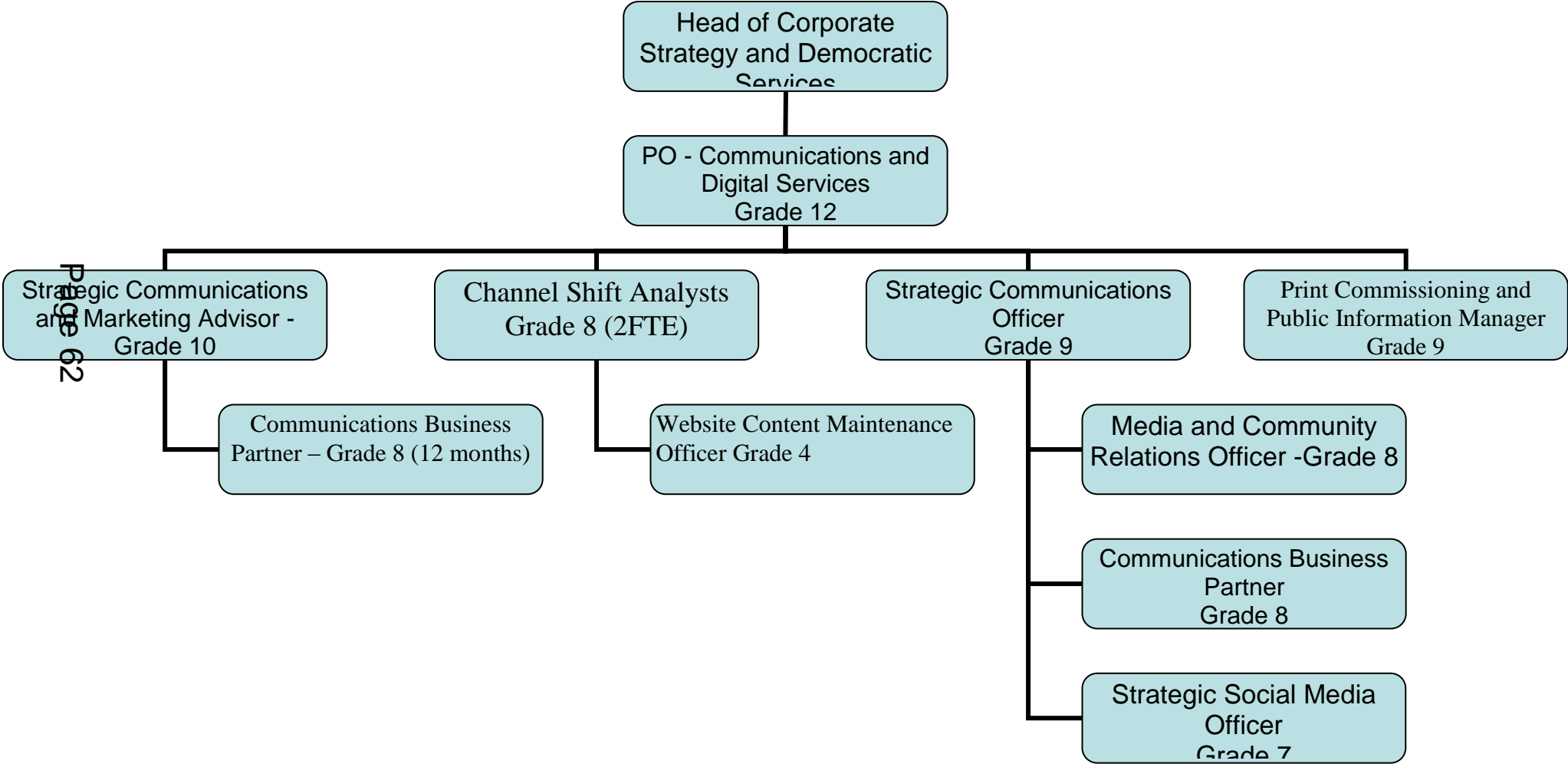
MONITORING AND REVIEW

- This Plan is reviewed with the Leader and Cabinet Member for Corporate Services on a quarterly basis.
- The objectives contained within the Plan are the basis of the personal objectives agreed between the Chief Executive and Head of Corporate Strategy and Democratic Services. Achievement of the personal objectives agreed is reviewed six monthly as part of the Council's performance appraisal arrangements.
- Report cards are reviewed on a monthly basis in one to one meetings between the Head of Corporate Strategy and Democratic Services and each Service Manager. Personal objectives for all staff are set within the context of this Plan and reviewed six monthly as part of the Performance Development Review scheme.

Extract from Forward Financial Plan – Savings Identified for the Department

Reference	Board	Description	Lead	Main Impact	2016/17	2017/18
CORP 576	PRB	Introduce revised access to service policy across the council	K Jones	Move to a digital by default policy. This will mean minimising the public information printed with people expected to use downloadable information; increasing the number of services available on line and increasing public take up of those services; introducing new technologies in the corporate contact centre to minimise the number of call handling staff required therein	£200k	£150k
CORP 577	PRB	Review of CCTV operation to further reduce costs	K Jones	Stakeholder consultation taken place. Some CCTV cameras to be withdrawn. To review with CCoS the potential of providing a joint service for 2017. Retention of monitoring 2016/17 may require some additional budget not deliver this net saving	£5k	£114k
CORP 607	PRB	Reduce performance audit fees	K Jones	Reduce cost of WAO performance audit fees	£5k	
CORP 608	PRB	Democratic Services	K Jones	Reduce budgets to reflect actual costs across a range of headings	£30k	£15k
CORP 609	PRB	Corporate Strategy	K Jones	Reduce staffing	£30k	
CORP 610	PRB	Corporate Strategy	K Jones	Reduce community engagement budget	£40k	

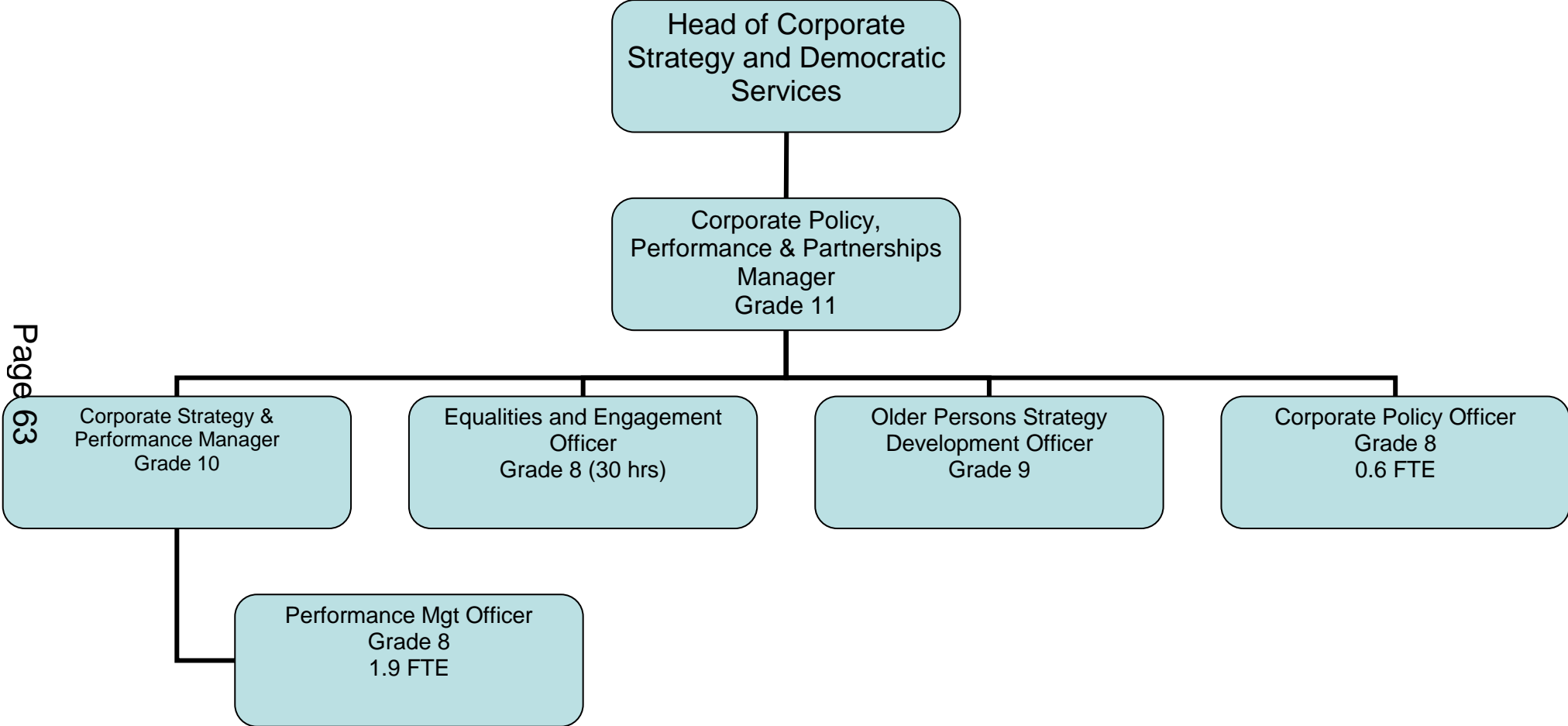
Communications and Digital Services 2016/17



