



**POLICY AND RESOURCES SCRUTINY COMMITTEE**

**10.00 am WEDNESDAY, 27 JULY 2016**

**COMMITTEE ROOMS 1/2 - PORT TALBOT CIVIC CENTRE**

**PART 1**

1. To receive any declarations of interest from Members
2. To receive the Minutes of the Policy and Resources Scrutiny Committee held on 29 June 2016 (*Pages 5 - 16*)

**To scrutinise information and monitoring issues being reported by:**

**Report of the Director of Finance and Corporate Services**

3. Corporate Improvement Objective - Digital by Choice - Highlight Report - Quarter 1 (April 1 - 30 June) 2016-17 (*Pages 17 - 36*)

**Report of the Head of Corporate Strategy and Democratic Services**

4. Corporate Strategy Service Report Card - Quarter 1 2016-17 (*Pages 37 - 52*)

**Report of the Head of Human Resources**

5. Occupational Health Service Report Card (*Pages 53 - 66*)
6. To receive the Scrutiny Forward Work Programme 2016/2017 (*Pages 67 - 72*)
7. To select appropriate items from the Cabinet Board Agenda for pre-

scrutiny (Cabinet Board reports enclosed for Scrutiny Members)

8. Any urgent items (whether public or exempt) at the discretion of the Chairman pursuant to Section 100B (4) (b) of the Local Government Act 1972

**S.Phillips**  
**Chief Executive**

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

**Friday, 22 July 2016**

## **Committee Membership:**

**Chairperson:** Councillor D.W.Davies

**Vice  
Chairperson:** Councillor A.Jenkins

**Councillors:** Mrs P.Bebell, A.Carter, Ms.C.Clement-Williams, M.Harvey, Mrs.L.H.James, Mrs.D.Jones, A.Llewelyn, A.R.Lockyer, Mrs.K.Pearson, L.M.Purcell, A.J.Siddley, J.Warman, I.D.Williams and Mrs.A.Wingrave

## **Notes:**

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

This page is intentionally left blank

## POLICY AND RESOURCES SCRUTINY COMMITTEE

(Committee Rooms 1/2 - Port Talbot Civic Centre)

**Members Present:**

**29 June 2016**

**Chairperson:** Councillor D.W.Davies

**Vice Chairperson:** Councillor A.Jenkins

**Councillors:** Mrs P.Bebell, A.Carter, Ms.C.Clement-Williams, M.Harvey, Mrs.L.H.James, Mrs.D.Jones, A.R.Lockyer, Mrs.K.Pearson, L.M.Purcell and J.Warman

**Officers In Attendance** H.Jenkins, Mrs.K.Jones, S.John, Mrs.S.Rees, Mrs.J.Banfield, J. Chapman, Davies, Mrs.K.Holt, Ms.A.Hutchings, I.John, Ms.S.Porter-Thomas, Ms.M.Treharne, Ms.K.Thomas and Ms.C.Gadd

**Cabinet Invitees:** Councillors A.H.Thomas, P.A.Rees and A.N.Woolcock

---

### 1. **DECLARATIONS OF INTEREST FROM MEMBERS**

The following Members made declarations of interest at the commencement of the meeting:

Cllr K. Pearson Report of the Director of Finance and Corporate Services re: Miscellaneous Grants and Welsh Church Act Fund Applications, as Saron Welsh Independent Chapel is in her Ward. Report of the Head of the Corporate Strategy and Democratic Services re: Quarterly Performance Management Data 2015-2016 – Quarterly Performance, as she is a partner in Heddfan Properties who rent properties through Housing Options.

Cllr M.Harvey Report of the Head of the Corporate Strategy and Democratic Services re: Closed Circuit

Television (CCTV) – Update, as he is employed by South Wales Police.

2. **MINUTES OF THE POLICY AND RESOURCES SCRUTINY COMMITTEE HELD ON 19 MAY**

The Minutes were noted by the Committee.

3. **SICKNESS ABSENCE MONITORING REPORT**

The Committee received the monitoring report on sickness absence across the Council, as detailed within the circulated report.

Members were informed that tables 10, 11 and 12 in the report were inaccurate and they were provided with updated versions. Members commented that the benchmarked data demonstrated that Neath Port Talbot were sixth best in Wales and suggested that the strategies being put in place must be having an impact. Officers explained that benchmarking information was useful but it was not the end of the story. It was noted that the 2015/16 all Wales benchmarking was not yet available. Officers highlighted that there were difficulties in comparing year on year figures, as there had been organisational structure changes over the past 12 months and that included the movement of services between heads of service.

It was highlighted that there had been a significant increase in sickness with school support staff. Officers explained that a sickness project had commenced in schools and was being monitored by the Children, Young People and Education Scrutiny Committee and Cabinet Board.

Officers noted that there had been a big increase in sickness absence in Adult Services. Part of the reason for this was the sickness absence management processes had previously not been set up or maintained properly. Officers had now set up the correct reporting mechanisms and this had resulted in more sickness absences being reported and increased figures. Members asked if the recent changes to Homecare Services had had an impact on sickness absence. Officers informed them that this could be the case and one of the main reasons given for sickness absence had been stress related.

It was highlighted that the ratio between the proportion of long term and short term sickness absence had remained consistent. In some areas there had been higher rates of long term sickness and officers were looking at why this was the case with some departments over others. It was explained that some cases absences had been effectively managed through the early intervention methodology. It was noted that cancer related absence had more than doubled compared with last year and this would continue to be monitored carefully during 2016/17.

Members were informed that the greatest number of days lost to sickness absence was stress related and this had increased by 12% in 2015/16. The Service wanted to undertake more work on this issue and officers highlighted that a large amount of these cases were not due to work related stress. It was explained that stress risk assessments were undertaken with individuals who had been absent due to stress, however, it could only address issues regarding work related stress. It was noted that the Occupational Health team now had a qualified bereavement councillor and someone qualified to undertake still birth and miscarriage counselling. Members requested a breakdown of the number of work related and non-work related stress related absences in future reports.

Members asked if the Council was rigorous enough in dismissing people for poor sickness absence records. It was noted that the Council took a measured approach to dismissing people because they were unable to attend work on a regular basis. It was highlighted that there had been more warnings issued this year and most staff took the warnings seriously.

Members were informed that sadly there had been eight members of staff who had died in service this year. Some cases were due to long illnesses and others were more sudden. Members queried how such cases were managed. Officers explained that where possible a consistent approach was undertaken, however, it depended on individual circumstances and all cases would be sensitively handled where serious illness was concerned. In such circumstances the conversations were not centred around return to work but more about how the individual wished to communicate with officers and the support that they required, for example on pensions and contacts for their families.

Members were informed that sickness absence cost the Council was £4.4mil in 2015/16 and this did not take into account the cost of cover. It was queried how much cover for sickness cost the Council.

Officers explained that in some cases staff sickness would not be covered and this added pressure to the rest of the team. During 2015/16 agency workers had cost around £1.5mil, however this was not just to cover sickness. It was agreed that a breakdown of this information would be included in the next report. In addition, Members requested that they also had sickness absence information excluding teachers in future reports.

Members thanked officers for an in depth analysis on sickness absence. The different tiers for ill health retirement, outlined in Table 18, were explained to Members: Tier one was in relation to those that could not work again, tier two was in relation those not able to work for at least five years and tier three was in relation to those with a temporary condition that could be reassessed in the future.

Following scrutiny, it was agreed that the report be noted.

#### 4. **LONG TERM SICKNESS TASKFORCE UPDATE**

The Committee received an update report and presentation on the Long Term Sickness Taskforce and the early intervention methodology pilot, as detailed within the circulated report.

Members were informed that in September 2014 Members had endorsed the establishment of the Sickness Taskforce to undertake an examination of long term absence and understand what actions were needed with the aim of reducing costs of absence. The Taskforce had progressed this work and a more consistent approach had been implemented across the Council. Managers were provided with prompts to assist them in managing absences more effectively. In addition, communication with staff had improved that had resulted in them having a better knowledge of what was expected from them. Overall, during 2015/16 there was a reduction of 5.8% days lost to long term sickness absence compared with 2014/15.

In regards to stress related sickness absence a new methodology had been introduced, as mentioned during the previous item. It was noted that some directorates had higher level of stress sickness absence than others. Early intervention processes were being utilised to encourage manager to contact the individual earlier to ensure the right support could be put in place. In some cases this could result in the individual returning to work sooner. In relation to the Early Intervention Strategy Members queried what the timescales were. It was clarified that there would be an initial meeting with the individual

if the sickness absence was likely to be more than 28 days and managers would be prompted after 14 days. It was noted that this could be earlier if the cause was stress related.

There was evidence of good practice and some areas had seen a significant reduction in sickness absence. However, in some areas there had been an increase due to some cases of serious illness, this particularly has an impact on small teams. Members were presented with information about the work that had been undertaken in different service areas and examples of good practice.

It was highlighted that overall there had been a net reduction in sick pay costs of around £47k. It was noted that the funding for the additional resources based in the Human Resources team to implement the Early Intervention Strategy ceases on 31<sup>st</sup> December 2016. It was queried if the savings justified the resources put into the project. Several Members commented that it took time to change culture and perception and most felt it was a worthwhile project. It was also noted that the savings were more than those shown on paper as there were other considerations, such as covering posts and staff feeling valued, and concerns were raised about the funding of the project ending. Officers explained that no decision had been taken by Members on the future of the project and a report would be brought to a future meeting with a cost benefit analysis.

Members queried if there was any issues with medical opinion conflicting with Occupational Health advice, particularly in relation to matters of stress. Officers explained that this was not generally an issue.

Following scrutiny, it was agreed that the report be noted.

5. **SCRUTINY FORWARD WORK PROGRAMME 2016/17**

Noted by the Committee.

6. **PRE-SCRUTINY**

The Committee scrutinised the follow matters:

Cabinet Board Proposals

## 6.1 Public Services Board – Terms of Reference

The Committee received the report on the terms of reference for the Public Service Board (PSB), as detailed within the circulated report.

Members were informed that the Well-being of Future Generations (Wales) Act 2015 came into effect on the 1<sup>st</sup> April 2016. The Act made it a statutory duty to establish a PSB, which superseded the Local Service Board. The PSB met for the first time on the 23<sup>rd</sup> May 2016 and at that meeting the terms of reference were agreed. It was highlighted that the terms of reference were quite prescriptive under the Act. It was noted that the Policy and Resources Scrutiny Committee had responsibility for scrutinising the work of the PSB.

It was highlighted that there were four statutory partners required to be members of the PSB and they had agreed the terms of reference and to meet on a quarterly basis commencing with its first proper meeting in September 2016. During the summer the partners would also be undertaking a development session. It was noted that under the Act the PSB was required to invite partner organisations to participate in the activity of the Board. Members were provided with a list of the organisations that had been agreed to be invited to participate.

Members raised concerns that some organisations did not place enough value in scrutiny and queried if the members of the PSB would be open to the scrutiny process. Officers highlighted that these arrangements were different to what had been implemented before, as scrutiny had not been empowered to effectively scrutinise other public bodies. However, specific powers had been given under the Act to the relevant scrutiny committee to scrutinise the work of the PSB and it was stated in the terms of reference. Council officers would be working with partners to fully explain the role of scrutiny so they fully understood the process.

