



## **POLICY AND RESOURCES CABINET BOARD**

*Immediately Following Scrutiny Committee on  
WEDNESDAY, 27 JULY, 2016*

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

### **PART 1**

1. To agree the Chairperson 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 29 June, 2016 *(Pages 3 - 10)*

### **To receive the Report of the Head of Corporate Strategy and Democratic Services**

4. Corporate Governance Improvement Action Plan 2015-16 *(Pages 11 - 20)*
5. NPTCBC Strategic Equality Plan 2015-19 *(Pages 21 - 66)*

### **To receive the Report of the Head of Financial Services**

6. Treasury Management Monitoring 2016-17 *(Pages 67 - 70)*

### **To receive the Report of the Head of Legal Services**

7. Legal Services Business Plan 2016-17 *(Pages 71 - 92)*
8. **To receive the Forward Work Programme 2016-17**  
*(Pages 93 - 94)*

9. Any urgent items (whether public or exempt) at the discretion of the Chairman pursuant to Statutory Instrument 2001 No 2290 (as amended).

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

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

**Thursday, 21 July 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).*

**EXECUTIVE DECISION RECORD**  
**CABINET BOARD - 29 JUNE, 2016**  
**POLICY AND RESOURCES CABINET BOARD**

**Cabinet Board Members:**

Councillors: A.H.Thomas and A.N.Woolcock (Chairperson)

**Officers in Attendance:**

H.Jenkins, S.John, Mrs.K.Jones 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 19 MAY 2016**

**Decision:**

Noted by the Committee.

3. **NEATH PORT TALBOT WELSH CHURCH ACT TRUST FUND 2015/2016**

**Decisions:**

1. That the Draft Annual Report and Financial Statements for the year ended 31 March 2016, as attached at Appendix 1 to the circulated report, be approved;
2. That the Draft Annual Report and Financial Statements be submitted to the Wales Audit Office for independent examination;

3. That if there are no material changes following the independent examination by the Wales Audit Office, the financial information be submitted to the Charity Commission.

**Reason for Decisions:**

To approve the draft annual report and financial statements for the Welsh Church Act Trust Fund 2015/16.

**Implementation of Decisions:**

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

4. **MISCELLANEOUS GRANTS AND WELSH CHURCH ACT FUND APPLICATIONS**

**Decisions:**

That the following Grant Applications be approved:

Welsh Church Act Fund Application –

- a) Saron Welsh Independent Chapel, Crynant (25% of the total costs)

Miscellaneous Grants Applications –

- a) Trustees of Aberavon Green Stars RFC (AGS). Approve for five years then subject to review in line with rent review periods;
- b) Trustees of Parc Ynysderw Sports Association. Approve for five years then subject to review in line with rent review periods;
- b) Sewing So Community Project, Cwmavon (grant of £500);
- d) Coedffranc Community Council, Grant of 90% of new rent to be provided until next rent review.

**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.

5. **PUBLIC SERVICES BOARD - TERMS OF REFERENCE**

**Decision:**

That the report be noted.

6. **NEATH PORT TALBOT WELSH LANGUAGE STANDARDS 2016-2017  
- ANNUAL REPORT**

Members noted that the Welsh Language Standards 2016-17 Annual Report was a short one because it only covered 30 March 2016 to 31 March 2016 (30 March being the first day which the Authority was under a duty to comply with the Standards).

**Decision:**

That the report be noted.

7. **CLOSED CIRCUIT TELEVISION (CCTV) - UPDATE**

**Decisions:**

1. That the Closed Circuit Television Scheme (CCTV) as attached at Appendix 2 of the circulated report, be approved;
2. That the Head of Corporate Strategy and Democratic Services be authorised to extend discussions as to the potential of a Joint Service with Bridgend County Council;
3. That the update on the decommissioning of cameras be noted;
4. That the position in taking forward the potential of a Joint Service with the City and County of Swansea, including the changes in key personnel, be noted.

**Reasons for Decisions:**

1. To ensure the Council's policy framework governing CCTV complies with the relevant legislation;
2. To enable progress to be made in securing the best value for money option for the future provision of the CCTV service in Neath Port Talbot County Borough Council.

**Implementation of Decisions:**

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

8. **QUARTERLY PERFORMANCE MANAGEMENT DATA 2015-2016 - 10 APRIL 2015 - 31 MARCH 2016**

**Decision:**

That the monitoring report be noted.

9. **REGULATION OF INVESTIGATORY POWERS ACT 2000**

**Decisions:**

1. That the Authority's new Regulation of Investigatory Powers (RIPA) Policy and Procedures as attached at Annex 1 to the circulated report, be approved and adopted to replace the current RIPA Policy and Guidance;
2. That Ms. Nicola Pearce, Head of Planning and Public Protection, be authorised to act as an "Authorising Officer" under RIPA for covert surveillance and as a "Designated Person" for the purposes of the Acquisition and Disclosure of Communications Data under RIPA, once she has attended a suitable RIPA training course approved by the Head of Legal Services;
3. That Ms. Nicola Pearce, Head of Planning and Public Protection, be appointed to act as the "Senior Responsible Officer" for the purpose of the Acquisition and Disclosure of Communications Data under RIPA in place of Ms. Angela Thomas;

4. That Mr. David Rees, Head of Financial Services, be designated to act as an “Authorising Officer” and “Designated Person” under RIPA for covert surveillance purposes, once he has satisfied the Head of Legal Services that he has attended a training course on RIPA;
5. That Ms. Angela Thomas and Mr. Hywel Jenkins shall hereafter cease to be designated “Authorising Officers” and “Designated Persons” under RIPA;
6. That Mr. David Michael, Head of Legal Services, shall cease to be designated as an “Authorising Officer” and “Designated Persons” for RIPA once Ms. Pearce has received RIPA training.

**Reason for Decisions:**

To update RIPA Policy & Procedures and Officer delegations.

**Implementation of Decisions:**

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

10. **ICT AND PROCUREMENT BUSINESS PLAN 2016-2017**

**Decision:**

That the ICT and Procurement Business Plan 2016/2017, as attached to the circulated report, be approved.