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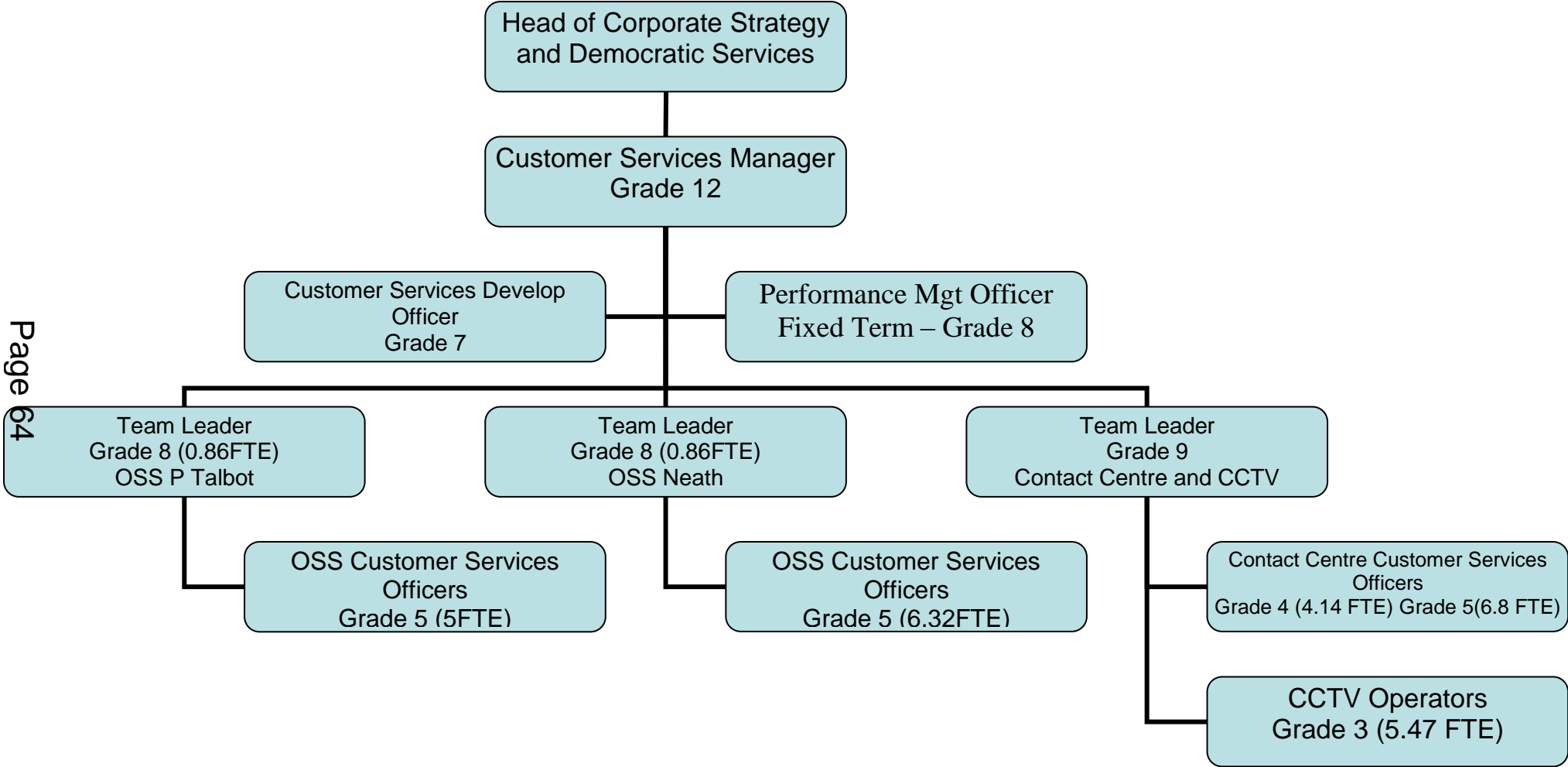
Corporate Strategy and Performance Management – 2016/17

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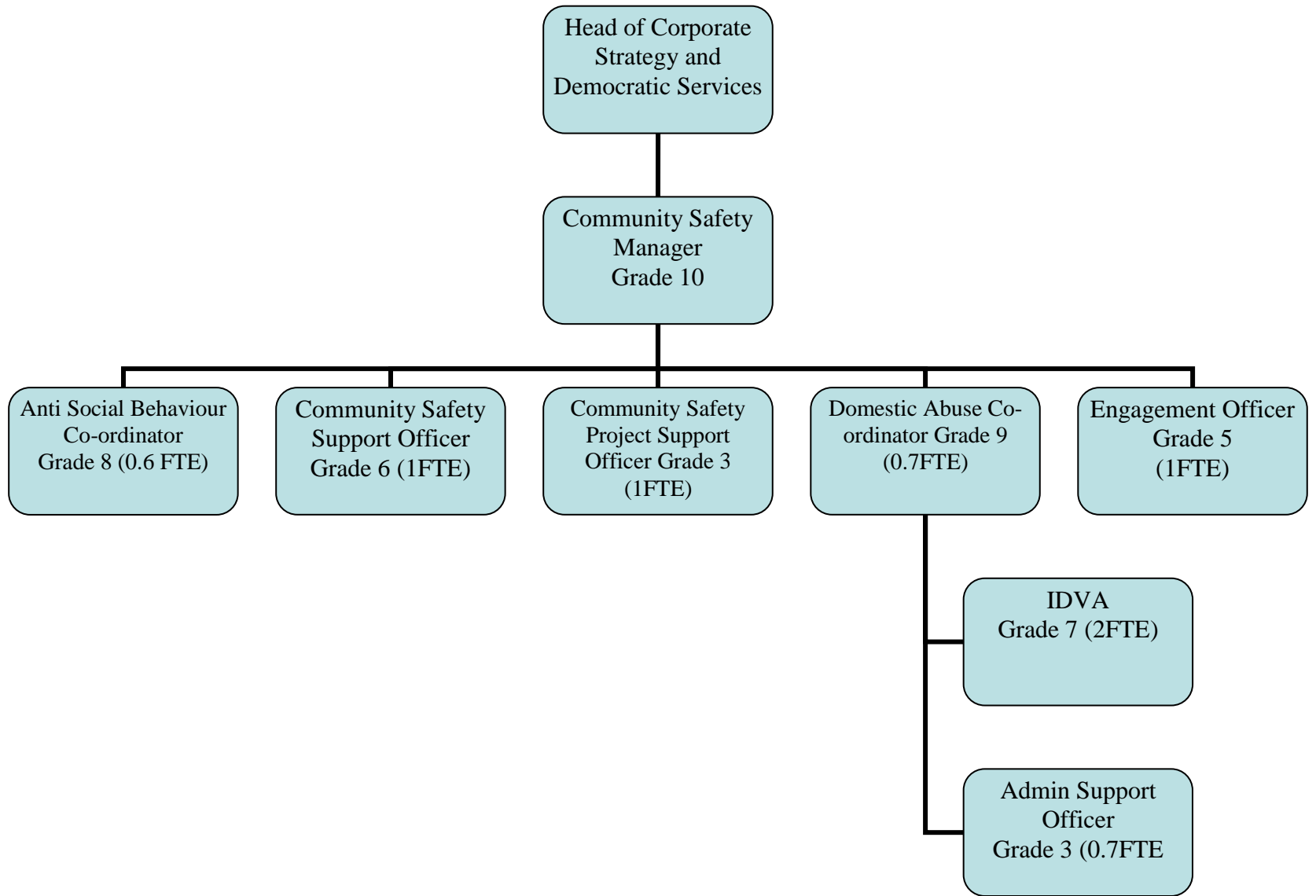


Customer Services and CCTV 2016/17

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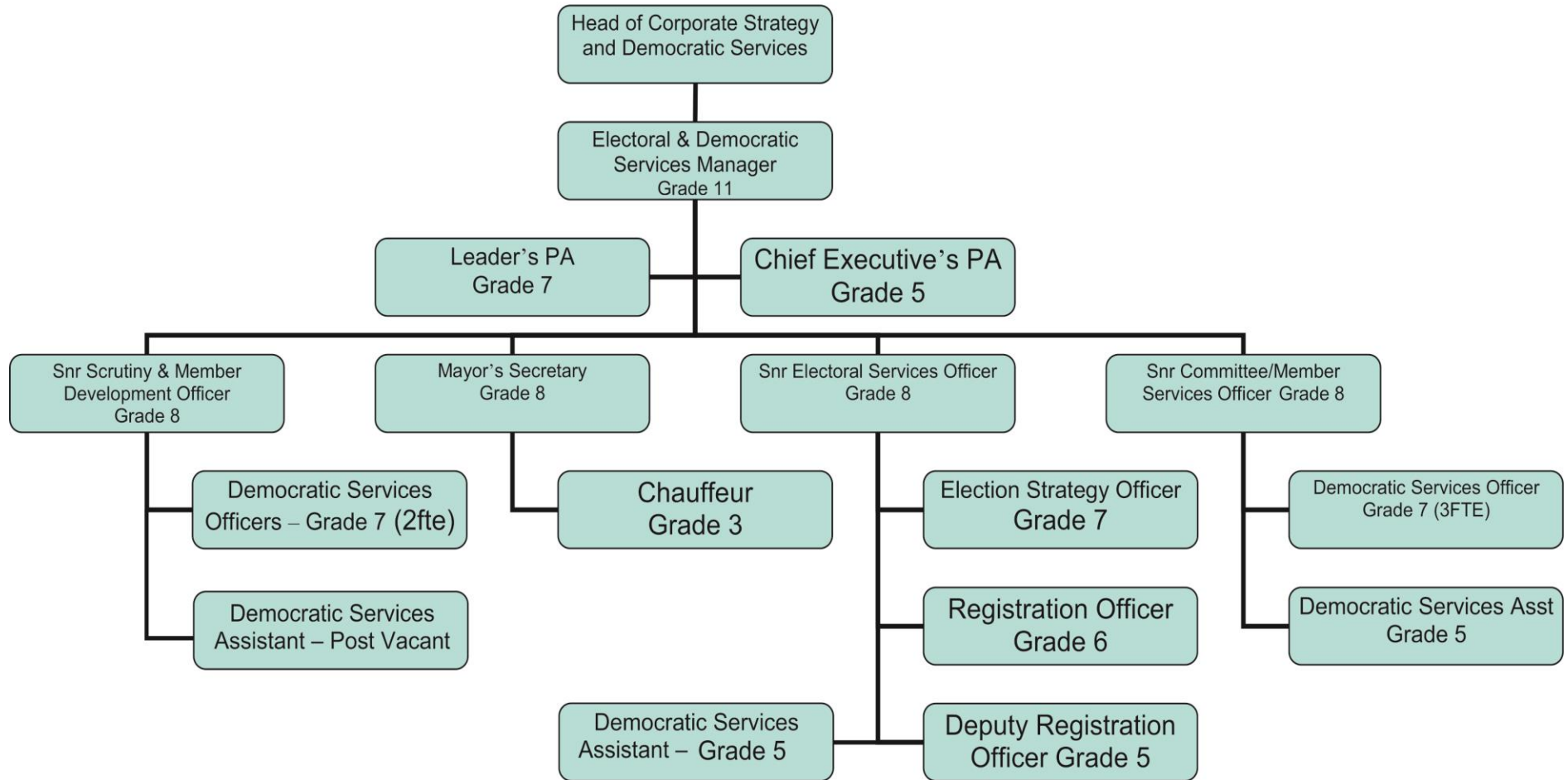