Members noted that the creation of such boards could cause confusion over the responsibilities of different organisations and the responsibilities of the PSB had to be clear to the public. Officers took these comments on board and highlighted that there would be a Members Seminar in the autumn that would also provide Members with the opportunity to discuss the Local Authority Well-being Plan.

Following scrutiny, it was agreed that the report be noted.

6.2 Closed Circuit Television (CCTV) – Update  
(Cllr.M.Harvey reaffirmed his interest and withdrew from the meeting for this item).

The Committee received the update report on the Closed Circuit Television (CCTV), as detailed within the circulated report.

Members were informed that in January 2016 the Policy and Resources Cabinet Board agreed several recommendations in relation to the CCTV service and this report provided an update against those recommendations. Members were also asked to consider the updated CCTV Scheme.

Officers highlighted that the decommissioning of the cameras, in order to be compliant with the Surveillance Camera Commissioner's guiding principles, was progressing and by the end of August 2016 all decommissioned cameras would be taken down. The Office of the Surveillance Camera Commissioner had re-affirmed that it was not permissible to leave a camera in place which was not active.

It was noted that it was not yet possible to measure any impact on crime in the areas where cameras had been removed. However, Members were informed that so far there was no anecdotal evidence to show any marked change in crime and disorder following the removal of cameras. Officers would continue their discussions with South Wales Police regarding the collation of data on crime statistics for the areas where the cameras had been placed, so that a more accurate picture of the impact of their removal could be developed.

Members asked how confident officers were that the data would be provided and it would contain the information that was required. It was noted that there was excellent partnership working between the Community Safety Partnership and if there was an issue then they would not wait for the production of data to respond. An example was given of when there was a spate of burglaries in the area and the Partnership had been proactive in responding to this. It was highlighted that the data provided officers with more strategic picture.

Members asked that where cameras had been decommissioned and then a need emerged would the cameras be re-commissioned. Officers explained that this would be the case and if there was a cost implication then a proposal would have to be brought to Members for consideration.

In regards to sustaining the service and developing a business case for establishing a joint service with the City and County of Swansea, officers had been advised that two key management personnel were leaving Swansea Council. In view of this recent change it was felt advisable to request permission to consider the potential of an out of hours service delivery in collaboration with Bridgend County Council whilst continuing to explore the potential of a joint service with Swansea.

Members queried if the establishment of a joint service would result in CCTV being monitored 24 hours a day. Officers highlighted that the discussions were regarding having a 24 hour service and they should have a better idea of timescales and what would be viable in the autumn. Members noted that some businesses were under the impression that there was no point in reporting theft if the CCTV service was not being monitored. Officers would ask the Community Safety team to look into this.

Following scrutiny, the Committee was supportive of the proposals to be considered by the Cabinet Board.

### 6.3 Quarterly Performance Management Data 2015-16 – Quarterly Performance (10 April 2015 – 31 March 2016)

The Committee received the Quarter Four Performance Management Data 2015-16 (1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016), as detailed within the circulated report.

Members were provided with an update against the Council's six improvement priorities and the highlights from the report. It was noted that in relation to Customer Services that customer waiting times continued to improve and there had been fewer customer walk offs. Officers outlined that there had been a lot of changes across the Council in 2015/16 with money being taken out of services and it was commendable that performance remained very good. There would be further information regarding this in the Annual Report. It was noted that there had

been a drop in performance for two indicators in Adult Social Services and there had been a lot of changes in this area in the last year. It was expected that performance would improve over the 2016/17 financial year. Members asked how many performance indicators there were for Adult Services and were informed that there were 11.

In regards to Performance Indicators EDU/003 and EDU/004 Members highlighted that Neath Port Talbot continued to remain near the bottom of the table in regards to Key Stage 2 and 3. Members were aware that it was due to the standardisation and moderation of teacher assessments and asked how this was being addressed across Wales to bring the standards of assessments into line. It was explained that there was work being undertaken across the area to address this and it was noted that Neath Port Talbot did perform at Key Stage 4, which was positive. It was agreed that this issue would be referred to the Children, Young People and Education Scrutiny Committee for further investigation.

Members were pleased to see that in relation to Disabled Facilities Grants there had been an improvement in performance, especially with the move towards independent living. It queried why it took so long for work to be undertaken. It was explained that performance was based on the availability of money to undertake the work.

Members noted that there was still room for improvement in recycling and officers explained that the recycle plus programme was progressing. A lot of literature had been given to residents and gradually there would be a limitation on bins and black bags.

Members highlighted that library figures may not be accurate as they were aware that the electronic counters in some libraries were not working. Officers explained that the figures would be worked out on the average number of visitors throughout the year and other performance information. Members were informed that the counters were being repaired or replaced where they were known not to be working.

Following scrutiny, it was agreed that the report be noted.

#### 6.4 ICT and Procurement Business Plan 2016-2017

The Committee received the ICT and Procurement Business Plan for 2016/17, as detailed within the circulated report.

Members were informed that the Business Plan had been constructed on the basis of reduced budget allocations for 2016/17, which was agreed as part of the budget setting process. It was noted that the Service was responsible for the provision and support of all ICT functions across the Council including schools. They were also responsible for all Corporate Procurement activity within the Council. It was noted that the Service performs well and was adaptable and flexible in delivering services. The Service had been within budget and they had met all their Forward Financial Plan savings that they had been allocated.

It was noted that a large number of the priorities from last year had continued through to this year as there were ongoing projects. It was explained that there would continue to be additional work in schools as the digital competency agenda moved forwards. It was highlighted that the IT infrastructure in Neath Port Talbot schools was very good and this would assist with further developments.

It was noted that the iProc procurement system was very good and was achieving savings across directorates. The Service would continue to monitor the National Procurement Service in line with the information this Committee had requested.

Members were informed that a new system had been developed for Workways Plus and the Service was supporting other Councils in using it. The Service was also working closely with ABMU Health Board and Swansea Council in assisting with flexible working for employees. Members asked if the Department charged for the services delivered to other organisations. Officers confirmed that they did and continued to look at ways to increase income.

One of the Council's priorities was Digital by Choice and the Service had been instrumental in progressing this. One of the current priorities of the Inclusion Strategy was the development of public accessible WiFi in public spaces within Council buildings. It was noted that this was progressing well and once the necessary safeguards were in place to protect the Council's

systems and information then it would be released to the public. This was aimed to be completed by the end of July. Members asked if this would be extended to libraries and it was explained that there was a different type of service required in libraries. In Council buildings the aim was for members of the public to be able to access the Council services online whilst in the building.

The Service was also working on developing a new system to modernise the way the Council interacts and not just in regards to phone lines, but to include other multimedia facilities, for example the development of SKYPE for businesses.

It was noted that the Service had had several modern apprentices and officers had commented that it was very pleasing to see those young people develop and were looking at extending the scheme. Members were pleased to hear about this.

Members commented that the Service was doing well and the Business Plan was well presented and clear. Members noted that there had been an event in the Gwyn Hall that had demonstrated how well ICT was being used in school and this would not have been possible without the department's hard work.

Following scrutiny, the Committee was supportive of the proposal to be considered by the Cabinet Board.

## 7. **URGENT ITEMS**

Because of the need to deal now with the matters contained in Minutes No. 8 below, the Chairman agreed that these could be raised at today's meeting as urgent items pursuant to Statutory Instrument 2001 No. 2290 (as amended).

Reason: Due to the time element.

## 8. **TREASURY MANAGEMENT MANAGEMENT MONITORING - DOWNGRADING OF UK SOVEREIGN RATING**

The Committee received the update report regarding movements to the United Kingdom's Sovereign rating following the vote to leave the

European Union with reference to the Council's Treasury Management Policy, as detailed within the circulated report.

Members were informed that following the referendum decision to leave the European Union the three main credit rating agencies had taken the decisions to downgrade the credit rating of the UK. The Council utilised credit rating information provided by the Fitch credit rating agency who, on 28<sup>th</sup> June 2016, had downgraded the UK sovereign rating from AA+ to AA. The Council's Treasury Management Strategy stipulates that if the UK sovereignty rating reduced the Council would immediately review its investments and a report would be forwarded to Members for consideration. In line with this strategy the Council would continue to invest in UK institutions as long as they meet the credit criteria for the relevant investment organisation. Officers would continue to monitor the situation and it was highlighted that a lot of investments were with Local Authorities.

Members queried if there was a contingency plan in place as the Council set its budget for the year based on certain assumptions. Officers explained that there were some contingencies in place and the concern would not be with this year's budget but in future years, which was not yet known.

It was confirmed that the Council no longer had any investments in Iceland.

Following scrutiny, it was agreed that the report be noted.

**CHAIRPERSON**

## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### Policy and Resources Scrutiny Committee

27 July 2016

### REPORT OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

#### Matter for Monitoring

**Wards Affected:** ALL

#### **Corporate Improvement Objective - Digital by Choice - Highlight Report – Quarter 1 (April 1<sup>st</sup> – 30<sup>th</sup> June) 2016-17**

#### **Purpose of the Report**

To provide Members with the Digital by Choice Highlight Report – Quarter 1 2016-17 which provides a progress update for the first three months of 2016-17 for one of the six Corporate Improvement Plan objectives which fall within the remit of Policy and Resources Scrutiny Committee. This will enable the Policy and Resources Scrutiny Members to discharge their functions in relation to performance management.

#### **Summary**

Overall we are on track to deliver what we have planned to deliver during 2016-2017.

We are progressing well with making our website easier and more new services will be available on-line this year. 92% of our website is available in Welsh; most of the remaining pages are in the process of being translated.

We continue to change the way we deliver our service in our one stop shops and last year we saw a decrease in visitors to the one stop shops as more customers are using our online services. However, during the 1<sup>st</sup> quarter of 2016-2017, we have seen an increase in the number of visitors due to service changes which should reduce as changes become embedded.

In May 2016, the Policy & Resources Cabinet Board supported the implementation of a digital inclusion charter which will assist more people to become digitally included and enjoy the benefits that they can experience from being online. Work to upskill staff in relation to digital literacy is progressing.

Work is progressing well with roll out of the iProcurement System and income generation opportunities; however work streams in relation to self-service options across internal support services has not yet commenced, but will do so in the summer.

### **Financial Impact**

The performance described in the attached highlight report is being delivered against a challenging financial backdrop.

### **Equality Impact Assessment**

Implementing the Digital by Choice Strategy will assist the Council in delivering part of its Strategic Equality Plan. The creation of an employee portal will eliminate inequality of access to staff information. The equality impact of measures to increase income will be identified as proposals start to emerge.

### **Workforce Impacts**

There are significant implications for staff skills regarding the Digital by Choice Strategy which are being identified and addressed through the Board. Workforce impacts of other workstreams will be identified as the detail of change proposals emerge.

### **Legal Impacts**

To support the discharge of the duty placed on the Council, as contained within the Local Government (Wales) Measure 2009, to 'make arrangements to secure continuous improvement in the exercise of its functions'.