**Reason for Decision:**

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

**Implementation of Decision:**

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

11. **TREASURY MANAGEMENT MONITORING 2016/2017**

**Decision:**

That the monitoring report be noted.

12. **COURT REPRESENTATIONS**

**Decision:**

That the revised list of names as detailed in the circulated report, be approved.

**Reason for Decision:**

To confirm officers authorised to represent the Authority at Magistrates Court proceedings.

**Implementation of Decision:**

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

13. **FORWARD WORK PROGRAMME 2016/17**

**Decision:**

That the Cabinet Board Forward Work Programme 2016/2017 be noted.

14. **URGENT ITEM**

Because of the need to deal now with the matter contained in Minute No.15 below, the Chairperson agreed that it could be raised at today's meeting as an urgent item pursuant to Statutory Instrument 2001 No.2290 (as amended).

**Reason:**

Due to the time element.



15. **TREASURY MANAGEMENT MONITORING - DOWNGRADING OF UK SOVEREIGN RATING**

Members received an over view of the urgent report, which was for information only, and felt it would be of benefit for the information to be reported to all Members at the next meeting of full Council.

**Decision:**

That the urgent report be noted.

16. **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 Paragraphs 12 & 14 of Part 4 of Schedule 12A to the Local Government Act 1972.

17. **DEBT WRITE OFFS**

**Decision:**

That the debt write offs as detailed in the private circulated report, be approved.

**Reason for Decision:**

The amounts due are irrecoverable.

**Implementation of Decision:**

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

18. **HOUSING BENEFIT WRITE OFFS**

**Decision:**

That the 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 will be implemented after the three day call in period.

19. **HARDSHIP RELIEF**

**Decision:**

That the application for Business Rates Hardship Relief for the full year 2016/17 be approved, to the sum as detailed within the private circulated report.

**Reason for Decision:**

To decide on the application for Business Rates Hardship Relief.

**Implementation of Decision:**

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

**CHAIRPERSON**

## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### POLICY AND RESOURCES CABINET BOARD

27 JULY 2016

### REPORT OF THE HEAD OF CORPORATE STRATEGY AND DEMOCRATIC SERVICES – K.JONES

#### SECTION A- MATTER FOR MONITORING

#### WARDS AFFECTED - ALL

#### Corporate Governance Improvement Action Plan - Full Year Progress Report 2015-2016

#### Purpose of Report

1. To provide Members with a full year update on progress made on the Corporate Governance Improvement Action Plan (Appendix 1) for 2015-16. The action plan reflects the governance issues identified in the Council's Annual Governance Statement for 2014-15. This action plan also incorporates the outstanding actions from the Wales Audit Office Corporate Assessment report: "Neath Port Talbot Annual Improvement Report, incorporating the Corporate Assessment Report 2014, November 2014."

#### Executive Summary

2. During 2015-2016, the Corporate Governance Group has continued to oversee the improvement work identified in the Corporate Governance Improvement Action Plan to ensure the Council's processes and procedures enable the Council to carry out its functions effectively. Overall, during 2015-2016, good progress was made on the improvement work identified.

#### Background

3. The Annual Governance Statement describes the Council's governance arrangements and the controls we employ to manage the risks of failure to achieve strategic objectives. The Annual

Governance Statement forms part of the Annual Statement of Accounts and provides a public statement of the extent to which the Council complies with the Code of Governance.

4. The Wales Audit Office was required to deliver a rolling programme of in-depth corporate assessments once during a four year period for each Council. Our corporate assessment was undertaken in June 2014. The action plan to address the 20 proposals for improvement set out in the Corporate Assessment Report was agreed at Council on 14th January 2015 and was incorporated in the Corporate Governance Improvement Action Plan for 2015-16.

**Progress:**

5. During 2015-2016, the improvement work identified in 7 of the 13 key improvement areas was completed.
6. This included:
  - Strengthening the Council's financial monitoring arrangements
  - Undertaking an extensive programme of communication and engagement to support the 2016-2017 budget process
  - Improvements to the grants management system
  - Bringing our internal systems for handling social service complaints in line with the Welsh Government's new arrangements
7. In the remaining 6 key improvement areas, the initial phases of the improvement work identified was completed and the next phases of the improvement work have been carried over into the Corporate Governance Improvement Action Plan for 2016-2017.
8. This work includes:
  - Further strengthening the Council's corporate performance management framework
  - Continuing to modernise and strengthen Democratic Services

- Further strengthening the Council's approach to corporate risk management
  - Monitoring the implementation of the Information Commissioner's Audit action plan
  - Further strengthening workforce planning arrangements
9. The Council has recently received the Wales Audit Office - Annual Improvement Report 2015-2016 (presented to Council on 6<sup>th</sup> July 2016 by Mr Steve Barry, Audit Manager). The Corporate Governance Group will review the content of that report to identify any issues that require attention and the associated improvement work will be included in the Improvement Action Plan for 2016-2017.
10. A progress report on the Corporate Governance Improvement Action Plan for 2016-2017 will be presented to Members in the autumn.

### **Financial Appraisal**

11. The progress described was delivered against a challenging financial backdrop.

### **Equality Impact Assessment**

12. The Equality Act 2010 requires public bodies to “pay due regard to the need to:
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
  - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
  - Foster good relations between persons who share relevant protected characteristics and persons who do not share it.”
13. As the focus is a progress report, there is no requirement to undertake an equality impact assessment.

## **Workforce Impact**

14. The progress described was delivered as the Council saw a further downsizing of its workforce by a further 197 employees during 2015-2016.

## **Legal Impact**

15. This progress report is prepared under the Local Government (Wales) Measure 2009 and discharges the Council's duties to "make arrangements to secure continuous improvement in the exercise of its functions".

## **Risk Management**

16. The Council also has a general duty under the local Government (Wales) Measure 2009 to "make arrangements to secure continuous improvement in the exercise of its functions". In discharging this overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, including arrangements for the management of risk. Failure to monitor progress on the action plan may lead to non-compliance by the Wales Audit Office and statutory recommendations the Council would be obliged to address.