Community Safety Team 2016/17



Electoral and Democratic Services 2016/17

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Stakeholder Analysis

OTHER EXTERNAL STAKEHOLDERS

- Older People’s Commissioner for Wales
- Police & Crime Commissioner
- Local Democracy & Boundary Commission
- Boundary Commission for Wales
- Independent Remuneration Panel for Wales
- Welsh Language Commissioner
- Future Generations Commissioner
- Ombudsman
- Lord Lieutenant & High Sheriff
- Ombudsman
- Children’s Commissioner
- Welsh Government

KEY STAKEHOLDERS

- Leader / Chief Exec
- Corporate Directors / Heads of Service
- All Elected Members(inc Cabinet)
- Trade Unions
- Public Services Board
- Wales Audit Office
- NPT CVS/Third Sector
- CSSiW and Estyn
- CONTEST Board and WECTU
- Voluntary Sector
- Police and community safety partners

INDIVIDUALS

- Local Assembly Members, MPs, MEPs
- Communities 1st Cluster Managers

NETWORKS

- All Staff
- Health Social Care & Wellbeing Partnership
- Think Family Partnership
- Safer Neath Port Talbot Partnership
- General Public
- Accountable Managers & Principal Officers
- Welsh Local Government Association
- Youth Council
- Armed Forces Covenant Forum
- Listen to Us
- Older Persons' Council
- Supporting People & Homelessness Strategy Group
- Disabled Persons Advisory Group
- Disability Network Action Group
- Black Minority Ethnic Forum
- Local Regional Media
- Youth Council
- Town & Community Councillors
- Western Bay
- APSE
- Business Crime Reduction Partnership
- City Region Board
- Joint Resilience Unit
- All Wales Continuous Improvement Community
- Low Income Families' Partnership

Workforce Plan 2016/17**What are the strengths and key workforce challenges for this service?**

The current workforce is regarded as a strength of the department:

- A high percentage of staff reported in the last staff survey that they are engaged/highly engaged in their work;
- There is no unplanned turnover within the department and there are no difficulties in recruiting to the department;
- Staff are competent to undertake their duties and a very high percentage of staff performance strongly in their roles;
- There is a clear emphasis on treating staff with respect and supporting their learning and development;
- Staff are encouraged to identify and implement improvement action;
- There are good, structured communication arrangements across the department;
- There are low levels of sickness absence in most areas; where sickness absence levels are higher, this is always due to specific cases of serious health concerns related to specific employees. There is a clear emphasis on supporting people to remain in work or to return to work in these circumstances

The key challenges for this service are summarised as:

- Increased workloads placed on fewer staff;
- Changes to roles and responsibilities placed on fewer staff as a result of continuous service remodelling and externally imposed changes (eg legislative changes);
- Uncertainty for staff who are funded by specific grants. There is increasing uncertainty for these staff with indications that funding sources will be significantly changed after the Welsh Government elections;
- Uncertainty for all staff regarding the future of local government;
- Planning for future staff turnover as the current workforce is stable but (can we use a figure here instead ?);
- Providing attractive career opportunities for those staff who see a long term career in public services.

What actions are we going to take to address these challenges?

Across the department we will give close attention to the following:

- We will continue to develop a consistent approach to coaching and embed this within supervisory and management practice
- We will ensure personal development plans are reviewed and updated at each supervision session and formally each year as part of performance appraisal
- We will ensure job descriptions are reviewed when roles and responsibilities change and we will make a further check that job descriptions and grades reflect people's roles and responsibilities within the performance appraisal process
- We will maintain open communication with staff whose jobs are potentially at risk due to the continuing need to find financial savings and to respond to externally imposed changes to grant funding arrangements and we will highlight potential funding pressures clearly within the 2017/18 budget process
- We will ensure the priorities agreed from the last staff survey have been actioned and we will use the staff conference to check out with staff that the actions have made the difference we wanted to make
- We will develop digital literacy across the staff group
- We will survey our staff group again in 2016/17 to confirm we have made progress and to identify the next set of priorities

Additionally, each team leader has identified and agreed priorities for action with their team as follows:

Community Safety	Corporate Strategy	Electoral and Democratic Services	Communications and Digital Services	Customer Services and CCTV
<p>1. Head of service to attend team meeting to explain the Corporate objectives and how the teams work contributes to them</p> <p>2. The team is very diverse and it was identified that having one whole team meeting was not meeting the needs of all the staff. The Community Safety team now have two team meetings specialising in different areas of work.</p>	<p>1. To review identified job descriptions to ensure grades reflect people's roles and responsibilities</p> <p>2. To raise the profile and the work of the team across the Council</p> <p>3. Improve communication in relation to data collection requirements.</p>	<p>1. Continue to strengthen communication, management and leadership of Department.</p> <p>2. Ensure staff are provided with ability to undertake self-learning and obtain formal qualifications as part of their personal development.</p> <p>3. Maintain and enforce the Department's agreed core values and standards.</p>	<p>1. Ensure that all job descriptions and person specifications are up to date and that duties are correctly job evaluated.</p> <p>2. Ensure staff are sufficiently challenged within their roles and have opportunities to undertake different types of work (e.g. Digital, Strategic Planning, etc.).</p> <p>3. Ensure staff are involved in the decision making processes which affects their role and the work they undertake.</p>	<p>1. Team meetings-look to reinstate after work time due to business continuity needs during council opening times</p> <p>2. Coaching - continue to adopt and practise a coaching/mentoring style during anticipated further change processes and to maintain/improve performance.</p> <p>3. Business continuity v manageable workloads - Seek to ensure realistic work life balance and sufficient workforce within FFP requirements as the first point of contact for the council</p>

Property and ICT Asset Management Consequences of the Business Plan

Property Name	Required Change	Why?	Impact
CCTV Control Room, the Quays	There is a review of CCTV jointly with CCoS which is examining the feasibility of a joint CCTV service. The future of respective control rooms will be examined as part of that review. The outcome of the review will be known in autumn 2016	A standalone CCTV service is no longer financially sustainable. Additionally, the current infrastructure requires investment as the technology is getting to the end of its useful life	Options are still to be examined and will include: Moving out of the Quays to another control room Moving other services into the Quays and resuming a 24/7 monitoring service Maintaining and investing in the current facility but integrating the operations through technology links
Corporate Contact Centre	There is a need to replace the voice technology system with a more modern system	The current system is at the end of its useful life A wider range of functionality is required to exploit the opportunity to increase automation of call handling and to integrate other digital channels of service delivery into the Contact Centre	Further cashable savings delivered from Customer Services budgets Further cashable and non cashable savings delivered across a range of Council Services Response times to customer enquiries maintained at a time of reducing budgets

Property Name	Required Change	Why?	Impact
One Stop Shops	There is a need to remodel the One Stop Shops to reflect the shift to digital service delivery and more integrated working across agencies	<p>The Council has decided to deliver a wider range of services on line and to reduce the face to face and telephone contact from citizens.</p> <p>For those who still need face to face services, there is a recognition that an improved service can be delivered more efficiently if there was more integration at the front line</p>	<p>Removal of some fixed desks</p> <p>Remodelling of customer journey through facilities</p> <p>Free public wifi access in main public areas</p> <p>Replacement technology to encourage self-service</p> <p>Improved signage to encourage self-service</p>
Member Facilities	Improvements to ICT and physical layout of Member Room in PTCC prior to the new intake of councillors in 2017	<p>The current facilities are not fit for purpose. In particular there are inadequate charging points for ipads and mobile phones at a time when we want to move Members onto the modern.gov system</p> <p>The existing seating and workstations are dirty and in need of replacement</p>	A survey of Members has identified an appetite for using digital platforms to support the councillor role. This also assists in achieving non cashable and cashable services in Member Support services

Property Name	Required Change	Why?	Impact
	Replacement committee room tables and chairs at PTCC	The committee tables are in a poor state of repair and there are insufficient staff within the Theatre at PTCC to move the furniture. Chairs do not function and pose a health and safety risk	Democratic Services staff able to move furniture without the need for heavy manual handling tasks. Members and other attendees at meetings seated safely
	Additional portable microphones for use at NCC to reflect new facilities made available in PTCC	There are difficulties in hearing contributions when the committee rooms at NCC are full	Improved participation in meetings
Modern.gov	Roll out system to Members and roll out work flow functionality to officers	To reduce cost, improve Member support and improve access to the Council's business	Optimise the use of the functionality to reduce paperwork, release staff time and cashable savings. Speed up communication with Members, Officers and Improve access to the general public
Digital by Choice	Complete the scoping of departmental services that can be placed on line and agree priorities through Digital by Choice Programme	To increase customer choice and service availability, to release staff time and cashable savings	This is a corporate improvement priority

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

POLICY AND RESOURCES SCRUTINY COMMITTEE

19th May 2016

Report of the Head of Human Resources – Sheenagh Rees

Matter for Decision

Wards Affected: All Wards

BUSINESS PLAN 2016/2017 – HUMAN RESOURCES

1. Purpose of Report

1.1 To endorse the business plan for the Human Resources Division covering the period 1st April 2016 to 31st March 2017.

2. Background

2.1 The Council introduced a revised Performance Management Framework in 2014 / 2015. One of the requirements within that framework is the production of business plans by heads of service. The timetable for finalising business plans covering the financial year 2016 / 2017 is 31st May 2016.