### **Risk Management**

Failure to have robust performance monitoring arrangements could result in poor performance going undetected.

## **Consultation**

No requirement to consult on this item.

## **Recommendation**

For Members to note the progress report for the Digital by Choice corporate improvement objective as contained within the attached highlight report.

## **Reasons for Proposed Decision**

Matter for monitoring. No decision required.

## **Implementation of Decision**

Matter for monitoring. No decision required.

## **Appendices**

Appendix 1 – Digital by Choice Highlight Report – Quarter 1 2016-17

## **List of Background Papers**

The Neath Port Talbot [Corporate Improvement Plan - 2016/2019](#) “Rising to the Challenge”;

## **Officer Contact**

Karen Jones, Head of Corporate Strategy and Democratic Services.  
Telephone: 01639 763284. E-Mail: [k.jones3@npt.gov.uk](mailto:k.jones3@npt.gov.uk)

Caryn Furlow, Corporate Policy, Performance and Partnerships Manager.  
Telephone: 01639 763242. E-Mail: [c.furlow@npt.gov.uk](mailto:c.furlow@npt.gov.uk)

Shaun Davies, Performance Management Officer. Telephone: 01639 763172. E-Mail: [a.s.davies@npt.gov.uk](mailto:a.s.davies@npt.gov.uk)

This page is intentionally left blank

**Highlight Report – 1<sup>st</sup> April to 30<sup>th</sup> June 2016**

**Corporate Improvement Priority:** To 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.

RAG Status	Summary of Progress
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 51 <b>GREEN</b></p>	<p>Overall we are on track to deliver what we have planned for this priority. We are progressing well with making our website easier and more new services will be available on-line this year. 92% of our website is available in Welsh; most of the remaining pages are in the process of being translated.</p> <p>We continue to change the way we deliver our service in our one stop shops and last year we saw a decrease in visitors to the one stop shops as more customers are using our online services. During the quarter 1 this year however, we have seen an increase in the number of visitors due to service changes which should reduce as changes become embedded.</p> <p>A digital inclusion charter was approved in May 2016 which will assist more people to become digitally included and enjoy the benefits that they can experience from being online. Work to upskill staff in relation to digital literacy is progressing.</p> <p>Work is progressing well with roll out of the iProcurement System and with income generation opportunities; however work streams in relation to self-service options across internal support services has not yet commenced, but will do so in the summer.</p>

What will be different? (Outcomes)	Lead Officer	RAG Status	Progress
1. Our website will be easier to access and more services will be available on-line	K Jones	<b>GREEN</b>	The website has been redeveloped and is 'top task' orientated making information easier to find. There are currently 8 fully online transactional service available on the website with many other services partially web enabled.



Highlight Report – 1<sup>st</sup> April to 30<sup>th</sup> June 2016

What will be different? (Outcomes)	Lead Officer	RAG Status	Progress
2. More of our website pages will be available in Welsh	K Jones	GREEN	92% of the website is available in Welsh. Most of the outstanding webpages are in the process of being translated and all new web pages developed are translated into Welsh as a matter of course before being published to the Web.
3. We will change our one stop shops and support people to carry out transactions on-line to make it easier for people to access digital services	K Jones	GREEN	<p>Demand on Customer Services has actually <b>increased</b> in this quarter.</p> <p>Total callers Q1 2015/16 = 16,998, compared to Qtr 1 16/17 = 18,355 <b>Increase of 7.9%</b></p> <p>Most service areas in both sites have increased in Qtr 1 of 16/17, compared to Qtr 1 15/16</p> <p>However, staff resource has decreased - Qtr 1, 15/16 = 11 staff (3 F/T, 8 P/T) Qtr 1, 16/17 = 7 Staff (2 F/T, 5 P/T, loss of 112.5 hrs)</p> <p>This increase is due to the roll out of Recycle + and should reduce as arrangements embed.</p> <p>5 Digital Champions have been appointed and are scoping services suitable for on-line channels with management teams. Progress will be reported in future reports.</p>
4. More people in our communities will have the digital skills to access services	K Jones	GREEN	In May Members granted support to implement a Digital Inclusion Charter within Neath Port Talbot. The main aim of the Charter would be to raise the



Highlight Report – 1<sup>st</sup> April to 30<sup>th</sup> June 2016

What will be different? (Outcomes)	Lead Officer	RAG Status	Progress
Page 23			<p>profile of work being done in our communities to assist more people to become digitally included and enjoy the benefits that they can experience from being online.</p> <p>A Digital Inclusion Group has been established with several partner organisations to implement the Charter. To showcase the ongoing work in our communities, a 'learn and share' event is planned in November 2016.</p> <p>A leadership development programme has been identified to equip senior officers with the skills they need to lead in a digital environment.</p> <p>Trade Unions have pledged support to the Council to address digital literacy across the workforce.</p>
5. All services will use our on-line ordering and payment system replacing manual processes	S John	GREEN	Roll out of the iProcurement System continues to go well and the volume of transactions is still rising every quarter.
6. Introduce self-service options across internal support services, starting with a self-service employee portal	S Rees	AMBER	Due to other work priorities, this work has not commenced but will start over the summer.
7. Increased and new income generation opportunities	D Rees	GREEN	A draft Corporate Charging Policy has been developed. A cross directorate working party has been set up to look at income generation opportunities.



**Highlight Report – 1<sup>st</sup> April to 30<sup>th</sup> June 2016**

**Measures: Metrics**

How will we measure our progress?	Actual 14-15	Actual 15-16	2016-17 Quarter 1
<b>1. Our website will be easier to access and more services will be available on-line</b>			
Improve the professional rating of our website page rating from a 1 star (maximum rating is 4 star):	1 star	2 star	2016-17 data available March 2017
More of our customers find the website easier to use:  <b>Ease of getting around site:</b>  Very satisfied  Satisfied  OK  Dissatisfied:  Very Dissatisfied:	N/a	20%  35%  28%  10%  7%	2016-17 data available in Autumn 2016
More of our customers can access the information/service they want first time:	N/a		2016-17 data available in

PAGE 24



**Highlight Report – 1<sup>st</sup> April to 30<sup>th</sup> June 2016**

How will we measure our progress?	Actual 14-15	Actual 15-16	2016-17 Quarter 1
<p><b>Ease of Finding information/Services</b></p> <p>Very satisfied</p> <p>Satisfied</p> <p>OK</p> <p>Dissatisfied:</p> <p>Very Dissatisfied:</p>		<p>20%</p> <p>30%</p> <p>28%</p> <p>14%</p> <p>7%</p>	<p>Autumn 2016</p>
<p>Increasing the percentage of transactions completed on-line</p>	<p>45% during March 2015</p>	<p>61% during March 2016</p>	<p>63% during June 2016</p>
<p>Increasing the number of new services available on-line (services 1 - 6 listed below – see also Figure 4 – 9 below):</p> <p><b>Implemented/on-line</b> (1.Bulks on-line, 2. refuse and recycling equipment ordered on-line, 3.Map based reporting, 4. Missed waste collections reporting, 5. Pest control Appointment booking, 6. Van permits requested on-line, 7. Council Tax change of circumstances &amp; 8. OUCH – Occupational health referral system.</p> <p><b>Under development</b> (Map based development phase 2)</p>	<p>7</p> <p>N/a</p> <p>N/a</p>	<p>7</p> <p>N/a</p> <p>N/a</p>	<p>8</p> <p>1</p> <p>3</p>

Page 25 of 25



**Digital by Choice**  
*improving customer experience,  
 making better use of public money*

APPENDIX 1

Highlight Report – 1<sup>st</sup> April to 30<sup>th</sup> June 2016

How will we measure our progress?	Actual 14-15	Actual 15-16	2016-17 Quarter 1
<b>Scoping</b> (1.Trade waste, 2.Primary Schools Meals payments online & 3.Sundry Debtors on-line payments).			
<p>% of customers satisfied/very satisfied with improvements made to services available on-line:</p> <p><b>Website Improvement Survey – General look and Feel:</b></p> <p>Very satisfied</p> <p>Satisfied</p> <p>OK</p> <p>Dissatisfied:</p> <p>Very Dissatisfied:</p>	N/a	19% 34% 38% 5% 4%	2016-17 data available in Autumn 2016
<b>2. More of our website pages will be available in Welsh</b>			
<b>Increase the % of webpages available in Welsh</b>			
Total Translated and live:	62%	88%	92%
Total with external translators	-	9%	5%



**Digital by Choice**  
*improving customer experience,  
 making better use of public money*

APPENDIX 1

Highlight Report – 1<sup>st</sup> April to 30<sup>th</sup> June 2016

How will we measure our progress?	Actual 14-15	Actual 15-16	2016-17 Quarter 1
<b>3. We will change our one stop shops and support people to carry out transactions on-line to make it easier for people to access digital services</b>			
Reduce the demand on Customer Services – visitors to one stop shops	67,886	65,481	18,355
<b>4. More people in our communities will have the digital skills to access services</b>			
Increase the number of people we support to develop digital skills to access services	N/a New	N/a New	Survey to be undertaken during 2016-17
<b>5. All services will use our on-line ordering and payment system replacing manual processes</b>			
Percentage volume of transactions processed through i-procurement	N/a New	27.7%	Data to follow
<b>6. Introduce self-service options across internal support services, starting with a self-service employee portal</b>			
Introduce self-service options across internal support services, starting with a self-service employee portal	N/a New	Due to other work priorities, this work has not commenced and will start over the summer	