## **Consultation**

17. There is no requirement for consultation on this item.

## **Recommendations**

18. It is recommended that Members note the progress made on the Corporate Governance Improvement Action Plan for 2015-2016 attached at Appendix 1.

## **Appendices**

19. Appendix 1 – Corporate Governance Group Improvement Action Plan 2015-16

## **List of Background Papers**

20. Annual Governance Statement (contained within the 2014-15 Statement of Accounts):  
<https://democracy.npt.gov.uk/documents/g490/Public%20reports%20pack%2024th-Sep-2015%2010.00%20Audit%20Committee.pdf?T=10>

## **Officer Contact**

21. Mrs Karen Jones, Head of Corporate Strategy and Democratic Services. Tel: 01639 763284 or e-mail: [k.jones3@npt.gov.uk](mailto:k.jones3@npt.gov.uk)
22. Ms Caryn Furlow, Corporate Policy, Performance & Partnerships Manager. Tel 01639 763242, e-mail: [c.furlow@npt.gov.uk](mailto:c.furlow@npt.gov.uk)

## Corporate Governance Improvement Action Plan – 2015-2016

Key Improvement area	Lead Officer	Progress during 2015-2016	Carry forward for 2016-17
1. Corporate Performance Management Framework – to further develop the use and effectiveness of report cards	Head of Corporate Strategy and Democratic Services	Work undertaken to further strengthen the Business Planning process with the inclusion of both workforce planning and property asset management matters. Review of service report cards completed and findings have informed guidance for managers updating their report cards during 2016-2017.	Yes  Next phase of improvement work taken forward to 2016-2017
2. Modernise and strengthen Democratic Services (Phase 2) – to complete the programme of work in line with the recommendations arising from the review.	Head of Corporate Strategy and Democratic Services	The review of representation on external bodies was completed and reported to Council. Forward Work Programmes were re-established. Further training was made available on chairing skills / questioning skills. Improvements to the physical environment of the committee rooms and Council Chamber were carried out. Modern Gov was fully implemented (1 <sup>st</sup> phase). A survey of Members was undertaken to identify further areas for development. Improved information was provided on Member seminars and evaluation forms	Yes  Next phase of improvement work taken forward to 2016-2017



Key Improvement area	Lead Officer	Progress during 2015-2016	Carry forward for 2016-17
		were also introduced. Wales Audit Office (WAO) undertook a follow-up exercise regarding scrutiny and reported progress having been made.	
3. Strengthen financial monitoring arrangements to ensure emerging service pressures are identified and acted upon at the earliest opportunity.	Head of Financial Services	Work completed to strengthen financial monitoring arrangements including monthly reports to Corporate Directors Group and Senior Management Teams and quarterly reports to Scrutiny Committees. The Wales Audit Office commented they were satisfied with these arrangements as part of their Financial Resilience audit work undertaken during 2015-2016.	No - completed
4. Take forward the improvement work needed to provide and sustain effective risk management	Head of Financial Services	The revised Corporate Risk Management Policy was approved by Cabinet on 15 <sup>th</sup> July 2015. To implement the Policy, during the autumn of 2015, work was undertaken with Senior Management Teams to develop Directorate Risk Registers which informed the development of the Council's Corporate Risk Register which was presented to Cabinet on 2 <sup>nd</sup> March 2016.	Yes  Next phase of improvement work taken forward to 2016-2017
5. Formalise and implement the Corporate Communication and	Head of Corporate Strategy and Democratic	In place of a Corporate Communication and Engagement Strategy, an extensive programme of corporate communication and	No

Key Improvement area	Lead Officer	Progress during 2015-2016	Carry forward for 2016-17
Engagement Strategy	Services	engagement was established to support the budget process. This generated a large number of comments which influenced final priorities and decisions.	
6. Regional Collaborative arrangements – to continue to strengthen scrutiny arrangements by identifying areas for work programmes for the 2015-2016 civic year	Head of Corporate Strategy and Democratic Services.	ERW, Western Bay, City Region – were all subject of scrutiny during the year. Given the range of collaborative arrangements established as a result of Welsh Government policy, discussions will take place with scrutiny chairs to identify suitable topics of inclusion in 2016-2017 work programmes.	Yes – monitor
7. Information Commissioner’s Audit action plan – to continue to monitor the implementation of the action plan	Head of Legal Services & Head of ICT	The on-line Data Protection Training has commenced utilising the All-Wales Academy System which has been provided by the Welsh Government.	Yes
8. Undertake project work to improve the grants management system.	Head of Financial Services	Work completed to improve the grants management system.	No - completed
9. To monitor the ongoing challenge to have the right number of people, with the right skills, in the	Head of Human Resources	A review has been undertaken of the Council’s appraisal and performance development review processes which has led to the development of a singly	Yes Next phase of improvement work

Key Improvement area	Lead Officer	Progress during 2015-2016	Carry forward for 2016-17
right place, doing the right things		Performance Appraisal Policy. The Council's Personnel Committee approved the Policy at its meeting on 22 <sup>nd</sup> February 2016 and is now being implemented across the Council. A review has been undertaken of the Council's induction process and a revised process developed. Workforce planning has been introduced at a service level via the 2016-2017 business planning process and service workforce plans will support the development of a corporate Workforce Plan by the end of 2016-2017.	taken forward to 2016-2017
10. CSSIW recommendation for Children's Services: to consistently monitor the complaints service to ensure there is sufficient resource and capacity available to manage it effectively. Better organisational learning should be derived from complaints to improve the quality of services.	Head of Children's Services	During 2015-2016 we brought our internal systems in line with the Welsh Government's new arrangements for handling social services complaints, which came into force on 1 August 2014: Social Services Complaints Procedure (Wales) Regulation 2014 and the Representation Procedures (Wales) Regulation 2014.	No