2.2 Following a Wales Audit Office review of the Council's performance management arrangements in 2015, the business planning arrangements for 2016 / 2017 have been strengthened by the inclusion of workforce planning and property asset management. The business planning process also now requires a clear link to be made between priorities, actions and measures.

2.2 The HR Division Business Plan appended at Appendix 1 covers the functions of:

- Human Resources
- Health & Safety
- Occupational Health Unit
- Learning, Training & Development
- Joint Resilience Unit

3. Monitoring, Review and Delivery

3.1 The Business Plan will be reviewed with the Cabinet Member for Corporate Services on a quarterly basis.

- 3.2 The priorities within the plan are the basis of the personal objectives between the Chief Executive and Head of Human Resources. Achievement of the personal objectives will be reviewed in a mid-year appraisal meeting as part of the Council's performance appraisal arrangements.
- 3.3 Report cards will be developed by each Accountable manager which will contain detailed information on performance indicators and targets for improvement. These will be reviewed by the Head of Human Resources and respective managers on a quarterly basis to ensure that each team is on track to deliver the actions set out in the business plan.
- 3.4 All employees within the Division will have a performance appraisal which will identify appropriate personal objectives based on the business plan, to ensure the link between the priorities of the Council and each member of staff is maintained. The performance appraisal will also identify learning and development activities to support the delivery of the priority actions.

4. Recommendation

Decision

It is RECOMMENDED that Members endorse the Human Resources Division's Business Plan for the financial year 2016 / 2017 attached at Appendix 1 to this report.

Reason for Decision

In order to meet the requirements of the Performance Management Framework.

Implementation of Decision

The decision will be implemented after the three day call in period.

5. Equality impact assessment

There is no requirement for an equality impact assessment.

6. Workforce impacts

The Business Plan seeks to ensure that all employees within the HR Division have clear priorities and objectives, as part of the Council's performance management framework.

7. Legal impacts

There are no legal impacts arising from this report.

8. Financial impacts

The Business Plan has been developed on the basis of a reduced budget allocation to be made available to the Division for 2016 / 2017, as agreed by Council in March 2016.

9. Consultation

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

10. Risk Management

Please refer to Principle 5 – Risk Management contained within Appendix 1.

11. Appendices

Appendix 1 – The HR Division Business Plan 2016 / 2017

12. Background Papers

HR Division Business Plan 2015 / 2016

13. Officer Contact

For further information on this report item, please contact Sheenagh Rees, Head of Human Resources on extension 3315 or e-mail s.rees5@npt.gov.uk

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INTRODUCTION

This Business Plan covers the period 1st April 2016 to 31st March 2017. The services and functions with the scope of this plan are as follows:

- Human Resources
- Health & Safety
- Occupational Health Unit
- Learning, Training and Development
- Joint Resilience Unit

The Human Resources Division is a Council wide resource for the provision of specialist advice, guidance and support.

Purpose

The purpose of the Division, in line with the Council's Operating Principles, is to deliver what matters to our customers.

Vision

Our Vision, in line with the Council's People Strategy, is to deliver improved services, greater efficiency and better customer focus by having the right number of people in the right place with the right skills doing the right things.

Values

Employees of the HR Division, are required to adhere to applicable codes of conduct and professional standards, which set out behaviours and values for the relevant profession.

PRINCIPLE 1 - DELIVERY OF PRIORITIES IN 2015 / 2016

Key achievements summary:

- Delivery of savings identified within the Council's FFP and contained overall expenditure within the cash limit set for the HR Division.
- The provision of support for significant management of change activity across the Council linked to change required as a result of FFP savings, budget pressures and to support corporate priorities. As well as providing professional expertise to managing change, the team managed the voluntary redundancy scheme, with 575 expressions of interest, and managed the redeployment of 200+ employees, who otherwise would have been made redundant. As a direct result of this activity, compulsory redundancies were minimal, despite c. 300 jobs being deleted from the established structure.
- The Sickness Taskforce rolled out the trial of the early intervention and effective communication strategy for managing long term sickness absence, with evidence based positive results.
- Implementation of an Organisational Structures Database, Head of Service Workforce Profiles and the development of a workforce planning template to support the development of a Corporate Workforce Plan in 2016 / 2017.
- The development, agreement and delivery of the Children's Services Workforce Action Plan 2015 / 2016.
- The development, agreement and implementation of a Performance Appraisal procedure for all employees.
- The development of an agreement with recognised trade unions to address 'holiday pay' case law, including settlement of potential back pay liability and avoidance of significant employment tribunal action - the first Council in Wales to reach an agreement with trade unions on this matter and ensure that legal liabilities are addressed.
- Delivery of Health and Safety Strategy in line with the OHSAS Standard 18001.
- Implementation of COSHH and Construction, Design and Management legislative changes.
- Development and delivery of the Social Care Workforce Development Programme 2015 / 2016.
- Development and delivery of comprehensive awareness training to support the implementation of the Social Services & Well-being (Wales) Act 2014.
- Development and implementation of revised HR Intranet pages to improve customer access to policies, procedures, guidance and information.

Areas where performance was below expectation:

- The implementation of E Learning has been slow with only limited access available in 2016 as a result of delays by the deliverer, Academy Wales.

PRINCIPLE 2 – PRIORITIES TO BE DELIVERED IN 2016 – 2017

WHY THESE PRIORITIES?

1. To support Corporate Improvement Objectives.
2. To contribute to the FFP Savings Plan 2016 / 2017.
3. Following consultation with Senior Management Teams, to support services to meet their objectives.
4. To ensure that the Council has an appropriate, fit for purpose, safe and legal employment framework in place.
5. To ensure that the Division can continue to deliver services with a reduced workforce, despite increases in demands in some areas of service.

HOW ARE WE GOING TO SECURE ACHIEVEMENT OF THESE PRIORITIES?

- These achievements will, in the main, be secured in-house by the HR Division's experienced and appropriately qualified staff.
- The Joint Resilience Unit is a joint service delivered in partnership with the City and County of Swansea (CCoS) and employees of the CCoS.
- The on-line DBS service is delivered through a partnership agreement with Powys Council, introduced in 2015 as part of the Division's cost savings strategy.
- Occupational Health Physician and counselling services are procured through contracts for services, which are kept under regular contract monitoring and review to ensure continued value for money and provision of quality services.

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Priority	Actions to deliver the priorities	Officer Responsible	Timescale	Evidence to indicate achievement
HRP – 1 To support the Council deliver further reductions in its net revenue expenditure in line with the Forward Financial Plan and in the spirit of the Workforce Strategy Collective Agreement 2013.	To support significant management of change initiatives through provision of expert HR advice and guidance.	D Hopkins	Over the next 12 months and beyond.	Compliance with the Management of Change in Partnership Policy.
	Maximising continuity of employment as far as is possible, through administering VR Schemes, and management of redeployment activity.	D Hopkins	Over the next 12 months and beyond.	Monitoring of Voluntary Redundancy / Compulsory Redundancy / Redeployments.
	To support the joint management / trade union review of the Workforce Strategy Collective Agreement 2013 as required under that agreement.	S Rees	31/10/16	Agreement reached with Trade Unions and report to Members by 31 st October 2016.
HRP – 2 To support Council wide targets to reduce sickness absence.	The HR Sickness Taskforce team will continue to deliver the Early Intervention and Effective Communication Long Term Sickness Strategy.	D Hopkins	31/12/16	Update reports to Policy & Resources Scrutiny Committee.
	To support the Director of ELLL to implement the Long Term Sickness Absence in Schools Project.	D Hopkins	31/8/17	Delivery of Long Terms Sickness Absence in Schools Project workforce actions.
	To implement improvements in the	S Burgess	31/3/17	Full implementation of the OuCH

Priority	Actions to deliver the priorities	Officer Responsible	Timescale	Evidence to indicate achievement
	Occupational Health referral service which will assist in reducing the impact of ill health and sickness absence and to promote a safe and healthy working environment.			Digital Referral/surveillance e-system across the Council inclusive of schools. Implementation of the recommendations from the Privacy Impact Assessment
HRP – 3 To support the workforce actions required to deliver the Digital by Choice Channel Strategy.	To support any resultant management of change initiatives, maximising continuity of employment as far as is possible.	D Hopkins	In line with Digital by Choice Programme Board action plan.	Compliance with the Management of Change in Partnership Policy. Monitoring of Voluntary Redundancy / Compulsory Redundancy / Redeployments.
	Review employment policy framework to ensure that it remains fit for purpose as use of technology develops in the workplace.	D Hopkins	31/3/17	Fit for purpose policy framework
HRP – 4 To improve customer access to services and to improve the efficiency of those services.	Update On Line Recruitment Site	D Hopkins	31/3/17	Fit for purpose Recruitment Site
	Implement OuCH Digital Referral system	S Burgess	31/3/17	Successful implementation of new system assessed against the criteria identified within clinical procedures.
	Introduction of I-DOCS framework in Occupational Health to assist the digitalisation of health records	S Burgess	31/3/17	Successful implementation assessed against a review of the OHU administration procedural arrangements.
	Implement Events Management On line system	S Burgess	31/3/17	Successful implementation of new system.
	Develop Self Service Employee Portal	D Hopkins	TBC	Sign off by Digital by Choice Programme Board.
HRP – 5 Support the Council priority to improve outcomes for children in need and children looked after by improving the performance of the Council's Children and Young People Services Department.	Delivery of agreed HR and Learning, Training and Development workforce actions to support ongoing recruitment, retention and development of the workforce.	D Hopkins L Doyle	31/3/17	Regular employment monitoring and reporting.
	Delivery of training to prepare the social care workforce for the introduction of the Social Services and Wellbeing Act (Wales) 2014.	L Doyle	31/3/17	% of relevant social care workforce who have received appropriate training.