Page 27



**Digital by Choice**  
*improving customer experience,  
making better use of public money*

APPENDIX 1

Highlight Report – 1<sup>st</sup> April to 30<sup>th</sup> June 2016

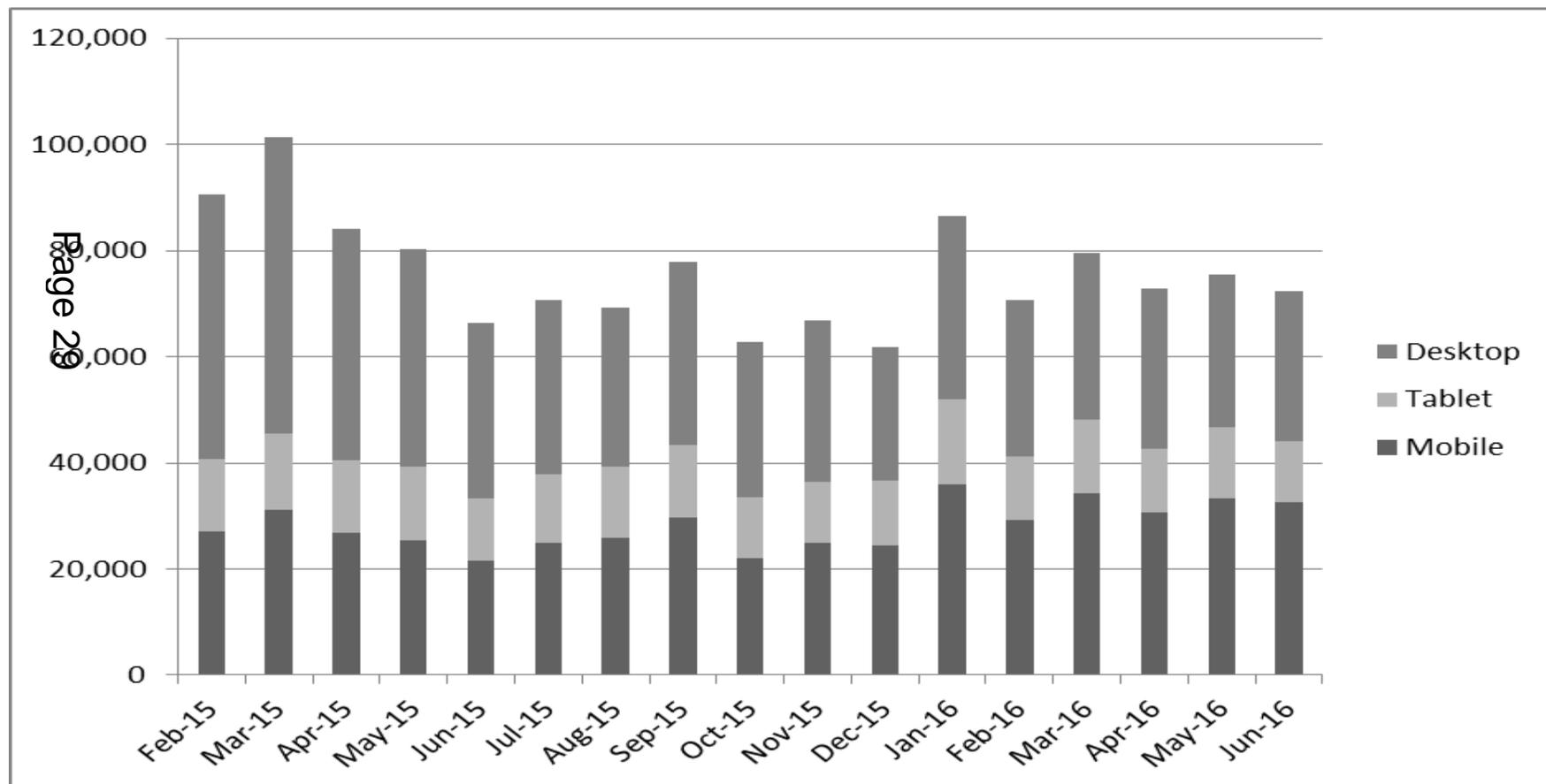
How will we measure our progress?	Actual 14-15	Actual 15-16	2016-17 Quarter 1
<b>7. Increased and new income generation opportunities</b>			
Higher levels of income achieved	-	-	No data as yet, the various ideas put forward are currently being worked on.



**Digital by Choice**  
*improving customer experience,  
making better use of public money*

Highlight Report – 1<sup>st</sup> April to 30<sup>th</sup> June 2016

Figure 1 - Devices used to access NPT website



Highlight Report – 1<sup>st</sup> April to 30<sup>th</sup> June 2016

Figure 2 -Popular Pages - The top 10 webpages (npt.gov.uk) can be seen below.

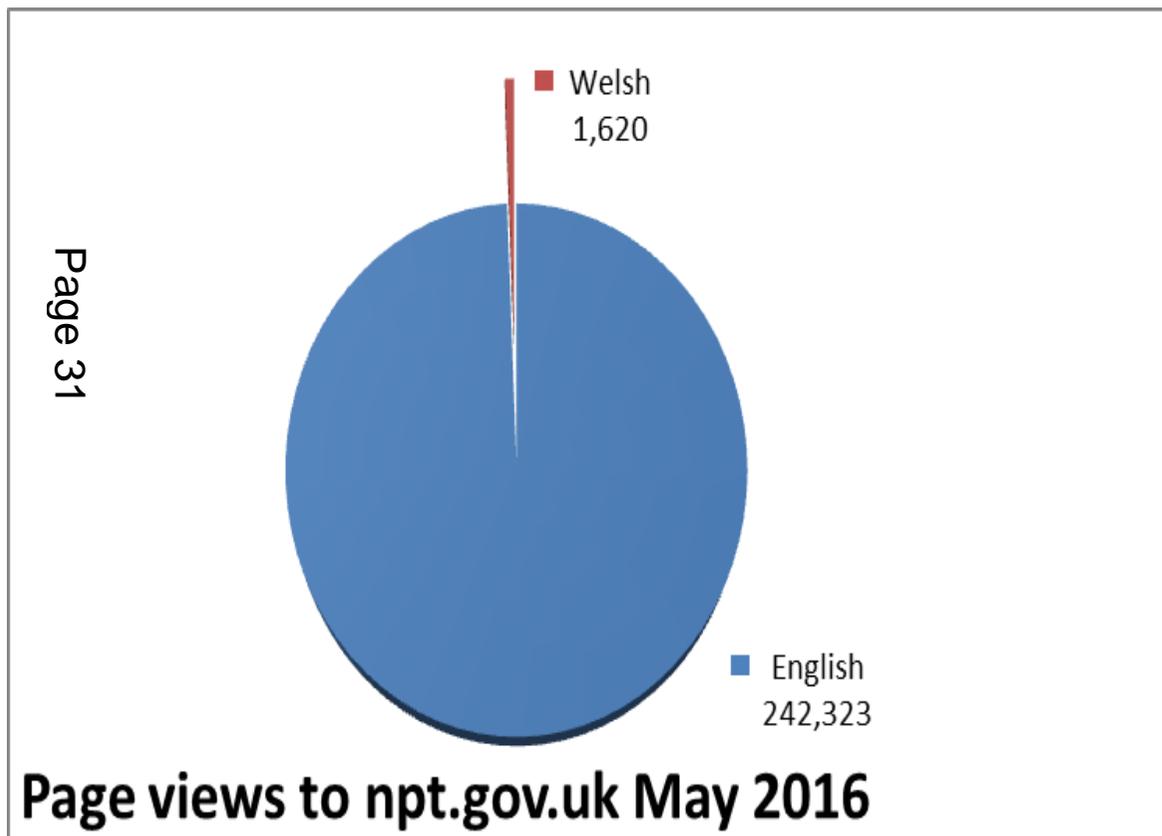
Page Title	Pageviews	Unique Pageviews*	Bounce Rate**
Neath Port Talbot County Borough Council	30913	23136	33.92%
My Property	14095	4005	19.18%
Libraries	13062	8817	66.53%
Recycling and Waste	9804	6866	4.86%
Search	6607	3669	43.36%
School Term Dates 2016-2017	5976	5113	84.48%
Refuse & Recycling Equipment	5639	4092	64.12%
Dog Gallery	4930	3585	77.26%
A Guide to Housing Benefit for Private Tenants.	4382	3914	89.00%
Contact us	3975	3084	25.87%

**\*Unique Pageviews:** If a user views the same page more than once in a session, this will only count as a single unique page view.

**\*\*Bounce rate** is the percentage of single page visits (i.e. visits in which the person left your site from the entrance page without interacting with the page)



Figure 3 – Welsh pages



Currently there are 1,050 webpages and 92% of these are translated. There are a number of pages (5%) with external translators awaiting translation.