Key Improvement area	Lead Officer	Progress during 2015-2016	Carry forward for 2016-17
11. To evaluate how effective our corporate communications and engagement activities are (both internal and external)	Head of Corporate Strategy and Democratic Services.	This action has been superseded by the work undertaken to support the budget process.	No
12. To oversee the improvement work contained within the Corporate Assessment action plan.	Corporate Governance Group	The Corporate Governance Group has continued to oversee the improvement work contained within the Corporate Assessment action plan	No Residual activities integrated within Annual Governance Statement.
13. To monitor any emerging risks of legal challenge around the Strategic School Improvement Programme and to ensure we are meeting the basics on consultation and equality.	Head of Legal Services	Monitoring has been undertaken during 2015-2016	No

## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### Policy and Resources Cabinet Board

27 July 2016

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

K.Jones

#### Matter for Monitoring

**Wards Affected:** All Wards

#### Neath Port Talbot County Borough Council Strategic Equality Plan 2015-2019 progress update

#### Purpose of Report

1. To present a progress update on the Strategic Equality Plan 2015-2019.

#### Executive Summary

2. This progress update, attached at Appendix 1, provides an interim picture of progress prior to the annual report that will be presented to Members in the autumn.
3. Overall, progress has been good across all objectives, with the majority of actions completed within set timescales. Where target dates have been missed explanatory narrative is included in the update.
4. Unfortunately data is not currently available for all measures identified in the Plan, however, a more complete picture will be available for the annual report which will be presented in the autumn.

#### Background

5. The Strategic Equality Plan was revised and published in October 2015.
6. Although the objectives remained relevant the actions that had been identified to meet them required updating or changing,

7. As required under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 an Annual Report will be presented to Members in the autumn.

### **Strategic Equality Plan 2015-2019 progress update**

8. The update, attached at Appendix 1, provides information on progress against the action plan developed as part of the revised Strategic Equality Plan which came into force in October 2015.
9. Good progress has been made across all objectives, with significant progress being made against Objective 2 and 6, improving access to information and the environment respectively.
10. The work undertaken to improve the website has ensured that the information available is relevant, up to date and available bilingually. Where the Council is fully responsible for the content, 92% of these webpages are bilingual with some content still awaiting translation.
11. Progressing the Digital by Choice agenda has provided an opportunity to review, update and develop online services, as well as making improvements to the website generally. As a result the aim is to provide a website that is more accessible, has improved transactional services as well as offering accessible applications for mobile devices.
12. During the first 6 months of the policy user satisfaction with navigation and mobile device applications were rated as 4 (the highest SOCITM rating) but work is still required to improve the accessibility of the website (SOCITM rating 2(second from lowest rating). Overall user satisfaction attracted a rating of 2.
13. The Disability Network Action Group (DNAG) has been involved as a stakeholder in the Vibrant and Viable Places project from the outset and this involvement has ensured that accessibility has been considered at all stages.
14. By involving DNAG a number of requirements have been incorporated at the design stage of the Port Talbot Integrated Transport Hub, including seats/benches every 50 metres, tactile

paving, bollards with contrasting band to aid visibility, fully accessible public space and bus shelters.

15. A number of actions are progressing well, including work in relation to addressing hate crime and domestic abuse. Both hate crime and domestic abuse have been identified as priorities for the Safer Neath Port Talbot Partnership and plans are being developed to address areas that require action.
15. Members are fully aware of the significant work the Council has undertaken to resettle Syrian families in Neath Port Talbot. Work to ensure the integration of these families into our communities has been the focus of attention over the last 12 months.
14. Currently data is not available for all metrics originally identified to measure the outcome of the equality objectives. However this will be addressed in the annual report which will be presented to Members in the autumn.
15. The Strategic Equality Plan Annual Report will provide further, more detailed, information on the resulting outcomes of the work undertaken as well as providing an opportunity to review action and metrics in order to fully meet the equality objectives.

### **Financial Impact**

16. The progress described in the annual report was delivered within reduced budgets.

### **Equality Impact Assessment**

17. As the focus of the update is to report progress made against our equality objectives, which were identified under the Equality Act 2010 there is no requirement to undertake an equality impact assessment.

### **Workforce Impacts**

18. The progress described in the annual report was achieved against a backdrop of a reduced workforce alongside ongoing financial challenges.

## **Legal Powers**

19. We have a legal duty under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 to monitor the progress on meeting our equality objectives.

## **Crime and Disorder Impact**

20. The Council has a legal duty under Section 17 of the Crime and Disorder Act 1998 to carry out all its various functions with “due regard to the need to prevent Crime and Disorder in its area”.
21. The Strategic Equality Plan contained specific proposals to prevent and address hate crime and domestic abuse and progress has been made to meet these proposals thereby assisting us in discharging the crime and disorder duty.

## **Risk Management**

22. We have a legal duty under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 monitor the progress on meeting our equality objectives. Failure to do so could lead to a compliance notice from the Equality and Human Rights Commission, an independent statutory agency which was established under the Equality Act 2006.

## **Consultation**

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

## **Recommendations**

24. It is recommended that:

Members monitor the contents of the progress attached at Appendix 1



## **Appendix**

25. **Appendix 1** – Strategic Equality Plan Progress Update

### **List of Background Papers**

26. [Equality Act 2010 and the Equality Act 2010 \(Statutory Duties\) \(Wales\) Regulations 2011.](#)

27. [Strategic Equality Plan 2015-2019](#)