Priority	Actions to deliver the priorities	Officer Responsible	Timescale	Evidence to indicate achievement
HRP – 6 Support the Council priority to raise educational standards and attainment for all young people.	Support significant management of change associated with the Strategic Schools Improvement Programme.	D Hopkins	31/3/17	Compliance with the Management of Change in Partnership Policy.
	To support the Director of ELLL to implement the Long Term Sickness Absence in Schools Project.	D Hopkins	31/8/17	Delivery of Long Terms Sickness Absence in Schools Project workforce actions.
HRP – 7 Support the Council priority to maximise the number of adults who are able to live independently with or without support within the home of their choice within their community.	Delivery of agreed HR and Learning, Training and Development workforce actions to support ongoing change improvement, recruitment, retention and development of the workforce.	D Hopkins L Doyle	31/3/17	Regular employment monitoring and reporting.
	Delivery of training to prepare the social care workforce for the introduction of the Social Services and Wellbeing Act (Wales) 2014.	L Doyle	31/3/17	% of relevant social care workforce who have received appropriate training.
HRP – 8 To ensure appropriate arrangements are in place to respond to new and changes to legislation.	Prepare for the Gender Pay Gap Regulations.	D Hopkins	31/3/17	Arrangements to measure gender pay gap in place.
	Ensure compliance with workforce related Welsh Language Standards	S Rees	1/9/16	HR WLS Action Plan.
	Prepare for the introduction of the National Living Wage	D Hopkins	1/4/16	Arrangements in place to ensure compliance.
	Prepare for restrictions on public sector exit payments	S Rees	1/4/16	Arrangements in place in respect of employees with annual earnings of £100,000 or more to repay exit payments if they return to work in the same sector within 12 months. Further clarify TBC on capping of public sector exit payments.
	Preparation for the introduction of the Trade Union Bill	S Rees	TBC	Actions to be identified following government confirmation of statutory provision and how it applies in Wales.
	Review the Corporate Health & Safety legal register CF/44 and procedures in line with legal and other health and safety requirements as appropriate.	S Burgess	31/10/16	Introduction and verification from BSi on the implementation of the register.
	Implementation of training plans to prepare the workforce for the introduction of new and	L Doyle	The timeline for implementation	% of relevant workforce who have received appropriate training.

Priority	Actions to deliver the priorities	Officer Responsible	Timescale	Evidence to indicate achievement
	emerging legislation including: <ul style="list-style-type: none"> • Social Services and Wellbeing Act (Wales) 2014 • Female Genital Mutilation Act 2015 • Domestic Violence • Welsh Language Standards Regulations 2015 • Regulation & Inspections Act 2015 		and delivery of training plans in relation to these pieces of legislation will be determined by Welsh Government timescales.	
HRP – 9 Delivery of an effective Health and Safety Strategy in line with the OHSAS Standard 18001.	Conformity to BS OHSAS 18001 and SEQOHS.	S Burgess	31/3/17	Continued registration to the OHSAS 18001 specification Management System.
	Evaluate Legal Compliance.	S Burgess	31/3/17	As above
	Review procedures for dealing with issues raised as non-conformities to mitigate, where possible, adverse consequences.	S Burgess	31/3/17	As above
HRP – 11 Delivery of Joint Resilience Unit work programme as agreed with Joint Resilience Committee	Delivery of Compliance with the COMAH Regulations	S Burgess	31/3/17	Development, and delivery of exercises, chairing planning group meetings, writing and managing the FAP, review and maintenance of plans and aide memoirs.
	Delivery of Business Continuity life cycle – plans	S Burgess	31/3/17	Publication of Business Continuity Plans which have been, reviewed and audited
	Delivery of localised flooding arrangements	S Burgess	31/3/17	Publication of up-to-date flooding plans which are available for the following sites:- <ul style="list-style-type: none"> • Canal side • Lower Swansea Valley • Local Authorities
	Delivery of City and County of Swansea's City Evacuation	S Burgess	31/3/17	City Evacuation plans and procedures are up-to-date, validated and made available to nominated personnel.
	Implementation of Felindre emergency response plans.	S Burgess	31/3/17	Publication of Emergency Response plans in place which are subject to review and audit
	Review of DRAGON emergency response/planning system.	S Burgess	31/3/17	Development, implementation and monitoring of on-line Emergency

Priority	Actions to deliver the priorities	Officer Responsible	Timescale	Evidence to indicate achievement
				Planning and Response system.
HRP – 12 Delivery of Employment administration services	Delivery of effective recruitment and redeployment service	D Hopkins	Ongoing commitment	Annual Audit of safe recruitment Customer feedback Redeployment data
	Employment administration services (contract administration, payroll, etc)	D Hopkins	Ongoing commitment	Customer feedback Annual Audit of payroll processing
	Maintenance of employment, training and development and occupational health and health safety records	D Hopkins S Burgess L Doyle	Ongoing commitment	Data is up-to-date and accurately recorded. Compliance with information security.

Priority Measures Table

Priority Measures 2016/2017	2014/15 performance / activity	2015/16 performance / activity	2016/17 performance / activity
Human resources			
	Headcount FTE	Headcount / FTE	
Voluntary redundancy	256 / 229.79	118 / 88.83	-
Bumped redundancy	30 / 25.72	26 / 21.58	-
Redeployment	195 / 152.8	264 / 184.24	-
Compulsory Redundancy	1 / 1	50 / 18.82	Reduce
Freedom of Information (FOI)			
FOI received	40	82	-
FOI answered (less than) 20 days	33	78	100%
FOI answered (more than) 20 days	7	4	0
Health & Safety			
Total accidents	389	405	Reduce
Lost time accidents	58	61	Reduce
RIDDOR accidents	19	18	Reduce
Occupational Health			
Average appointment waiting time	10 working days	10 working days	Maintain
Immunisations	207	258	Maintain
Pre-placement assessments	923	970	Maintain
Health surveillance assessments	1342	1580	Maintain
Attendance management consultations	2744	3303	Maintain
Statutory & Safety Critical Medicals	119	128	Maintain
Health Promotion	1185	683	Maintain
Training & Development			
% of relevant social care staff provided with training ~ Social Services and Wellbeing Act (Wales) 2014. WG have identified priority groups: all Social Care Team Managers, Senior Practitioners, Consultant Social Workers and staff who have a role in the provision of Information, Advice and Assistance. This includes health employees, independent and third sector agencies.	NEW	Awareness -646 Module 1 - 160 Module 2 - 147 Module 3 - 25 Module 4 - 94	100% of those identified in the priority group
% of Human Resources Division staff to have successfully completed on-line Introduction to Information Governance training course	NEW	NEW	100%

Mandatory Corporate Measures Table

Mandatory Corporate Measures	2014/15 performance	2015/16 performance	2016/17 performance
CM01 transactional services:			
a) Fully web enabled	-	-	-
b) Partially web enabled	Recruitment	On line DBS Application process	Update on line recruitment site
	Eye Tests		OUCH Digital Referral system
	DRAGON Emergency Planning System		Self Service Employee Portal
			Events Management on line system
CM02 take up of the above web enabled transactions	100%	100%	To be determined by Digital by Choice Programme Board
CM03 % of revenue expenditure within budget	100%	100%	100%
CM04 % of FFP savings at risk	0	0	0
CM05 Average FTE days lost due to sickness	6.91 FTE	8.7	Below Council average – maintain
CM06 number of services measuring staff engagement	NEW	NEW	Human Resources Teams
CM07 % of staff performance appraisals to be completed by 31/3/17	NEW	NEW	100%
CM08 % of learning & development requirements identified via the performance appraisal process met within 12 months	NEW	NEW	100%
CM09 No. of employees who left due to unplanned departures	TBC	3.1 FTE	0
CM10 Total no. of complaints:			
Internal	0	1	0
External	0	1	0
CM11 Total no of compliments:			
Internal	5	7	
External	0	0	
CM12 number of services measuring customer satisfaction	0	0	2
CM13 number of service report cards to be produced by 31.03.17	NEW	5	5

Principle 3 – Workforce Planning	Prompts
<p>What are the key workforce challenges for this service?</p>	<p>The key challenge for the Division is the increasing demand for services set against the reductions in staffing which have taken place year on year since 2009, leading to a reduction of 30% in overall headcount across the Division. Put simply, the Division has less people to deliver more services.</p> <p>The Division currently has 2 vacancies at HR Officer level which it is struggling to recruit to, which has a further impact on capacity to provide services.</p>
<p>What are the longer term workforce challenges for this service?</p>	<p>Local Government Re-organisation will place significant demands on the HR Service, and it is important that the necessary skills and knowledge are in place to deal with the specific type of change management that will be required, i.e. expert knowledge and understanding of TUPE legislation and its application.</p>
<p>What actions are we going to take to address these challenges?</p>	<ol style="list-style-type: none"> 1. Continue the active digitalisation of services which has already supported the reduction in head count across the service (see HRP 4). 2. Carry out a Staff Survey, prioritising teams most affected by downsizing to date (HR teams in 2016/2017). 3. Develop actions to address Staff Survey outcomes. 4. Through the performance appraisal process ensure all employees within the Division are focused on the priorities of the service and that skills and expertise are developed and maintained through appropriate learning and development activities. 5. Develop a recruitment, retention and succession strategy for HR Officers. 6. Continue to maintain and develop management of change and TUPE knowledge and skills amongst qualified HR staff.