Highlight Report – 1<sup>st</sup> April to 30<sup>th</sup> June 2016

Figure 4

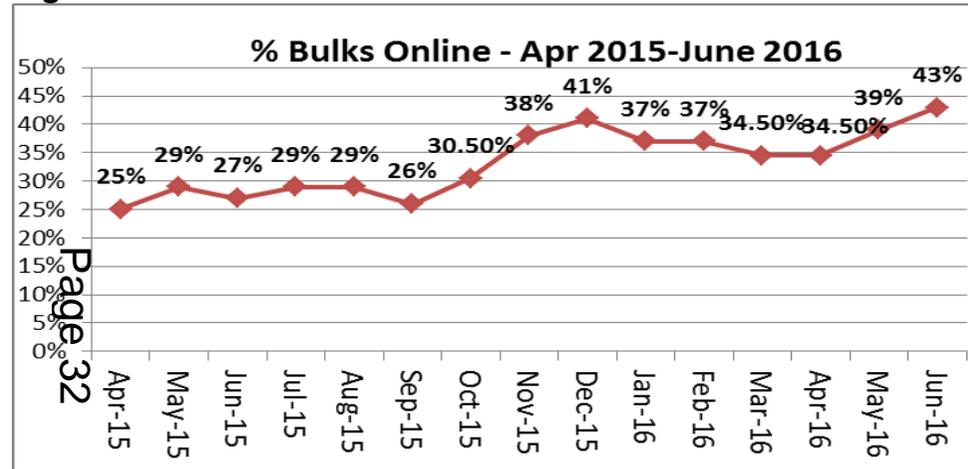


Figure 5

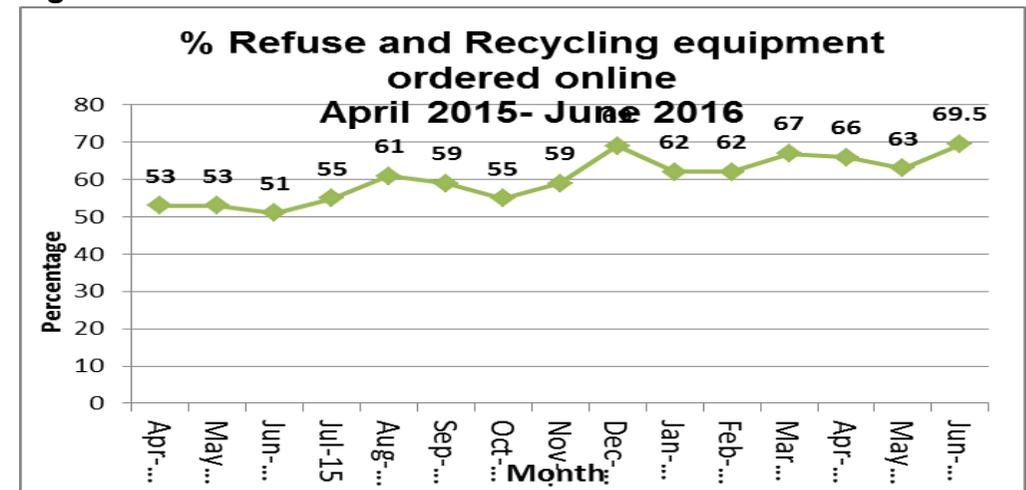


Figure 6

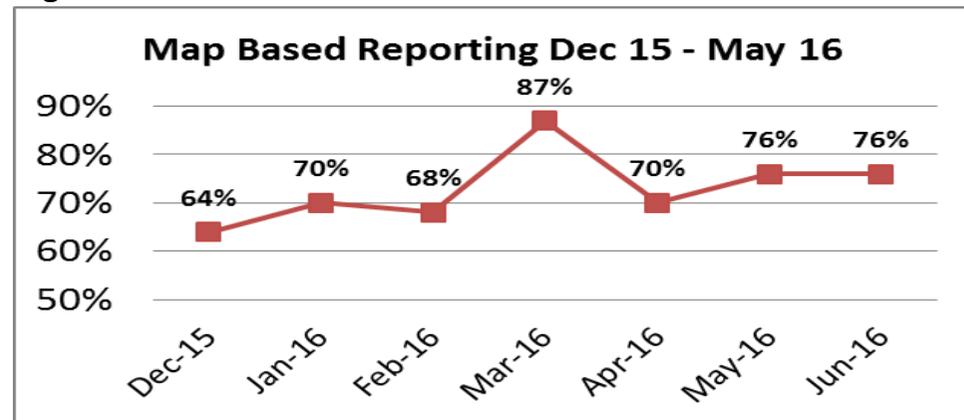
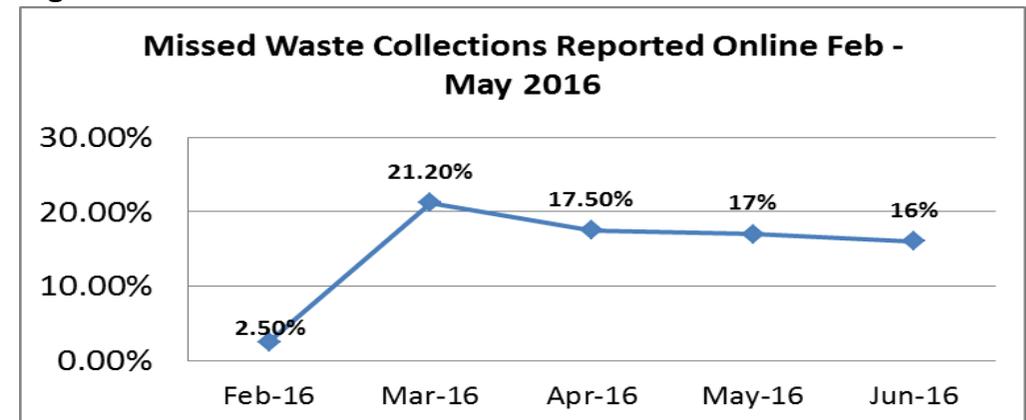


Figure 7





Highlight Report – 1<sup>st</sup> April to 30<sup>th</sup> June 2016

Figure 8

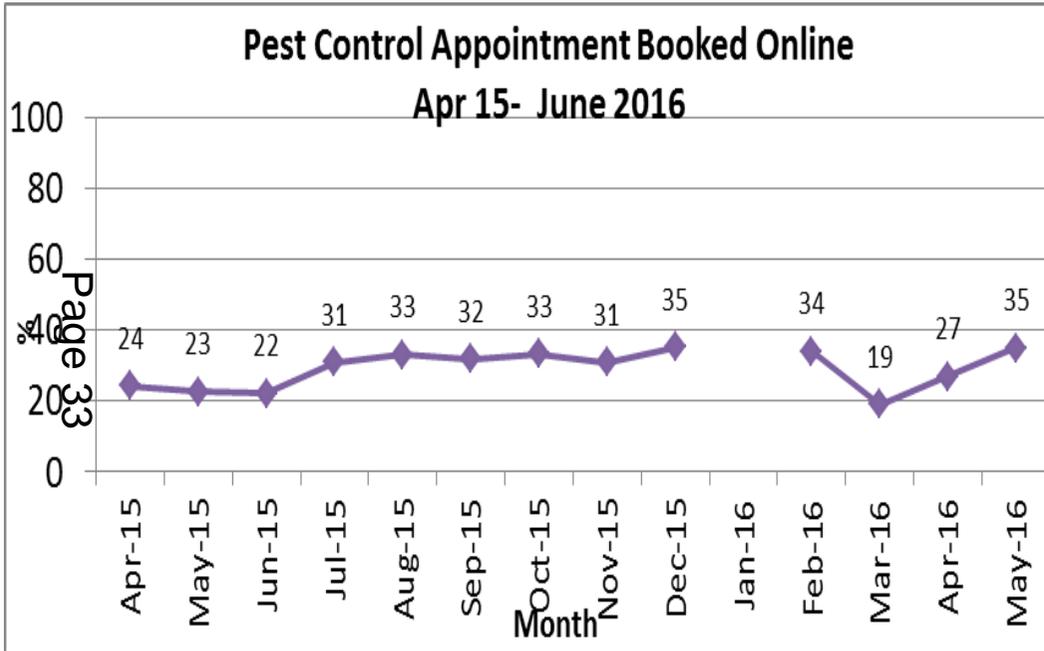
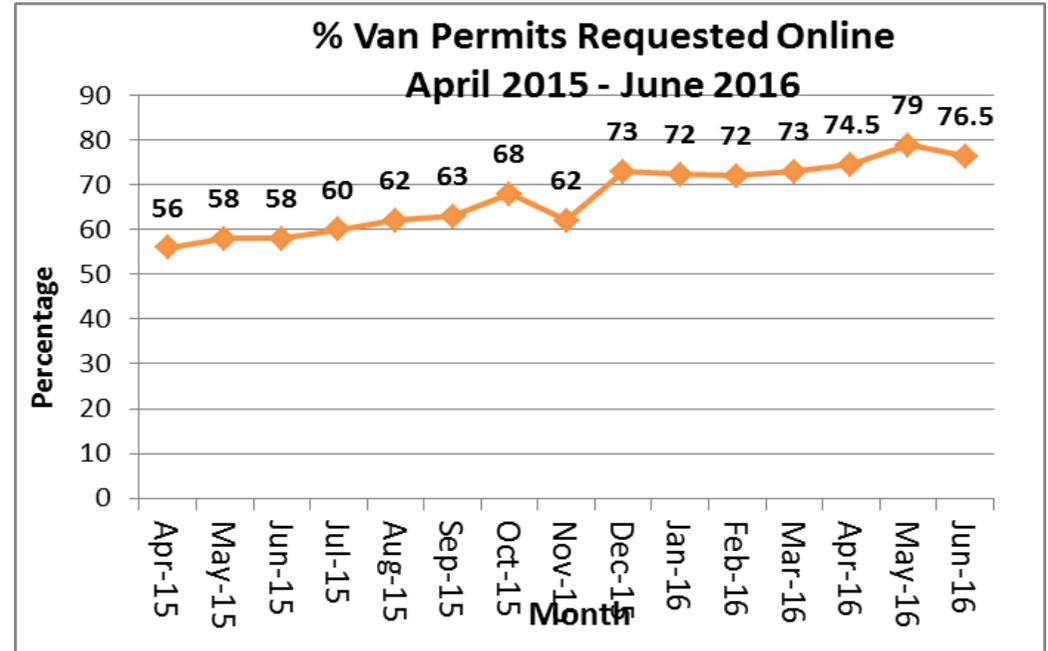


Figure 9





Highlight Report – 1<sup>st</sup> April to 30<sup>th</sup> June 2016

Corporate Risks (Corporate Risk Register):

Ref	Section	Risk Description	Mitigating Action	Latest L'hood Score at June-16	Latest Impact Score at June-16	Latest Total Score at June-16	Latest Proximity at June-16 (see key at end of register)	Target Date	Risk Owner
CS03 Page 34	Corporate Strategy & Democratic Services	Digital by Choice - the take up of online services is not as high as forecast	Design easy to use on-line services. User testing to check accessibility. Marketing Plan to be developed to drive behavioural change. <u>Updated June 16</u> - internal champions appointed	2	4	8 - M	1	31/03/2017 (updated)	Head of Corporate Strategy & Democratic Services
CS04	Corporate Strategy & Democratic Services	The Council does not optimise the potential of the Digital by Choice strategy due to pressure of other work across departments - fewer online	Senior Responsible Officer identified - Director of Finance & Corporate Services. Programme Board established.	2	4	8 - M	1	On-going	Head of



**Highlight Report – 1<sup>st</sup> April to 30<sup>th</sup> June 2016**

Page 35		services are delivered than planned	Member approval of priorities contained within the Programme. The Programme is identified as a corporate improvement priority (no.6). Cultural change being delivered and resourced					(updated)	Corporate Strategy & Democratic Services
---------	--	-------------------------------------	---	--	--	--	--	-----------	--

**Risks are assessed in terms of proximity i.e. when the risk would occur. Estimating when a risk would occur helps prioritise the risk. The proximity scale to be used is: 1. Zero to one year / 2. One year to two years / 3. Two years to three years / 4. Three years plus**

This page is intentionally left blank

## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### Policy and Resources Scrutiny Committee

27 July 2016

#### Report of the Head of Corporate Strategy and Democratic Services – Mrs K. Jones

#### Matter for Monitoring

Wards Affected: ALL

#### Corporate Strategy Service Report Card – Quarter 1 2016-17

#### Purpose of the Report

1. To provide Members of the Scrutiny Committee with information to assist them to scrutinise the performance of the Corporate Strategy Team which sits within the portfolio of Head of Corporate Strategy and Democratic Services.

#### Executive Summary

2. The Corporate Strategy Team made good progress with its priority areas during 2015-16 and continue to do so in the 1<sup>st</sup> Quarter of 2016-17 across key areas including Performance Management, Equalities and Welsh Language, Partnership and Engagement, Policy and Governance and some of the Digital by Choice work streams.

#### Background

3. Following a self-evaluation of the Council's approach to performance management, the Council's corporate performance management framework was revised in 2014 to ensure there is a "golden thread" of accountability running through our organisation linking strategic activities to operational activities. The revised framework was approved by Policy and Resources Cabinet Board on 27 March 2014. During the summer of 2015, the Wales Audit Office (WAO) undertook a follow up review to the proposals for improvement from their Corporate Assessment undertaken in 2014. The WAO review sought to answer the question; "Has the Council made progress in implementing its new

performance management arrangements”? The WAO made a number of proposals for improvement relating to the Council’s business planning and service report card arrangements. In relation to service report cards the WAO proposed the need to: “Further refine the report cards, including strengthening the narrative evaluation and the link between priorities and actions”.

4. To inform the improvement work required to address the above proposal and to evaluate the quality of service report cards and the use of report cards within the scrutiny process, the Corporate Strategy Team undertook an evaluation of service report cards that were reported to Scrutiny Committees during 2015/2016.
5. Following the internal evaluation of service report cards, corporate service report card guidance for 2016-17 was issued to all service areas during May 2016.
6. This Corporate Strategy Service Report card has been completed in line with the guidance.

### **Financial Impact**

7. The performance described in the attached service report card is being delivered against a challenging financial backdrop.
8. The inclusion of financial information on the service report card will support the identification of any impacts on service delivery / performance as a result of reductions in financial resources or risk of non-achievement of identified savings

### **Equality Impact Assessment**

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

### **Workforce Impacts**

10. The downsizing of the Council has an impact on the work of the team in terms of providing additional support and guidance to officers who have new responsibilities.
11. The inclusion of sickness data, staff engagement information and unplanned departures data on the service report card will provide an

indication of any workforce issues that require addressing at the service level.

### **Legal Impacts**

12. To support the discharge of the duty placed on the Council, as contained within the Local Government (Wales) Measure 2009, to 'make arrangements to secure continuous improvement in the exercise of its functions'.