### **Officer Contact**

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

This page is intentionally left blank

## Strategic Equality Plan Action Plan

<b>Objective 1:</b> Address <b>harassment discrimination and other threats to personal safety</b> experienced by people due to their protected characteristics						
<b>Project 1:</b> Increase awareness and reporting of hate crime.						
<b>Responsible Officer:</b> Karen Jones						
Action	Lead Officer	Achieved By	Completed	In progress	Not started	Comment
Design and deliver a programme of public engagement to prevent and raise awareness of hate crime and to increase the number of hate crimes reported to the police	Sian Morris	Ongoing		✓		<p>Since October 2015 the Community Safety team held 64 engagement days reaching over 11,500 members of the public. Some of these events were specifically delivering anti hate crime messages, with information and advice for victims also available at events.</p> <p>Anti-hate crime messages are delivered through social media and one message reached over 1,000 members of the public</p> <p>Four training sessions took place and 68 members of NPT staff were trained.</p> <p>There were 97 recorded incidents of hate crime.</p> <p>The Community Safety team are</p>



						setting up a Local Action Group to design and deliver an action plan to ensure a consistent message is delivered across NPT; that training of a high standard is delivered and to encourage the reporting of hate crime incidents.
Review the outcomes of hate crime incident reporting and identify if steps can be taken to prevent such incidents or to provide more effective responses	Sian Morris	March 2016	✓			South Wales Police have reviewed the procedure of hate crime incident reporting and have made changes to the way they record and respond to incidents ensuring that the needs of the individual are met and are monitored in the form of an individual action plan.
State crime to be a standing item on agenda for each meeting of the equality groups we engage with in order to raise awareness and encourage reporting	Rhian Headon	October 2015		✓		It was anticipated that a programme of meetings with the equality groups would have been developed in the autumn 2015. Hate crime has been part of the wider discussions at the limited number of BME Forum meetings that have taken place and is one of the specific work areas identified for inclusion in the role of the proposed development worker post.

Measures	2015-2016	2016-2017	2017-2018
No. of hate crime reports	91		
No. of repeat victims	Not Known		



<b>Objective 1:</b> Address <b>harassment discrimination and other threats to personal safety</b> experienced by people due to their protected characteristics						
<b>Project 2:</b> Strengthen partnership work to tackle domestic abuse and establish multi-agency mechanisms to support people at risk of being drawn into serious and organised crime						
<b>Responsible Officer:</b> Karen Jones						
Action	Lead Officer	Achieved By	Completed	In progress	Not started	Comment
Continue to challenge the notion that domestic abuse is acceptable via a range of targeted communication campaigns, training events and conferences.	Julia Lewis	Ongoing		✓		<p>The Community Safety team held 64 engagement days reaching over 11,500 members of the public. Some of these events were specifically delivering Domestic Abuse messages but information and advice for victims was available at all the events.</p> <p>Domestic Abuse messages are delivered through social media and the Safer NPT White ribbon campaign and 'Speak Out' initiative in October 2015 reached over 5,500 members.</p> <p>The NPT training department and the Domestic Violence Co-ordinator are currently planning a training programme in line with the Welsh Government National Training Framework</p>



Manage the Multi Agency Risk Assessment Conference (MARAC) process and the Independent Domestic Violence Advocate Service (IDVA)	Julia Lewis	Ongoing		✓		<p>The MARAC continues to meet every two weeks to discuss and put an action plan in place for very high and high risk victims of Domestic Violence.</p> <p>The Community Safety team have recently secured funding to increase the Domestic Violence Advocate capacity from one person on 37 hours to two Domestic Violence Advocates working 74 hours.</p>
Support local partners in their continued roll out of education packs and projects schools	Julia Lewis	Ongoing		✓		<p>The Community Safety team continues to support partners with their work in schools and organises a Crucial Crew event which over 1,600 year 6 children attended in 2015</p>
Manage the Domestic Abuse One Stop Shop and develop a business plan for its longer term future	Julia Lewis	March 2016		✓		<p>An independent consultant completed a review of the Domestic Abuse One Stop Shop and the action plan is monitored by the Domestic Abuse partnership group. The Domestic Abuse OSS Manager is currently working on a business plan for the future of the service.</p>
Create a county borough-wide domestic abuse strategy, incorporating into that strategy actions that will respond to the	Julie Lewis	March 2016		✓		<p>An independent review of the Domestic Abuse service in NPT has been undertaken and from this</p>



provisions within the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015						review a local strategy will be developed in partnership with ABMU and an action plan will be implemented.
Establish a local Channel Panel to discharge the Council's duties under the Counter Terrorism and Security Act.	Sian Morris	October 2015	✓			The Neath Port Talbot Channel Panel has been set up in line with the Counter Terrorism and Security Act 2015. The Chair of the Panel has been identified, all Panel members have received the Home Office approved WRAP 3 training and the Panel will be meeting for the first time during the summer. The next stage is to roll out the WRAP 3 training to staff and partners in NPT.
Participate in the Regional CONTEST board	Karen Jones	Ongoing		✓		<p>The Head of corporate Strategy and Democratic Services has chaired the Board for nine months. Key developments over this period are:</p> <ul style="list-style-type: none"> <li>• regional chairs to be members of the National CONTEST Board to ensure there are clear lines of communication between the regional and national structure.</li> <li>• strengthened processes for sharing intelligence &amp; agreeing actions to respond to intelligence</li> <li>• completion of an assessment of compliance with new duties &amp;</li> </ul>



						responsibilities set out in the Counter-terrorism & Security Act 2015 <ul style="list-style-type: none"> <li>• stronger links between local Channel Panels and the regional board</li> <li>• Stronger links between the regional board, community safety partnership and safeguarding arrangements</li> </ul>
--	--	--	--	--	--	---

	<b>Measures</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
	No. of incidents of domestic abuse notified to partner agencies	877		
	No. of new victims of domestic abuse and serious sexual offences			
	No. of repeat victims notified to partner agencies	45		
	No. of high risk victims assessed	344 (IDVA referrals)		
	Percentage of domestic abuse crimes resulting in conviction			
	No. of people engaged with, trained and attended conferences			
	No. of referrals to the Channel Panel and associated outcomes	0		
	No. of service users accessing the One Stop Shop and related outcomes	72 ( August-April)		
	Strategy adopted by agencies			