Principle 4 – Property Management

Services are delivered by employees based within the Quays, and accommodation is currently appropriate for the needs of the services delivered.

Principle 5 – Risk Management

Risk Table:

Ref	Risk Description	Likelihood Score	Impact Score	Total Score	Proximity	Mitigating Action	Target Date	Risk Owner
R1	Workforce / Succession Planning – continuous downsizing and VR rounds and a lack of external appointments is giving rise to reduced organisational capacity, increased skills shortage and inadequate succession planning	3	3	9 – M	1	Actions are as set out in Principle 3 - Workforce Planning.	31/3/17	S Rees
R2	Improvement required in Sickness Management / Absence	3	3	9 – M	1	<p>The Sickness Taskforce has funding to December 2016 to implement the Early Intervention and Effective Communication Strategy.</p> <p>Additional resource provided to implement the strategy in pilot Schools.</p> <p>Improvements to the Occupational Health Referral Service will be implemented in 2016.</p> <p>Quarterly reporting to P&R Scrutiny Committee.</p>	31/3/17	S Rees
R3	Decision and service change at increased risk of legal challenge due to nature of changes and turnover in the Council's workforce	2	3	6 – M	1	<p>Provision of an up-to-date and legally compliant employment framework for managers to work within.</p> <p>Professional, qualified officers, with up to date CPD, providing expert advice to support managers remain legally compliant.</p>	On-going	S Rees

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POLICY AND RESOURCES CABINET BOARD

REPORT OF THE HEAD OF FINANCIAL SERVICES – DAVE REES

19th MAY 2016

Matters for Information

Wards Affected - All

TREASURY MANAGEMENT MONITORING 2016/17

1. Purpose of Report

- 1.1 This report sets out treasury management action and information since the previous report.

2. Rates of Interest

- 2.1 Bank base rates remain at of 0.5% (since 5th March 2009) and detailed below are the changes in the bank base rate since April 2008.

Effective Date	Bank Rate
10 April 2008	5.00%
08 October 2008	4.50%
06 November 2008	3.50%
04 December 2008	2.00%
08 January 2009	1.50%
05 February 2009	1.00%
05 March 2009 to date	0.50%

- 2.2 The following table provides examples of external borrowing costs as provided by the Public Works Loans Board as at 4th May 2016.

	Equal Instalments of Principal		Annuity		Maturity	
	Previous 03Mar16	Current 04May16	Previous 03Mar16	Current 04May16	Previous 03Mar16	Current 04May16
	%	%	%	%	%	%
5-5.5 years	1.51	1.58	1.51	1.58	1.89	1.97
10-10.5 years	1.89	1.97	1.90	1.99	2.57	2.64
20-20.5 years	2.57	2.64	2.63	2.70	3.27	3.27
35-35.5 years	3.17	3.18	3.27	3.27	3.29	3.22
49.5-50 years	3.36	3.34	3.35	3.31	3.18	3.11

3. Treasury Management Budget

3.1 The following table sets out details of the treasury management outturn position for 2015/16 as well as the budget for 2016/17. The budget consists of a gross budget for debt charges i.e. repayment of debt principal and interest, and interest returns on investment income.

2015/16 Revised Budget £'000	2015/16 Outturn Position £'000		2016/17 Original Budget £'000
14,584	14,799	Principal and Interest charges	16,762
		Investment Income	
(614)	(545)	- Total	(614)
210	218	- less allocated to other funds*	260
(404)	(327)	Subtotal Income	(354)
	(195)	Icelandic repayments	
	(97)	Contribution to/(from) treasury management reserve	
2,900	2,900	Contribution to voluntary redundancy reserve	
17,080	17,080	Net General Fund	16,408

NB: Other funds include Trust Funds, Social Services Funds, Schools Reserves, Bonds etc.

4. Borrowing

4.1 No borrowing has been arranged since the previous report.

5. Investment Income

5.1 In line with the Council's Investment Strategy, the 2016/17 Original Budget for investment income is £614,000; treasury management investment income generated on investments made to date is £272,000.

Members should note that the majority of investments are classified as 'specified' i.e. up to 12 months and are currently deposited with Local Authorities, UK banks including Barclays, Lloyds Group, Bank Santander, Clydesdale and Nationwide Building Society.

5.2 The Council policy will allow investments up to a maximum of £25m for periods of more than 1 year and up to 5 years, and this will be considered when decisions on investing surplus funds are made.

5.3 No additional long term investments have been carried out since the last report. The Council currently has £10m invested for periods in excess of 12 months:

Counterparty	Value £'000	Period	Maturity	Rate %
Eastbourne Borough Council	4,000	4.5 Years	June 18	2.20%
Peterborough City Council	6,000	5 Years	Dec 18	2.10%
TOTAL	10,000			

5.4 Members should note that since the last report a further dividend of £38,579 has been received in 2015-16 from the administrators of the former Icelandic related bank Kaupthing, Singer & Freidlander.

Financial Impact

6. The report is for information only. All relevant financial information is provided in the body of the report.

7. **Equality Impact Assessment**

An equality impact assessment was not required for this report.

Workforce Impacts

8. There are no workforce impacts arising from this report.

Legal Impacts

9. There are no legal impacts arising from this report.

Risk Management

10. There are no risk management issues arising from this report.

Consultation

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

Appendices

12. None

List of Background Papers

Treasury Management Files
PWLB Notice Number 088/16

Officer Contact

Mr David Rees – Head of Financial Services
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Mr Huw Jones – Chief Accountant – Capital and Corporate
Contact details 01639 763575, h.jones@npt.gov.uk

Mr Chris Rees – Senior Accountant
Contact details - 01639 763590, c.rees@npt.gov.uk

Neath Port Talbot County Borough Council

POLICY AND RESOURCES CABINET BOARD

19th May 2016

Report of the Head of Financial Services – David Rees

Matter for decision

Wards Affected:

All

Financial Services Business Plan

Purpose of report

1. To seek endorsement from the Policy and Resources Cabinet Board of the Financial Services Business Plan for 2016/17.

Background

2. One of the requirements within the Council's Performance Management Framework is the production of business plans by heads of service. The timetable for finalising business plans covering the financial year 2016/17 is 31st May 2016.
3. The Business Plan has been constructed on the basis of reduced budget allocations to be made available to the division for 2016/17 as agreed by Council as part of its budget setting process. It covers the functions of:

Accountancy – Revenue and Capital
Internal Audit
Payroll
Payments
Cashiering
Financial Ledger
Council Tax
Business Rates
Benefits

Financial Assessments
Income
Court Deputy Service
Treasury Management
Insurance

Financial Impact

4. The budget for the Financial Services Division for 2016/17 totals £3.580m.

Equality impact assessment

5. There was no requirement for an equality impact assessment on this issue.

Workforce impacts

6. Workforce issues are dealt with in the plan itself.

Legal impacts

7. There are no legal impacts arising from this report.

Risk management

8. Risk management issues are dealt with in the plan itself.

Consultation

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

Recommendations

10. That the Cabinet Board endorses the Financial Services Business Plan for the financial year 2016/17.

Reasons for proposed decisions

11. To allow the division to operate in line with the business plan for the 2016/17 financial year.

Implementation of decision

12. The decision is proposed for implementation after the three day call in period.

Appendices

13. Financial Services Division Business Plan 2016/17

List of background papers

14. Business Plan 2015/16
Budget Working Papers 2016/17

Officer contact

15. Mr David Rees – Head of Financial Services

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Financial Services Division

Business Plan 2016/17

<u>Head of Service:</u>	David Rees
<u>Area of Responsibility:</u>	Financial Services
<u>Sponsor (Cabinet Member):</u>	Councillor Arwyn Woolcock

Introduction

This business plan covers the financial year 1st April 2016 to 31st March 2017 for the Financial Services Division which has a budget for the year of £3.580m and covers the following services:

- Accountancy Technical – Corporate and Risk Management
- Accountancy Capital and Systems/Projects
- Accountancy Financial Services
- Court Deputy Service
- Internal Audit
- Exchequer Payroll
- Exchequer Payments
- Miscellaneous Income
- Cashiering Service
- Business Rates

- Council Tax Administration
- Housing Benefit Administration
- Financial Assessments