### **Risk Management**

13. Failure to produce a Service Report Card can lead to non-compliance with the Performance Management Framework. Also failure to have robust performance monitoring arrangements could result in poor performance going undetected.

### **Consultation**

14. No requirement to consult.

### **Recommendation**

15. For Members to note the performance of the Corporate Strategy Team as contained within the attached service report card.

### **Reasons for Proposed Decision**

16. Matter for monitoring. No decision required.

### **Implementation of Decision**

17. Matter for monitoring. No decision required.

### **Appendices**

18. Appendix 1 - Corporate Strategy Service Report Card – Quarter 1 2016-17

### **List of Background Papers**

19. The Neath Port Talbot [Corporate Improvement Plan - 2016/2019](#) "Rising to the Challenge";

20. [An evaluation of the quality of service report cards and the use of service report cards within the scrutiny process](#) – Policy & Resources Scrutiny Committee, 19<sup>th</sup> May 2016.

21. Corporate Strategy and Democratic Services [Business Plan 2016-17](#)

### **Officer Contact**

22. Karen Jones, Head of Corporate Strategy & Democratic Services.  
Telephone: 01639 763284. E-Mail: [k.jones3@npt.gov.uk](mailto:k.jones3@npt.gov.uk)

23. Caryn Furlow, Corporate Policy, Performance & Partnerships Manager.  
Telephone: 01639 763242. E-Mail: [c.furlow@npt.gov.uk](mailto:c.furlow@npt.gov.uk)

24. Shaun Davies, Performance Management Officer. Telephone: 01639 763172. E-Mail: [a.s.davies@npt.gov.uk](mailto:a.s.davies@npt.gov.uk)

## Service Report Card 2016-2017

### Corporate Strategy Service

#### Quarter 1 Update - (1<sup>st</sup> April 2016 - 30<sup>th</sup> June 2016)

##### Section 1: Brief description of the service

Corporate Strategy is a small team comprising of 8 people which equates to 6.3 Full Time Equivalent (FTEs) plus one modern apprentice. We focus our attention on doing the essential tasks and getting best value for money from our limited resources. Our key priority is to ensure the Council meets its statutory requirements in a number of key areas (as listed below) to assist with the running of the Council:

- **Performance Management:** Production of the Corporate Improvement Plan and Annual Report (**both statutory**). Implementation of the Council's corporate performance management framework (which includes Business Planning and Service Report Cards), performance data collection & reporting (e.g. quarterly reports to Policy & Resources Cabinet Board and National data returns), research & data analysis (e.g. Council sickness absence, domestic violence and staff survey).
- **Equalities & Welsh language:** This includes the production and implementation of the Strategic Equality Plan and Equality Objectives, implementation of the Welsh Language Standards and the Strategy for Older People/Ageing Well in Wales Plan and Annual Reports (**all statutory**). We also provide advice and support to officers across the Council when completing equality impact assessments (EIAs)
- **Partnership & Engagement:** We continue to manage the corporate interface for **statutory** partnerships, including support and development for the Public Services Board. We also collaborate with the Armed Forces Community Covenant Forum, Black Minority Ethnic Forum, Disability Network Action Group and Older Person's Council. This work promotes good relations & engagement with groups for/which represent people with protected characteristics.
- **Policy & Governance (statutory):** This includes the production of the Annual Governance Statement which describes the Council's governance arrangements and the controls we employ to manage the risks of failure to achieve strategic improvement objectives. The provision of support and guidance to the Public Services Board in relation to the implementation of the Well-being of Future Generations (Wales) Act 2015.
- **Support service:** Supporting Members, Senior Management Teams and individual service officers and partners with advice and guidance. The team also support a number of corporate working groups including the Corporate Governance Group, Heads of Services Equalities and Community Cohesion Group and the Welsh Language Officers Group
- **Digital by Choice:** A member of the team has been seconded full time to provide support to the Head of Service with programme management of the Digital by Choice Strategy.

## Section 2: Overall Summary of Performance for 2015-16 Financial Year

We made good progress in delivering our key actions during 2015-2016 which includes:

- 100% of our statutory plans have been compliant and delivered within relevant timescales. A positive Annual Improvement Report was received from the Auditor General Wales with no statutory recommendations and the team also supported the Council in drawing down the full £1.45 million Outcome Agreement grant.
- Good progress was made with implementing the Council's corporate performance management framework.
- We completed the review of the corporate arrangements for grant aiding the third sector.
- We revised the Council's Strategic Equality Plan.
- Well-being of Future Generations (Wales) Act 2015 – Preparatory work was undertaken for the transition of the Local Service Board to the Public Services Board.
- Welsh Language Standards – We responded to the consultation on the draft Compliance Notice in July 2015.
- We continued to implement the Strategy for Older People and supported older people and the organisations that support them and have revised the Armed Forces Community Covenant Action Plan and established a Communications Plan.

Our revised budget for 2015-16 was £420,490, of which, £99,189 was allocated to fund the Wales Audit Office (WAO) audit work and £8,934 was allocated to contribute to the APSE (Association for Public Service Excellence) and Objective arrangements for the whole Council.

Our 2015-16 average sickness Full Time Equivalent days lost figure of 1.1 days is significantly below the Council's average of 9.7 days. We had no unplanned employee departures during the year and all team members received an employee development review. 83% of our team said they very engaged or engaged in their work.

We did not have any complaints during the year (the same as the previous year) and received 17 internal compliments. We received positive feedback from various workshops we held during the year.

<b>Section 3: Service Priorities 2016-17</b>				
<b>Priority</b>	<b>Actions to deliver priority</b>	<b>Officer Responsible</b>	<b>Timescale</b>	<b>What will be different? Measures and/or Outcomes</b>
1. Provide the programme management for Digital by Choice (contributes to delivery of Corporate Improvement Objective – Digital By Choice)	<ul style="list-style-type: none"> <li>Establish channel shift work programme for all council services</li> <li>Establish directorate digital champions</li> <li>Establish digital inclusion charter</li> <li>Deliver follow up corporate digital event</li> </ul>	NS  NS HL NS	April 2016  May 2016 June 2016 October 2016	Contribution to: <ul style="list-style-type: none"> <li>There is an increase in the number of services delivered on line</li> <li>There is increased take up of on line services</li> <li>Fewer staff have gaps in their digital literacy</li> <li>Transaction costs reduce</li> <li>Cashable savings of £200k are delivered from the Customer Services budgets</li> </ul>
2. Update the Corporate scheme for grant aiding the third sector	<ul style="list-style-type: none"> <li>Identify any changes required</li> <li>Invite applications for 2017-2018 funding</li> <li>Assessment of applications received</li> <li>Grant applicants notified of decision on applications</li> </ul>	KJ/CF	June 2016 July - Sept 2016 October 2016 December 2016 Sept 2016	<ul style="list-style-type: none"> <li>There is positive feedback from the third sector on the operation of the Scheme</li> <li>There is improved accountability for outcomes delivered through grant support</li> </ul>
3. Update the Compact between the Third Sector and the Council	<ul style="list-style-type: none"> <li>Develop revised Compact</li> <li>Conduct engagement across council and third sector</li> <li>Formally agree new Compact</li> </ul>	KJ/CF	May 2016 July 2016  September 2016	<ul style="list-style-type: none"> <li>There is more effective two way dialogue between the Council and the Third Sector with clear, shared objectives</li> </ul>
4. Implement the Strategic Equality Plan(SEP) and the Welsh Language Standards	<ul style="list-style-type: none"> <li>Ensure the Heads of Service Equality Group actively monitors progress made in implementing the SEP</li> <li>Establish a mechanism to involve the equality networks and Member equality champions in the monitoring process</li> </ul>	RH/CF	Throughout 2016/17  June 2016	<ul style="list-style-type: none"> <li>The actions set out in the SEP are completed</li> <li>BME Forum is supported in the promotion and sustainability of projects in their communities</li> <li>The awareness of WLS amongst</li> </ul>

	<ul style="list-style-type: none"> <li>• Work with the BME Forum and NPTCVS to recruit a development worker to support, promote and sustain projects in the BME community</li> <li>• Re-establish the Welsh Language Office Group to oversee implementation of the Welsh Language Standards</li> <li>• 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.</li> <li>• Brief senior managers across the Council on the standards accepted by the Council.</li> </ul>		<p>September 2016</p> <p>April 2016</p> <p>April 2016</p> <p>May 2016</p>	<p>officers is improved</p> <ul style="list-style-type: none"> <li>• There are few upheld complaints/investigations related to Welsh Language Compliance</li> <li>• The Council secures support from the WLC to modify the Compliance Notice</li> <li>• Existing equality networks are strengthened</li> <li>• Number of meetings held with groups of people who have protected characteristics</li> </ul>
5. Older Persons Council	<ul style="list-style-type: none"> <li>• Undertake a recruitment campaign, targeting those localities and diverse communities currently under represented.</li> </ul>	GH	December 2016	<ul style="list-style-type: none"> <li>• Older Persons Council recruitment is completed and membership is back up to quota</li> <li>• Number of meetings held with groups of people who have protected characteristics</li> </ul>
6. Ensure Compliance with the Wellbeing of Future Generations (Wales) Act 2015	<ul style="list-style-type: none"> <li>• Establish the Public Services Board</li> <li>• Prepare proposals for bringing corporate planning into alignment with the Act</li> <li>• Prepare plan for delivering the well-being assessment and Wellbeing Plan within the statutory timetable</li> <li>• Complete the well-being assessment</li> <li>• Develop a revised performance management framework to ensure compliance with the Act and officers/Members understand how to operate the framework</li> <li>• Roll out a training programme to ensure staff and elected members understand how to comply with the duty to act in accordance with</li> </ul>	<p>HL/CF</p> <p>CF</p> <p>CF</p> <p>CF/HL/FCP</p> <p>CF</p> <p>CF</p>	<p>May 2016</p> <p>Sept 2016</p> <p>July 2016</p> <p>March 2017</p> <p>March 2017</p> <p>September</p>	<ul style="list-style-type: none"> <li>• Full compliance with the Wellbeing of Future Generations Act 2015 is achieved</li> </ul>