Page 25





<b>Objective 2:</b> Improve <b>access to information</b> by meeting the needs of people from protected groups where these are different from the needs of other people						
<b>Project 1:</b> To improve the Council's website content						
<b>Responsible Officer:</b> Karen Jones						
Action	Lead Officer	Achieved By	Completed	In progress	Not started	Comment
Implement a Digital by Choice policy	Karen Jones	October 2015	✓			<ul style="list-style-type: none"> <li>• <b>15.10.15</b> P&amp;R recommend the Channel Shift Strategy 'Digital by Choice' to Council (25.11.15) for adoption</li> <li>• <b>04.03.16</b> Key note event held to officially launch the Channel Shift Strategy "Digital by Choice"</li> <li>• Digital Inclusion Charter developed</li> </ul>
Complete work to bring website content up to date	Jonathan Lewis	March 2016	✓			<p>All pages of the corporate website are up to date</p> <p>New look website launched as part of the Digital by Choice policy</p>
Ensure website is compliant with the Council's Welsh Language Scheme/Welsh Standards requirements	Jonathan Lewis	March 2016	✓			Where the Council is fully responsible for the content, 92% of these webpages are bilingual with some content still awaiting translation.
With the assistance of the Disability Network Action Group, Youth Council, Older Persons' Council, Black and Minority Ethnic Forum, Lesbian, Gay, Bisexual Transgender Forum embed	Steff Griffiths	Ongoing		✓		Ongoing process.



user testing into website development activities						
Develop on-line catalogue of public information	Steff Griffiths	March 2016		✓		Ongoing development of the Public information Catalogue. A test system has been set up and is being populated with literature. It is envisaged that this will be moved to the live site within the next month
Ensure web developments are “mobile device friendly”	Steve John	Ongoing		✓		A mobile device friendly website was paramount when developing the new corporate website. Full functionality can now be accessed through all mobile devices without losing the overall look of the website.
Establish the corporate consultation portal ‘Objective’ as a requirement for all public consultation exercises	Anita James	October 2015		✓		Communications work ongoing to promote use of Objective to staff through usual communication channels, e.g. the staff newsletter, staff briefings, the intranet etc

Measures	2015-2016	2016-2017	2017-2018
No. of webpages updated	2,939		
% of website pages fully bilingual	92%		
% of increase in first hit successes on website			
% of customers rating the web content positively			
SOCITM rating <i>based on reviews done October 2015 to April 2016 - Overall</i>	2		



<ul style="list-style-type: none"> <li>• Tools for accessing content (Navigation, search, A-Z)</li> <li>• Mobile Test (usability from a mobile device)</li> <li>• Accessibility</li> </ul>	4		
	4		
	2		
% of public consultation exercises delivered through 'Objective'	12	15 (April – June)	
No. of consultees using the corporate consultation portal	192	380 (April – June)	
No. of customers assisted to use self-service options by Customer Services One Stop Shop staff			
% of transactions completed on line where 'on line' is an option for customers			



<b>Objective 2:</b> Improve <b>access to information</b> by meeting the needs of people from protected groups where these are different from the needs of other people						
<b>Project 2:</b> To increase the accessibility of information/documentation						
<b>Responsible Officer:</b> Karen Jones						
Action	Lead Officer	Achieved By	Completed	In progress	Not started	Comment
Work with equality groups to review the guidelines on accessible information	Anita James & Steff Griffiths	March 2016	✓			The How to Guides were updated in January 2016 using information already gathered through desk research and previous feedback from the groups
Promote the use of guidelines on accessible information	Anita James	Ongoing		✓		The How to guides are promoted via internal mechanisms e.g. 'In the Loop' staff magazine, Intranet staff news
Secure improved compliance with the Council's Corporate Identity to ensure the appropriate format, font, etc., is used	Steff Griffiths	March 2016	✓			Templates for letterheads have been produced and circulated to ensure consistency across the council. The template also includes standard text in line with the requirements of the Welsh Language Standards
Ensure inclusive and culturally appropriate language is used in public information documentation	Anita James	March 2016			✓	'How to Guides' to be further updated to include guidance on inclusivity in public information.
Ensure Welsh language is considered and taken into account at the design	Anita James &	Ongoing		✓		Consideration is given in the 'How to Guides' as to the use in



and development stage of any public information/service area documentation	Steff Griffiths					various communication activities. These guides are to be reviewed light of the introduction of the Welsh Language Standards. Requests for Objective surveys, posters for TV screens, web pages etc. are not actioned until Welsh copy is also received. Welsh language corporate Facebook and Twitter accounts are live. Assistance with practical advice on design etc., for bilingual publications being sought from the Welsh Translation Unit.
Promote images of people with protected characteristics in public information provided by the Council	Steff Griffiths	March 2016		✓		The use of more positive images of people with protected characteristics is slowly being incorporated into publications. The 'How to Guides' will be reviewed as well as the utilising other internal communication methods to promote the use of appropriate images.

Measures	2015-2016	2016-2017	2017-2018
No. of requests for public information in alternative formats			
No. of "hits" on alternative format guidance pages			
No. of complaints upheld in relation to use of culturally inappropriate/insensitive language			
No. of complaints upheld in relation to compliance with the Council's Welsh Language Scheme /Welsh Language Standards (from April 2016)	1		



<b>Objective 3:</b> Improve <b>access to services</b> by meeting the needs of people from protected groups where these are different from the needs of other people						
<b>Project:</b> Improve access to the provision of Social Services						
<b>Responsible Officer:</b> Angela Thomas						
Action	Lead Officer	Achieved By	Completed	In Progress	Not Started	Comment
Analyse the profile of children on the child protection register and looked after children and the profile of existing foster carers to inform a recruitment and retention programme	Performance & Analysis Manager – Children’s Services	Sept 2016	✓			The Foster Carer Recruitment Strategy has recently been approved by Children Young People and Education Committee and is now in the process of being implemented. The Strategy was informed by the profiles of looked after children and foster carers.
Analyse profile of adults referred to social services for a service and those deemed eligible to receive services to inform future commissioning arrangements	Performance & Analysis Manager – Adult Services	Sept 2017		✓		6 of the 9 protected groups are collected on our system and IT are in the process of factoring these into existing relevant reports; 3 of the protected groups (gender reassignment, pregnancy & maternity and sexual orientation) are not currently collected; Reports will need to be QA



						checked before any data can be submitted
Analyse the profile of current service users to determine any gaps in the take up of services from specific groups.	Performance & Analysis Managers – Adult Services/ Children’s Services	December 2016	✓			Promotion material encourages the recruitment of foster carers from a wide range of groups. Marketing material is currently being reviewed in line with the new Foster Carer Recruitment and Retention Strategy.
Engage with specific groups to consider the possible existence of barriers to the take up services.	Head of Community Care & Commissioning/ Children’s Services	December 2016			✓	
Analyse the data to inform appropriate changes to services to meet the needs of identified groups	Head of Community Care and Commissioning/ Children’s Services	December 2016			✓	
Involve existing networks in developing information and advice in the implementation of the Social Care and Wellbeing Act	Head of Community Care & Commissioning/ Children’s Services	March 2016		✓		A multi agency group has been established to meet the requirements of the Social Services and Wellbeing Act 2014.  A development plan is in place to develop a trusted and accessible community