Delivery of Priorities in 2015/16

Service Priority	Achievement
To accurately monitor directorate budgets, highlighting any pressures at an early stage, and by working closely with directorates, to ensure suitable actions are put in place to mitigate the risks of not delivering overall spend within budget guidelines. This involved further development of the new budget monitoring process implemented during 2014/15.	Budget monitoring reports were produced monthly for managers and quarterly for members. This enabled both managers and members to closely monitor the Council's spend which contributed to the Council achieving a significant underspend at year end.
To work with directorates to produce a balanced budget for 2016/17 and updated Forward Financial Plan (FFP) in line with the timetable required by the Chief Executive.	A balanced budget and updated Forward Financial Plan (FFP) was approved by members on the 10 th March 2016.
To produce a Statement of Accounts that accurately reflects the Council's transactions for the financial year 2014/15, within the statutory timescales and to meet statutory requirements.	An unqualified Statement of Accounts was produced in line with the statutory timescales.
To maximise the collection of council tax and other income due to the Council.	A collection rate of 97.9% was achieved which was again on increase on the previous year.
To ensure that all who are entitled to benefits, receive the right amount and in a timely manner.	The various performance statistics in benefits evidence that this on-going priority is being successfully

	managed.
To help those entitled to Universal Credit to make claims effectively and manage their budget accordingly.	This continues to be managed through the 'Universal Credit – Customer Support Agreement'. An analysis of Partnership work with the Third Sector is identifying areas where further work needs to be commissioned.
To deliver an agreed and detailed programme of work on finance based projects that will assist in the requirement to provide further reductions in expenditure over the next three to four years.	A number of projects are being worked on including grants management, support service recharges and income generation.
To ensure that assurance can be given to the Audit Committee regarding the adequacy of internal controls existing within the systems and processes operated by the Council and to further develop the role of the Audit Committee.	The quarterly reports to Audit Committee have provided members with the relevant level of assurance. The role of Audit Committee has been expanded to include work on risk management.
To improve the effectiveness of the debtors IT system and to develop the debt recovery processes in order to reduce the value of outstanding debts.	Significant changes have been put in place in particular with regard to the processing of Social Services debts. The year-end figure for debts less than 6 months old has been reduced by £2.6m from the previous year.
To manage the significant reduction in the staffing level of the Financial Assessments team in order to maintain a high level of service provision.	Not only has the high level of service provision been maintained but significant efficiency improvements have also been put in place.
To manage the reduction of staffing hours available to the Cashiering Service in order to maintain a high level of service provision.	The reduction in staffing hours has been achieved by reducing the opening hours of the cash office. The efficiency of the team in operating to the new staffing levels has been such that only one complaint on the reduced opening hours has been received.

Priorities to be achieved during 2016/17

Priority	Actions to deliver priority	Officer(s) responsible	Timescale	Evidence to indicate achievement e.g. outcomes
<p>P1.To accurately monitor directorate budgets, highlighting any pressures at an early stage, and by working closely with directorates, to ensure suitable actions are put in place to mitigate the risks of not delivering overall spend within budget guidelines.</p>	<p>Budget monitoring process in place.</p>	<p>S. Gorman</p>	<p>From May 2016 through to financial year end.</p>	<p>CDG and Cabinet reports.</p>
<p>P2.To work with directorates to produce a balanced budget for 2017/18 and updated Forward Financial Plan (FFP) in line with the timetable required by the Chief Executive.</p>	<p>A series of meetings with managers and members, plus budget setting timetable for Finance staff.</p>	<p>D. Rees S. Gorman</p>	<p>Balanced budget prepared by February 2017.</p>	<p>Balanced budget approved by Council.</p>

<p>P3.To produce a Statement of Accounts that accurately reflects the Council's transactions for the financial year 2015/16, to meet statutory requirements, and to begin the process of bringing forward the timescales for accounts closure.</p>	<p>Statement of Accounts timetable in place.</p>	<p>J. North</p>	<p>Statement of Accounts signed off by Audit Committee by September 2016.</p>	<p>An audited and unqualified Statement of Accounts produced earlier than in previous years.</p>
<p>P4.To maximise the collection of council tax due to the Council, plus Business Rates.</p>	<p>Continue with current Council Tax processes and recovery procedures.</p>	<p>A.Hinder</p>	<p>Throughout the year.</p>	<p>Council Tax and Business Rates recovery rates compared with previous years.</p>
<p>P5.To ensure that all who are entitled to benefits, receive the right amount and in a timely manner.</p>	<p>Continue with current Benefit processes and recovery procedures.</p>	<p>K. Davies</p>	<p>Throughout the year.</p>	<p>Benefit performance indicators.</p>
<p>P6.To help those entitled to Universal Credit to make claims effectively and manage their budget accordingly.</p>	<p>Universal Credit Customer Support Scheme. Maintain the level of in-house benefit training for</p>	<p>K. Davies</p>	<p>Throughout the year.</p>	<p>Monitoring of the take up of Universal Credit.</p>

	benefit staff.			
P7. Ensure the Council maximises efficiency in its Treasury Management function whilst minimising and managing all risks involved.	Treasury Management Practices and monitoring reports.	H. Jones	Throughout the year.	Treasury Management indicators.
P8. To continue to provide assurance to the Audit Committee regarding the adequacy of internal controls existing within the systems and processes operated by the Authority.	Audit Plan 2016/17	A.M. O'Donnell	Quarterly Audit Committee meetings.	Annual Audit Report.
P9. To agree an alternative to the current debtors IT system and to further develop the debt recovery processes in order to continue to collect income as efficiently as possible and reduce the value of outstanding debts.	Working group in place.	J. North	March 2017.	Alternative to current system agreed. Reduced 'debtors o/s' figure at year end.

P10. To achieve the target budget reductions for the Finance Division for the 2017/18 budget.	Plan in place for achieving savings including meetings with Section Heads	D. Rees	February 2017.	Budget guideline.

Priority Measures Table:

Priority Measures (2016/17)	2014/15 Performance	2015/16 Performance	2016/17 Performance Target
P1. To accurately monitor directorate budgets, highlighting any pressures at an early stage, and by working closely with directorates, to ensure suitable actions are put in place to mitigate the risks of not delivering overall spend within budget guidelines.	Monthly monitoring reports provided for CDG and quarterly reports for members. The Council achieved an underspend against its budget of £743k.	Monthly monitoring reports provided for CDG and quarterly reports for members. The Council's projected underspend against its budget as at end of February amounts to £1,846k.	To produce monthly reports for CDG and quarterly reports for members; for expenditure for the Council for the year to be contained within the overall budget.
P2. To work with directorates to produce a balanced budget for 2017/18 and updated	A balanced budget and updated FFP was produced.	A balanced budget and updated FFP was produced.	A balanced budget and updated FFP to be produced.

Forward Financial Plan (FFP) in line with the timetable required by the Chief Executive.			
P3. To produce a Statement of Accounts that accurately reflects the Council's transactions for the financial year 2015/16, to meet statutory requirements, and to begin the process of bringing forward the timescales for accounts closure.	An unqualified Statement of Accounts was prepared within the statutory timescales.	An unqualified Statement of Accounts was prepared within the statutory timescales.	An unqualified Statement of Accounts to be prepared within the proposed new timescales.
P4. To maximise the collection of council tax due to the Council, plus Business Rates.	Council Tax collection rate – 97.5% Business Rates collection rate – 98.2%	Council Tax collection rate – 97.9% Business Rates collection rate – 98%	To maintain the collection rates at the levels of the last two years.
P5. To ensure that all who are entitled to benefits, receive the right amount and in a timely manner.	Accuracy of claims processed – 100% Turnaround Time – 6.86 days	Accuracy of claims processed – 100% Turnaround Time – 6.18 days	Accuracy of claims processed – 100% Turnaround Time – Less than 7 days
P6. To help those entitled to Universal Credit (UC) to make claims effectively and manage their budget	N/A	UC Advice provided to 62 people	Maintain the level of advice provided in 15/16

accordingly.			
P7. Ensure the Council maximises efficiency in its Treasury Management function whilst minimising and managing all risks involved.	Compliance with Treasury Management Practices Statement	Compliance with Treasury Management Practices Statement	Compliance with Treasury Management Practices Statement
P8. To continue to provide assurance to the Audit Committee regarding the adequacy of internal controls existing within the systems and processes operated by the Authority.	Reports produced for the four quarterly meetings plus the annual report.	Reports produced for the four quarterly meetings plus the annual report.	Reports to be produced for the four quarterly meetings plus the annual report.
P9. To agree an alternative to the current debtors IT system and to further develop the debt recovery processes in order to continue to reduce the value of outstanding debts.	Not applicable	The focus to date has been on reducing the debts of less than 6 months old. The year-end figure for these debts has been reduced by £2.6m from the previous year.	Agreement reached on an alternative to the current debtors system. Further reduction in the year end debts outstanding figures.
P10. To achieve the target budget reductions for the Finance Division for the 2017/18 budget.	Target budget reductions achieved.	Target budget reductions achieved.	Target budget reductions to be achieved.

Mandatory Corporate Measures Table

Mandatory Corporate Measures (2016/17)	2014/15 Performance	2015/16 Performance	2016/17 Performance Target
CM01 Number of transactional services: a) Fully web enabled b) Partially web enabled	N/A N/A	Nil Three	One Two
CM02 % of revenue expenditure within budget	100%	100%	100%
CM03 Amount of FFP savings at risk	Nil	Nil	Nil
CM04 Average FTE days lost due to sickness	N/A	5.6	Maintain sickness at no greater than 15/16 level
CM05 % (No.) of staff performance appraisals to be completed during 2016/17	N/A	N/A	100%
CM06 Number of employees who left due to unplanned departures	N/A	N/A	The suggested target of nil cannot be included as this indicator is outside the control of the Head of Service.
CM07 Total number of complaints: Internal External	N/A	Stage 1 – 9 Stage 2 – 3	Not to exceed number received in 15/16.

CM08 Total number of compliments: Internal External	N/A	None	It is not possible to set a meaningful target for this measure.
CM09 % (No) of services measuring customer satisfaction	7% (1)	7% (1)	7% (1)
CM10 % (No) of service report cards to be produced by 31.3.17	N/A	(100%) Six	(100%) Six

Why are these priorities?