Appendix 1

	<p>the sustainable development principle</p> <ul style="list-style-type: none"> <li>• Ensure transition arrangements relating to the Single Integrated Plan are agreed and implemented</li> <li>• Review our decision making and impact assessment frameworks to ensure we discharge the duty to act in accordance with the sustainable development principle</li> </ul>	<p>HL/CF</p> <p>CF</p>	<p>2016</p> <p>July 2016</p> <p>Sept 2016</p>	
7. Further refine and strengthen performance management arrangements	<ul style="list-style-type: none"> <li>• Provide revised business planning and report card guidance, reflecting lessons learned from the Wales Audit Office review and the internal reviews undertaken by Corporate Strategy.</li> <li>• Provide targeted support to managers to ensure consistency and improve the effectiveness of the service report card arrangements</li> </ul>	<p>CF/SD</p> <p>SD</p>	<p>May 2016</p> <p>December 2016</p>	<ul style="list-style-type: none"> <li>• There is positive feedback from Members and Officers on the utility and consistency of the approach adopted</li> <li>• Improved consistency and effectiveness</li> <li>• On-line performance management resource is established</li> </ul>
8. Co-ordinate the Council's Corporate Governance Work	<ul style="list-style-type: none"> <li>• Maintain a monitoring brief over the operation of the Corporate Risk Register</li> <li>• Prepare the Annual Government Statement</li> <li>• Review progress in delivering the proposals for improvement set out in the Corporate Assessment of the Council 2014</li> </ul>	<p>CF</p> <p>CF</p> <p>CF</p>	<p>Throughout 2016/17</p> <p>May 2016</p> <p>May 2016</p>	<ul style="list-style-type: none"> <li>• The Corporate Risk Management Policy is fully implemented</li> <li>• The Annual Governance Statement reflects risk and is supported by effective mitigating action to address areas for improvement</li> </ul>
9. Armed Forces Community Covenant (AFCC)	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<p>GH</p>	<p>Throughout 2016/17</p>	<ul style="list-style-type: none"> <li>• Better collaboration between organisations in considering the needs of and supporting the armed forces community.</li> </ul>
10. Population Needs Assessment (Social Services and Wellbeing (Wales) Act 2014	<ul style="list-style-type: none"> <li>• To lead and co-ordinate Neath Port Talbot Council's population needs assessment in accordance with the requirements of the Act</li> </ul>	<p>FCP</p>	<p>March 2017</p>	<ul style="list-style-type: none"> <li>• Full compliance with the Social Services and Well-being (Wales) Act 2015 is achieved</li> </ul>

**Section 4:**  
**Service Performance Quadrant**  
**1<sup>st</sup> April 2016 - 30<sup>th</sup> June 2016**

We have made good progress with our priorities during the 1<sup>st</sup> quarter of 2016-17:

**Priority 1 - Provide the programme management for Digital by Choice**

- A work programme has been established for all current projects. New projects work programme to be established.
- 5 directorate digital champions are now in post.
- Digital inclusion charter was approved by Policy & Resources Cabinet Board in May 2016
- The digital inclusion charter has been circulated to members of the Public Services Board

**Priority 2 - Update the corporate scheme for grant aiding the third sector**

- Applications invited for 2017-2018 grant funding (20<sup>th</sup> July - 21<sup>st</sup> September 2016)

**Priority 3 - Update the Compact between the Third Sector and the Council**

- Draft revised Compact co-produced with Third Sector
- Consultation on revised draft underway (18<sup>th</sup> July - 14<sup>th</sup> September)

**Priority 4 - Implement the Strategic Equality Plan (SEP) and the Welsh Language Standards**

- The Heads of Service Equality Group's progress update on the implementation of the SEP is being presented to Members July 2016
- Work is progressing to establish a robust mechanism to involve the equality networks and Member equality champions in the monitoring process.
- The recruitment of the BME Forum development worker is progressing. It is anticipated that the recruitment process will be completed by the end of August
- The Welsh Language Officer Group has been re-established and is actively supporting the implementation of the Welsh Language Standards
- The Welsh Language Standards 2016-2017 document was presented to Members and published within the statutory timescale.
- The majority of senior managers have been briefed on the Welsh Language Standards accepted by the Council. Additional sessions have been arranged for mid-August to brief the remaining senior managers.

**Priority 5 - Older Persons Council**

- Improvements have been made to the Older Persons Council website.
- Three meetings have been held since April 1<sup>st</sup> 2016.
- The Council has responded to three Welsh Government consultations (Substance Misuse, Mental Health and Domiciliary Care)

**Priority 6 - Ensure Compliance with the Wellbeing of Future Generations (Wales) Act 2015**

## Appendix 1

- The Public Services Board has been established and has held its first meeting. Letters have been sent to invitees to ask if they wish to be part of the Board.
- A workshop has been arranged to establish what information is available to contribute to the well-being assessment. A tender has been issued for a consultant to undertake engagement work for the assessment. This has been done in collaboration with Bridgend County Council and City and County of Swansea.

### **Priority 7 - Further refine and strengthen performance management arrangements**

- Revised business planning guidance was issued at the end of 2015/16 and new service report card guidance was issued to all Heads of Service in May 2016 for dissemination to their managers. Both guidance notes are available on the performance hub. During the first quarter, Corporate Strategy has supported a number of managers to develop their 2016/17 service report cards and this support will continue on an ongoing basis.
- The team completed the 2016-19 Corporate Improvement Plan, which was approved by Council on 11<sup>th</sup> May 2016 and was published on the Council's website on 20<sup>th</sup> May 2016.

### **Priority 8 - Co-ordinate the Council's Corporate Governance Work**

- The Council's Annual Governance Statement was completed in May 2016
- A full year progress report on the Council's Corporate Governance Action Plan 2015-2016 will be reported to Policy & Resources Cabinet / Scrutiny Board on 27<sup>th</sup> July 2016

### **Priority 9 - Armed Forces Community Covenant**

- Continued to monitor and revise their Action Plan and Communications Plan
- The Armed Forces Covenant Grant Scheme was promoted during May 2016. One application was received for funding, and the applicant was advised to pass the application to the MOD for consideration.

### **Priority 10 - Population Needs Assessment (Social Services and Wellbeing (Wales) Act 2014**

- A Governance structure is in place to undertake the work across the ABMU region. The Population Assessment Steering Group oversee three sub-groups: data collection and analysis, engagement group and the editorial group. Terms of reference have been drafted and agreed.
- Work is ongoing, the data collection and analysis group continue to populate the topic papers for each locality, for each of the core themes. The work of the editorial group will commence in July 2016 and the engagement work is planned to commence in September 2016.

## Appendix 1

Measure	2014-15 Actual	2015-16 Actual	Comparative Performance	2015-16 Qtr. 1 cumulative	2016-17 Qtr. 1 cumulative
<b>Service measure 1:</b> No. meetings held with groups of people who have protected characteristics (Priority 4)	New	20	N/a	5	5
<b>Service Measure 2:</b> % corporate plans and policies published within timescales (Priority 4,5,6 & 7)	100%	100%	N/a	100%	100% (2 of 2)
<b>Service Measure 3:</b> % plans and policies compliant with statutory requirements (Priority 4,5,6 & 7)	100%	100%	N/a	100%	100% ( 3 of 3)
<b>Service Measure 4:</b> No of responses received to the Budget and Corporate Improvement Plan proposals (priority 7)	N/a	125	N/a	Consultation planned to be undertaken during October - December 2016	
<b>Service Measure 5:</b> On-line performance management resource is established (priority 7)	N/a New	Estab Sept 2015	N/a	Established September 2015, updated and improved on an ongoing basis.	
<b>Corporate measure (CM01):</b>					
<b>a)</b> Number of transactional services fully web enabled	N/a New	N/a New	N/a New	N/a New	0
<b>b)</b> Number of transactional services partially web enabled	N/a New	N/a New	N/a New	N/a New	0*

\*Whilst our service does not have any fully web enabled / partially web enabled services due to the nature of our service, we do have a number of web pages that provide information to the public. However, during 2016-17 the corporate strategy team will consider how we can further improve our webpages.

**Section 5:  
Financial Quadrant 2016-17:**

Our revised budget for 2016/17 is £255,910 compared to last year's budget of £420,490, a decrease of £164,580. Part of this reduction is due to the transfer of Wales Audit Office fees into another Corporate Budget.

\*- Overspends were planned and identified as being met from reserves and are not recurring costs.

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	2016-17 (projected to year end)
<b>Corporate Measure (CM02):</b> % revenue expenditure within budget  Revenue Budget £255,910 (2016-17)	7% (25K)* overspend  £358K	6% (25K)* overspend  £420K	13% (33K)* overspend  £256K
<b>Corporate Measure (CM03):</b> Amount of FFP savings at risk	n/a New	£0	£0

**Section 6:  
Employee Quadrant 2016-17**

Our 2015-16 average sickness FTE days lost figure of 1.1 days is significantly below the Council's average of 9.7 days and below Corporate Services Directorate figure of 6 days. During the three month period 1<sup>st</sup> April 2016 to 30<sup>th</sup> June 2016 our team lost a total of 0.7 average FTE days, a slight increase compared to same period the previous year.

There are no unplanned departures during the period. 100% of employee performance appraisals will be completed by March 2017.

Measure	2015-16 Actual (Full Year)	2015-16 Qtr. 1 (cumulative)	2016-17 Qtr. 1 (cumulative)
<b>Corporate Measure (CM04): Average FTE (full time equivalent) working days lost due to sickness absence</b>			
<b>Corporate Strategy</b>	1.1 days	0 days	0.7 days
<b>Corporate Services</b>	7.9	0	5
<b>Corporate Services</b>	6.0 days	1.3 Days	Not available yet
<b>Council</b>	9.7 Days	2.2 Days	Not available yet

<b>Corporate Measure (CM11): Staff engagement Measure</b>	83% of our team said they very engaged or engaged in their work.	The next staff engagement survey will be completed during 2017-18
<b>Corporate Measure (CM05): % of staff who have received a performance appraisal during 2016-17 (Target 100%)</b>	100%	100% will be completed by March 2017.
Number of staff who have received a performance appraisal during 2016-17	6	8

**Corporate Measure (CM06):** Number of employees left due to unplanned departures

0

0

0

### Section 7 : Customer Quadrant 2016-17

The service has not received any complaints during the first quarter and has received one compliment.

Note 2: During 2015-16, we received positive feedback from various workshops we held during the year and 89% of delegates rated our Digital by Choice event as good or very good.

Measure	2015-16 Actual (Full Year)	2015-16 Qtr. 1 (cumulative)	2016-17 Qtr. 1 (cumulative)
<b>Corporate Measure (CM07):</b> Total number of complaints			
Internal	0	0	0
External (from the public)	0	0	0
<b>Corporate Measure (CM08):</b> Total number of compliments			
Internal	17	4	1
External (members of the public)	0	0	0
<b>Corporate Measure (CM09):</b> customer satisfaction measure/s	See note 2 above	Customer satisfaction will be measured during 2016-17	

## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### POLICY AND RESOURCES SCRUTINY COMMITTEE

27 July 2016

#### Report of the Head of Human Resources – Sheenagh Rees

#### Matter for Monitoring

**Wards Affected: All Wards**

#### **SERVICE REPORT CARD – OCCUPATIONAL HEALTH SERVICE**

#### **1. Purpose of Report**

1.1 To present the Service Report Card for the Occupational Health Service covering the period 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2017.

#### **2. Service Report Card**

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. Members endorsed the business plan for the HR Division at the May meeting of this committee.

2.2 Report cards must then be developed by each Accountable manager containing 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.

2.3 The Report Card attached at Appendix 1 has been developed by Corporate Occupational Health and Safety and Emergency Planning Manager, the Accountable Manager for the Occupational Health Service.

#### **3. Recommendation**

It is recommended that Members note the Service Report Card for the Occupational Health Service 2016 / 2017 attached at Appendix 1 to this report.

#### **4. Equality impact assessment**

There is no requirement for an equality impact assessment.

## **5. Workforce impacts**

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

## **6. Legal impacts**

There are no legal impacts arising from this report.