						<p>resources directory which is also supported by a communications and engagement plan.</p> <p>An options appraisal on available software platforms on the way forward will be put before members in autumn 2016</p>
--	--	--	--	--	--	--

page 40

<b>Measures</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
Equality profile of looked after children to be produced		✓	
Equality profile of foster carers to be produced		✓	
Equality profile of adult service users to be produced			
Changes to equality profile made following actions			





**Objective 4:** Monitor **information and data** effectively in order to identify disadvantages experienced by people due to their protected characteristics

**Project:** Develop robust monitoring systems within services

**Responsible Officer:** Karen Jones

<b>Action</b>	<b>Lead Officer</b>	<b>Achieved By</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not started</b>	<b>Comment</b>
Audit EIAs to identify: <ul style="list-style-type: none"> <li>• areas for improvement</li> <li>• good practice</li> <li>• areas where further training is required</li> </ul>	Rhian Headon	October 2015	✓			An audit report was produced in October 2015 which identified areas for improvement, good practice and areas where further training was required
Use the lessons learnt from Equality Impact Assessment process, the budget planning event and other relevant engagement events to identify gaps in knowledge and/or understanding of the various protected characteristics.	Rhian Headon	October 2015		✓		With the audit report in being received only in October 2015 it was not possible to meet the target date for this action. Work is underway to meet this action taking into account other relevant work, e.g. a review of the EIA process in light of the requirements of the Welsh Language Standards. The target date needs to be reviewed.



<p>Undertake development work with existing groups to put them on a firmer footing, e.g. Black and Minority Ethnic Forum and Disability Network Action Group</p>	<p>Rhian Headon</p>	<p>Ongoing</p>		<p>✓</p>	<p>Working with the BME Forum and NPTCVS to identify support requirements and progress the position of the development worker to help support and develop Forum.</p>
<p>Ensure monitoring data on staff is collected, inputted and updated via the VISION system at regular periods during staff employment with the Council e.g.:</p> <ul style="list-style-type: none"> <li>• joining the council</li> <li>• change of position within the council</li> </ul>	<p>Sheenagh Rees</p>	<p>March 2017</p>		<p>✓</p>	<p>Arrangements have been in place for a number of years to obtain 'equalities' data at the point of recruitment (both new to the Council and internal appointments). The range of information however gathered does not include all of the protected characteristics. To address this, requires a work intensive exercise at a time when resources are reducing within the HR team and across the Council.</p> <p>A possible solution has been identified (The Employee Portal) and this is being scoped to be considered further at the Digital by Choice Programme Board. No</p>



						timescale is attached to this yet.
Provide guidance and advice to officers in providing feedback to consultation exercises	Rhian Headon	March 2016			✓	<p>Advice has been given to service areas when required in undertaking consultation exercises; on the questions, the style and layout, legislative requirements as well as who to consult. Feedback is an important part of the consultation process and as such officers are advised of this.</p> <p>Guidance on providing feedback will be included in the review of the Equality Impact Assessment as well as being part of the review of the Council's consultation mechanisms.</p>
Feedback on consultation exercise to be available through Objective	Rhian Headon & Anita James	March 2016			✓	<p>Work to progress this has not started. The Council's consultation mechanisms are currently being reviewed and availability of feedback on consultation exercises will be included in the review.</p>



<b>Measures</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
% of equality impact assessments audited			
No. of improvement actions identified from equality impact assessment audit	7		
% of improvement actions completed	43%	43% In progress	
No. of people participating in Black and Minority Ethnic Forum and Disability Network Action Group	8		



<b>Objective 5:</b> Deliver <b>staff training</b> in line with the Equality Act requirements						
<b>Project 1:</b> Review staff training in line with the Equality Act Requirements						
<b>Responsible Officer:</b> Lynne Doyle						
Action	Lead Officer	Achieved By	Completed	In Progress	Not started	Comment
To deliver training sessions on a range of specific topics:						
Essential skills.	Lynne Doyle	2015-16				There was no funding last year to enable these sessions to be held. Working with Workers' Education Association and Connecting Learners under Wales Union Learning Fund (WULF) Project funding to provide sessions for Community Care staff
Dyslexia awareness		Nov 2015	✓			29 staff attended sessions last year.
Hate Crime		2015-16	✓			36 staff attended the sessions last year. Sessions arranged for January and March 2017
Disability Awareness		Jan 2016			✓	Disability, Equality and Diversity training has been delivered to 34 Foster Carers so far this year
Human trafficking.		2015-16	✓			18 staff attended 2 sessions last year. Sessions are planned for July, September and November 2016 with 2 further sessions planned for early 2017.
PREVENT anti-extremism awareness		2015-16			✓	Sessions are being planned and dates will be confirmed in the autumn



Transgender awareness	Lynne Doyle	2015-16	✓			
Equality Impact Assessments		2015-16	✓			Training sessions were held for those staff responsible for completing EIAs, particularly in relation to budget proposals. the need for further training sessions is being considered as in light of the audit report recommendations
Equality Act Responsibilities		2015-16	✓			The Heads of Service Equality and Community Cohesion Group have ensured that staff are aware of their individual and collective responsibilities under the Equality Act 2010 through a range of activities; training sessions, briefing sessions, articles in the staff newsletter, support documentation available on the Performance Hub.
Sexual Exploitation		2015-16	✓			46 Child Sexual Exploitation awareness sessions were delivered across Western Bay. 195 Neath Port Talbot staff attended in 2015-16 with 52 staff attending so far this year. More sessions are planned.
Roma Awareness		2015-16	✓			9 staff attended a session held in Swansea last year.
Gypsy and Traveller Awareness		Oct 2015	✓			One session was held in October last year, 16 people attended