Priority Measures (2016/17)	Reasons why the measure is a priority
P1. To accurately monitor directorate budgets, highlighting any pressures at an early stage, and by working closely with directorates, to ensure suitable actions are put in place to mitigate the risks of not delivering overall spend within budget guidelines.	To ensure that the Authority maintains its expenditure and income levels within budget and doesn't require the use of reserves.
P2. To work with directorates to produce a balanced budget for 2017/18 and updated Forward Financial Plan (FFP) in line with the timetable required by the Chief Executive.	To satisfy statutory requirements regarding budget setting.
P3. To produce a Statement of Accounts that accurately	To satisfy statutory requirements regarding the

reflects the Council's transactions for the financial year 2015/16, to meet statutory requirements, and to begin the process of bringing forward the timescales for accounts closure.	production of a Statement of Accounts and to bring forward the timetable for doing so.
P4. To maximise the collection of council tax due to the Council, plus Business Rates.	To maximise the income due to the Council from Council Tax and to maximise efficiency in the collection of Business Rates.
P5. To ensure that all who are entitled to benefits, receive the right amount and in a timely manner.	To ensure that citizens who are in receipt of benefits receive the best possible service and are not disadvantaged financially.
P6. To help those entitled to Universal Credit to make claims effectively and manage their budget accordingly.	To ensure that citizens receive the best possible support and advice in the transition to Universal Credit.
P7. Ensure the Council maximises efficiency in its Treasury Management function whilst minimising and managing all risks involved.	To meet statutory and professional requirements and to minimise risk to the Council.
P8. To continue to provide assurance to the Audit Committee regarding the adequacy of internal controls existing within the systems and processes operated by the Authority.	To minimise the risk of fraud and/or errors occurring within the systems operated by the Authority that could damage its financial and/or reputational standing.
P9. To agree an alternative to the current debtors IT system and to further develop the debt recovery processes in order to continue to reduce the value of outstanding debts.	To maximise the income received by the Council.
P10. To achieve the target budget reductions for the Finance Division for the 2017/18 budget.	To ensure that the FFP savings are fully realised and that the Finance Division expenditure is contained

within budget.

How are you going to secure the achievement of these priorities?

Primarily, the services to secure these achievements will be provided in-house. Some elements of service or advice however will be commissioned externally. Examples of these are in debt recovery arrangements and treasury management strategy advice.

Workforce Planning

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What are the key workforce challenges for this service?	The key workforce challenge facing the division is one of capacity. The various teams are made up of dedicated, experienced and hard working staff. However, the budget cuts that have been experienced in recent years along with those that are likely in the future mean that there is significantly less capacity to continue to deliver the priorities to the current standards of performance. In delivering further staff reductions through the voluntary redundancy (VR) process the challenges will be to: <ul style="list-style-type: none">• Ensure that staffing structures are adjusted appropriately to continue to deliver the priorities.• Review and where appropriate re-design work practices and procedures to enable work to be carried out to an acceptable standard with fewer staff.
What are the longer term workforce	In most cases the tasks required of/services provided by the

<p>challenges for this service?</p>	<p>various sections in the division cannot be stopped. Indeed in some areas they not only have to continue but have to do so with increased requirements/responsibilities. All this has to be done with a workforce which will be cut further in the coming years. Not only have these cuts resulted in fewer staff numbers but also in loss of experience and knowledge. The challenge therefore is to continue to motivate staff and ensure that they are sufficiently trained and supported while they gain the necessary experience.</p>
<p>What actions are we going to take to address these challenges?</p>	<p>The following are some of the actions that will be required to address the challenges detailed above:</p> <ul style="list-style-type: none"> • Review of working practices and procedures • Review of job roles and team structures • Targeted training opportunities • Succession planning • Recognition and acknowledgement of the high quality hard work produced by staff throughout the division.

Property Management

<p>What are the property consequences of delivering the priorities you have outlined in</p>	<p>There are no property consequences of delivering the priorities outlined in the business plan. However, there are some issues</p>
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your business plan?	which if resolved would help staff morale and efficiency: <ul style="list-style-type: none"> • Staff 'kitchen' facilities in Port Talbot Civic Centre • Meeting room availability in both main civic centres
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Property Table:

Property Name	Required Change	Why?	Impact
Port Talbot Civic Centre	Staff 'Kitchen' facilities	Provide working conditions that are the equivalent of those in the other main civic offices.	Improved staff morale
Port Talbot and Neath Civic Centres	Increased access to meeting rooms	Currently difficult to access meeting rooms when required	Improved efficiency

How will any risks be mitigated?

Risk Table:

Ref	Risk Description	Likelihood Score	Impact Score	Total Score	Proximity	Mitigating Action	Target Date	Risk Owner
R1	Service and financial pressures through the year will not allow elements of the FFP to be achieved and/or will	3	3	9	1	This will be mitigated through the budget monitoring process the aim of which is to highlight pressures at	On-Going	DR

	put pressure on other budget heads					the earliest possible stage and require managers to find solutions to those pressures and therefore retain net spending within the budget guidelines		
R2	A balanced budget is not produced in time that is sufficiently robust to meet the requirements of external audit scrutiny	1	5	5	1	This is mitigated by a rigid and robust process involving at a minimum, Directors, Heads of Service and Members. The process is timetabled with clear deadlines and required outcomes	Feb 17	SG
R3	The Statement of Accounts will not be produced in line with the statutory deadlines, and will have an unacceptable number of audit qualifications	2	4	8	1	This is partly mitigated by detailed staff training which has taken place in the requirements of the process and in lessons learnt from previous years. Furthermore, a detailed closure programme has been	Sept 16	JN

						produced which outlines all the requirements of the process along with appropriate timescales and deadlines. Finally, detailed monitoring of the process is in place which includes regular meetings with the Wales Audit Office (WAO)		
R4	The Council Tax collection rate will fall below the average of the previous five years, particularly given the fact that the required budget reductions have meant a reduction in staffing levels	2	4	8	1	This will be mitigated by regular monitoring of the council tax collection rate and immediate remedial action being taken by the experienced Council Tax staff. In addition, the new Council Tax Recovery Policy which is now fully operational should assist significantly with the recovery process	On-going	AH
R5	There is a drop in	2	3	6	1	This risk is mitigated by	On-	KD

	performance in terms of the time taken to process benefits and in terms of the number of write offs required due to authority error					the regular training that all benefits' staff receive particularly with regard to changes in the rules and regulations surrounding benefits	going	
R6	Citizens in receipt of benefits do not receive their full entitlement	2	4	8	1	This will be mitigated in part by the training referred to in R5 above but also by working collaboratively with the third sector to ensure that citizens are fully aware of what they are entitled to	On-going	KD
R7	The WAO cannot give assurance regarding the quality of audit work	2	4	8	1	This is mitigated via a number of methods. Firstly, an annual audit plan is produced by the section which is approved by Audit Committee and agreed by the WAO. Secondly, all audit work is reviewed by a senior auditor/audit manager.	Sept 16	AMOD

						All Internal Audit work is reported to Audit Committee on a quarterly basis, and finally the work of Internal Audit is subject to an annual review by WAO		
R8	The level of service provided will be affected in areas where significant staff reductions have taken place	3	3	9	1	This will be mitigated by reviewing and where appropriate re-designing the service provided and on-going monitoring of the effects of the reductions in staff	On-going	DR
R9	The national/global economy will have an adverse impact on the Treasury Management function of the Council	1	4	4	1	The treasury management practices operated by the Council plus regular monitoring arrangements are mitigating measures currently in place	On-going	HJ
R10	A satisfactory alternative solution cannot be identified in	2	4	8	1	Arrangements have been made to visit a neighbouring authority	March 17	JN

	the year to the current Debtors system					and to explore other alternative options		
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**FULL DRAFT FORWARD WORK PROGRAMME – POLICY AND RESOURCES CABINET BOARD
2016 - 2017**

MEETING DATE 29TH June 2016	Item No.	AGENDA ITEMS/ REPORT TITLES	TYPE OF REPORT (i.e. for Decision/Monitoring or Information)	CONTACT
	1.	CCTV - Update Report (from 7 th Jan 16. Mtg)re:methodology and timetable for Joint arrangement with CCOS including update for Members on Crime Figures re CCTV Appraisal and Policy Document	Information /Decision	K.Jones
	2.	Digital by Choice Update	Information	K. Jones
	3.	ICT Business Plan	Decision	S. John
	4.	Quarterly Performance Monitoring Report (Quarter 4 15/16)	Monitoring	S.Davies
	5.	Strategic Equality Plan Update	Information	R. Headon
	6.	Compact Review Voluntary Sector	Decision	C. Furlow
	7.	Terms of Reference Public	Decision	K. Jones

29th June 2016 (cont.)		Service Board		
	8.	Legal Services Business Plan	Decision	D. Michael
	9.	Treasury Mgt Monitoring	Information	
	10.	Miscellaneous Grant Applications & Private Reports	Decision	H. Jenkins D. Rees
	11.	Sickness Update Report	Information	S. Rees

**DRAFT FORWARD WORK PROGRAMME – POLICY AND RESOURCES CABINET BOARD
2016 - 2017**

MEETING DATE 27th JULY 2016	Item No.	AGENDA ITEMS/ REPORT TITLES	TYPE OF REPORT (i.e. for Decision/Monitoring or Information)	CONTACT
	1.	Treasury Mgt Monitoring	Information	H. Jenkins
	2.	Private Reports: Write Offs	Decision	D. Rees
	3.	Quarterly Performance Monitoring Report	Monitoring	S. Davies
	4.	Welsh Language Standards - Compliance Notice	Decision	R. Headon

MEETING DATE 21st September 2016	Item No.	AGENDA ITEMS/ REPORT TITLES	TYPE OF REPORT (i.e. for Decision/Monitoring or Information)	CONTACT
	1.	Treasury Mgt Monitoring	Information	H. Jenkins
	2.	Private Reports: Write Offs	Decision	D. Rees
	3.	Quarterly Performance Monitoring Report(Quarter 1 16/17)	Monitoring	S. Davies
	4.	Governance Report	Information	N.Sparkes

By virtue of paragraph(s) 12, 13, 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

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