## **7. 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.

## **8. Consultation**

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

## **9. Appendices**

Appendix 1 – Service Report Card – Occupational Health Service 2016 / 2017

## **10. Background Papers**

HR Division Business Plan 2016 / 2017

## **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](mailto:s.rees5@npt.gov.uk)

Shaun Burgess, Corporate Occupational Health & Safety & Emergency Planning Manager on extension 3955 or e-mail [s.a.burgess@npt.gov.uk](mailto:s.a.burgess@npt.gov.uk)

# Service Report Card 2016-2017

## Occupational Health Service

### Section 1: Brief description of the service

The role of Occupational Health is to provide management and employees with the medical advice required to support the management of attendance, reduce the impact of ill health and sickness absence within the workplace and to promote a safe and healthy working environment.

Occupational Health functions are led by the statutory requirements of Health and Safety Law. The Health and Safety at Work etc. Act (1974) places a statutory duty on employers to safeguard the health and welfare of employees, to conduct risk assessments (Management of Health and Safety at Work Regulations 1999); and take steps to address potential hazards and reduce the risk of adverse health effects. Occupational health practitioners have a key role in advising management in this regard.

#### **Primary OH functions:**

- Health Surveillance
- Health Monitoring
- Safety Critical and Statutory Medicals
- Lifestyle Screening Health Promotion
- Advice on Maximising Attendance Management
- Pre Placement Screening
- Immunisations
- Work Station Assessments

This is a non-statutory service, managed by the Corporate Occupational Health & Safety & Emergency Planning Manager and consists of 1 x Occupational Health Advisor, 3 x Occupational Nurses, 2 x Administrators.

## Section 2: Overall Summary of Performance for 2015-16 Financial Year

All service delivery objectives for 2015 - 2016 were achieved and include;

- Delivery of the Occupational Health referral hotline system which has supported improved efficiency in service delivery
- Development of Occupational Health & Safety web pages on the NPTCBC intranet site to ensure better access to OH services
- Delivery of clear and comprehensive Occupational Health Clinical and Non Clinical procedures

The service was delivered within the budget requirements and the team were able to contribute towards the Council's savings agenda through the efficiencies achieved in the referral process. Performance appraisals and development reviews have been completed for all 6 employees.

The team lost an average of 6.4 FTE days in 2015 / 2016, below the Council average. As the team is so small, this average figure was as a result of the long term sickness of one employee. The absence was managed in line with Council policy and the postholder has returned to work

There were no complaints recorded.

**Section 3:  
Service Priorities 2016-17**

Priority	Actions to deliver priority	Officer Responsible	Timescale	What will be different? Measures and/or Outcomes
1: <b>HRP – 2</b> To support Council wide targets to reduce sickness absence.	To implement improvements in the 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.	S Burgess	31/3/17	Full implementation of the OuCH Digital Referral/surveillance e-system across the Council inclusive of schools.  Implementation of the recommendations from the Privacy Impact Assessment
<b>HRP – 4</b> To improve customer access to services and to improve the efficiency of those services.	<ul style="list-style-type: none"> <li>• Implement OuCH Digital Referral system.</li> <li>• Introduction of I-DOCS framework in Occupational Health to assist the digitalisation of health records</li> </ul>	S Burgess	31/3/17	Successful implementation of new system assessed against the criteria identified within clinical procedures.  Successful implementation assessed against a review of the OHU administration procedural arrangements

**Section 4:  
Service Performance Quadrant 2016-17**

**Progress on Service Priorities: the key service priorities for the Occupational Health Unit in 2016 / 2017 are to support the Council wide target to reduce sickness absence, and to improve customer access to services and to improve the efficiency of those services.**

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	Comparative Performance	2015-16 Qtr. 1 (cumulative)	2016-17 Qtr. 1 (cumulative)
HR Priority 2 Full implementation of the OuCH Digital Referral/surveillance e-system across the Council inclusive of schools.	N/A	N/A	N/A	N/A	50%. - This priority is on track to achieve the desired outcome.
HR Priority 2 Implementation of the recommendations from the Privacy Impact Assessment in the development of the OuCH Digital Referral / surveillance e-system.	N/A	N/A	N/A	N/A	50%. - This priority is on track to achieve the desired outcome.

## Appendix 1

HR Priority 4 Successful implementation of new OuCH system assessed against the criteria identified within clinical procedures.	N/A	N/A	N/A	N/A	75%- This priority is on track to achieve the desired outcome.
HR Priority 4 Successful implementation of I Docs Framework to assist with the digitalisation of medical records assessed against a review of the OHU administration procedural arrangements	N/A	N/A	N/A	N/A	75%- This priority is on track to achieve the desired outcome.
Average appointment waiting time <b>(MAINTAIN)</b>	10 working days	10 working days	N/A	10 working days	10 working days
Number of immunisations	207	258	N/A	82	22
Pre-placement assessments	923	970	N/A	203	307
Health surveillance	1342	1580	N/A	475	297
Attendance management consultations	2744	3303	N/A	766	719
Statutory & Safety Critical Medicals	119	128	N/A	26	38
Health Promotion	1185	683	N/A	168	177
All employees to have successfully completed on-line Introduction to Information Governance training course	N/A	N/A	N/A	N/A	N/A

<b>Corporate measure (CM01):</b> <b>a) Number of transactional services fully web enabled</b>	N/A	N/A	N/A	N/A	N/A
<b>b) Number of transactional services partially web enabled</b>	0	0	N/A	0	0/1

### Section 5: Financial Quadrant 2016-17:

The service was delivered within the budget requirements in 2015 / 2016 and the team were able to contribute towards the Council's savings agenda through the efficiencies achieved in the referral process. In the last financial year (2015 / 2016) the expenditure on Professional Fees across the Council was consolidated into the Occupational Health Service budget to reduce the costs of administration and internal charging. The focus on improving the referral service is enabling the team to reduce this professional fees expenditure.

The service is on track to deliver £32,000 of savings in 2016 / 2017 as well as an underspend – this is as a result of the success of the introduction of the referral hotline and resultant decrease in the use of externally provided occupational health physician services. It is expected that the introduction of OuCH will have further positive impacts on this budget.

Page 6	Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	2016-17 Qtr. 1 (projected to year end)
	<b>Corporate Measure (CM02):</b> % revenue expenditure within budget	2% (£3k) underspend	10% (£29k) underspend	11% (£36K) underspend
	<b>Revenue budget for each year:</b>	£184,691	£288,020	£325,915
	<b>Corporate Measure (CM03):</b> Amount of FFP savings at risk	£0	£0	£0

## Section 6: Employee Quadrant 2016-17

The Council Summary of employees with three or more instances of sickness in the twelve month period, plus the breakdown of staff in your section with three or more instances in the period – there were **no** employees in this section with three or more instances of sickness during the period.

The Council summary of employees with **long term sickness** (28 consecutive calendar days or more) between 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016, plus the breakdown of staff in your section with long term sickness during the period – there was **one** employee in this section with long term sickness during the period. The absence was managed in line with Council policy and the postholder has returned to work

Measure	2015-16 Actual (Full Year)	2015-16 Qtr. 1 (cumulative)	2016-17 Qtr. 1 (cumulative)
<b>Corporate Measure (CM04):</b> Average <b>FTE</b> (full time equivalent) working days lost due to sickness absence			
<b>Total Service FTE days lost in the period</b>	6.4	0	N/A - figures available in end of July
<b>Directorate: Corporate Services</b>	6.0	1.3	
<b>Council:</b>	9.7 Days	2.2 Days	

<b>Corporate Measure (CM11):</b> Staff engagement Measure	N/A	N/A	Still being developed
<b>Corporate Measure (CM05):</b> % of staff who have received a performance appraisal during 2016-17 (Target 100%)	100%	100%	100%
Number of staff who have received a performance appraisal during 2016-17	6	6	6
<b>Corporate Measure (CM06):</b> Number of employees left due to unplanned departures	0	0	0

## Section 7: Customer

The service is developing new and innovative ways of providing services via the introduction of the referral hotline, and the referral and health surveillance e-system. As the e-system is rolled out across the Council the intention is to follow this up with a customer survey to determine feedback in relation to the new processes and systems of work. This feedback will be used to further improve the service provided to customers. As roll out of the e-system has not commenced yet, the survey for customer feedback has not yet been issued.

Measure	2015-16 Actual (Full Year)	2015-16 Qtr. 1 (cumulative)	2016-17 Qtr. 1 (cumulative)
<b>Corporate Measure (CM07):</b> Total number of complaints Internal External (from the public)	0 0	0 0	1 0
<b>Corporate Measure (CM08):</b> Total number of compliments Internal External (members of the public)	0 0	0 0	0 0
<b>Corporate Measure (CM09):</b> customer satisfaction measure	N/A	N/A	0



This page is intentionally left blank

**Policy and Resources Scrutiny Committee  
Forward Work Programme 2016/17**

<b>Date of Meeting</b>	<b>Agenda Item</b>
29 June 2016	Terms of Reference Public Service Board
	Quarter 4 Performance Monitoring
	Sickness Management Monitoring Quarter 4 2015/16
	Long Term Sickness Taskforce Update
	Pre-Scrutiny of Cabinet Items
14 July 2016	Special Meeting – Welsh Language Standards
27 July 2016	Occupational Health Service Report Card
	Corporate Strategy and Performance Management Service Report Card
	Digital by Choice Highlight Report

	Pre-Scrutiny of Cabinet Items
21 September 2016	Births, Marriages and Deaths Service Report Card
	Council Tax and National Non Domestic Rate Service Report Card
	Prosperity for All Highlight Report
	Social Care, Health and Housing Alcohol Task and Finish Update Report
	Update on National Procurement Service
	Quarter 1 Performance Monitoring
	Pre-Scrutiny of Cabinet Items
18 October 2016	Budget Scrutiny (Special)
2 November 2016	Benefits Service Report Card
	Electoral and Democratic Services Report Card

	Internal Audit Service Report Card
	Sickness Management Monitoring Quarter 1
	Pre-Scrutiny of Cabinet Items
28 November 2016	Public Service Board (Special)
14 December 2016	IT Services Service Report Card
	Customer Services Service Report Card
	Communications and Digital Services Report Card
	Quarter 2 Performance Monitoring
	Sickness Management Monitoring Quarter 2
	Long Term Sickness Taskforce Update
	Pre-Scrutiny of Cabinet Items

11 January 2017	Legal Services Report Card
	Licensing Report Card
	Update on National Procurement Service
	Pre-Scrutiny of Cabinet Items
8 March 2017	Learning, Training and Development Service Report Card
	Human Resources Service Report Card
	Accountancy Services Service Report Card
	Quarter 3 Performance Monitoring
	Pre-Scrutiny of Cabinet Items
21 March 2017	Crime and Disorder Scrutiny
	Community Safety Service Report Card

5 April 2017	Corporate Health and Safety Service Report Card
	Joint Resilience Unit Service Report Card
	Sickness Management Monitoring Quarter 3
	Update on National Procurement Service
	Pre-Scrutiny of Cabinet Items

This page is intentionally left blank