Dementia Awareness	Lynne Doyle	Oct 2015	✓			99 staff attended the Introduction to Dementia awareness sessions – Dementia awareness sessions are ongoing and Dementia Friends Information Sessions are being planned by the Health and Wellbeing Group
Cultural Awareness		2015-16			✓	
Age Discrimination		2015-16				

Measures	2015-2016	2016-2017	2017-2018
No. of staff attending training on each specific topic			
Essential skills	-	TBA	
Child Sex Exploitation completed	195	52 + ongoing	
Equality impact assessment training	3		
Gypsy Travellers	16		
ROMA	9		
Intro to Dementia awareness	99	Ongoing	
Hate Crime	36	Jan/ Mar 2017	
Human Trafficking	18	Jul/ Sept/Nov16 Jan/Mar17	
Cultural diversity in the welsh context		13	
CSE Trainer Development	5	-	
Dyslexia Awareness	29	TBA	
Prevent	-	TBA	
Learning disability awareness	14		
Disability, Equality & Diversity for Foster Carers		34	
% of participants of training sessions that considered training had met the objectives set for the programme			



<b>Objective 6:</b> Improve <b>access to the environment</b> by meeting the needs of people from protected groups where these are different from the needs of other people						
<b>Project 1:</b> Improve physical accessibility to and within civic offices and other council owned buildings						
<b>Responsible Officer:</b> Mike Roberts						
Action	Lead Officer	Achieved By	Completed	In Progress	Not started	Comment
Review signage within civic offices and other council owned buildings in accordance with BS8300, RNIB	Richard Jenkins	February 2016		✓		Signage to be reviewed collectively with Welsh Language Service and Digital by Design.
Renew as appropriate signage within civic buildings	Richard Jenkins	February 2016		✓		See above
Review access to and from civic offices and amend where appropriate	Richard Jenkins	February 2016		✓		Awaiting works to commence at PT Civic to include new handrails, door ironmongery, etc.
Establish a system for keeping access to council owned buildings under review and amend where appropriate	Richard Jenkins	Ongoing 2015		✓		Ongoing access surveys.
Ensure access is suitable for the public to use toilets where appropriate in civic offices	Richard Jenkins	October 2015	✓			Public access to accessible toilets within civic offices.
Sensory accessibility within civic offices and other council owned buildings to be reviewed	Richard Jenkins	Ongoing		✓		Ongoing access surveys.

Page 48





Liaise with the Sensory Support Manager and other partners regarding specific issues for people with visual and hearing impairments.	Richard Jenkins	Ongoing		✓		Ongoing
Improve entrance signage to Neath Civic Centre	Richard Jenkins	November 2015	✓			New signage
Create a disabled toilet near the committee rooms in Port Talbot Civic Centre	Richard Jenkins	September 2015	✓			New accessible toilet
Continue to undertake access audits of Council buildings and prioritise identified works to improve accessible environment	Richard Jenkins	Ongoing	✓			Ongoing

Measures	2015-2016	2016-2017	2017-2018
No. of complaints received in relation to accessibility	0		
% of complaints upheld in relation to accessibility	N/A		



<b>Objective 6:</b> Improve <b>access to the environment</b> by meeting the needs of people from protected groups where these are different from the needs of other people						
<b>Project 2a:</b> Appropriate positioning of street furniture, signs, lighting columns, etc						
<b>Responsible Officer:</b> Mike Roberts						
<b>Action</b>	<b>Lead Officer</b>	<b>Achieved By</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not started</b>	<b>Comment</b>
Engage with Disability Network Action Group, Safer Neath Port Talbot Partnership and other relevant groups to consider appropriate repositioning of street lighting columns as part of the street lighting refurbishment scheme	Mike Key	September 2016		✓		No works carried out requiring engagement
Engage with Disability Network Action Group, Safer Neath Port Talbot Partnership and other relevant groups where appropriate to consider access improvements as part of any significant environmental maintenance work	Andrew Lewis	Ongoing		✓		No works carried out requiring engagement
Ensure play equipment at the new school development at Western Avenue is appropriate for children with a physical disability	Andrew Lewis	January 2016		✓		Play area due to open summer 2016
Ensure replacement benches within parks are suitable for people with a physical disability	Andrew Lewis	Ongoing		✓		No replacement benches installed
Continue to ensure that bus shelters are suitable for all users	Andrew Lewis	Ongoing		✓		



Continue to share and promote best practice in relation to equality within our service areas	Andrew Lewis	Ongoing		✓		Work ongoing with individuals regarding possible new play provision at Gnoll Park
--	--------------	---------	--	---	--	---

Measures	2015-2016	2016-2017	2017-2018
No. of complaints received in relation to accessibility	0		
% of complaints upheld in relation to accessibility	N/A		



<b>Objective 6:</b> Improve <b>access to the environment</b> by meeting the needs of people from protected groups where these are different from the needs of other people						
<b>Project 2b:</b> Design and delivery of regeneration projects						
<b>Responsible Officer:</b> Mike Roberts						
Action	Lead Officer	Achieved By	Completed	In Progress	Not started	Comment
<b>Engage with stakeholder groups, including those representing people from protected groups, to inform the design and delivery of regeneration projects</b>						
<p>The positioning and style of street furniture to be considered in the following regeneration</p> <ul style="list-style-type: none"> <li>Lower Station Road Enhancements</li> <li>Green Park Riverside Enhancements</li> <li>Harbour Walk</li> <li>Port Talbot Integrated Transport Hub</li> </ul>	Ian Williams	<p>Sept 2015</p> <p>June 2016</p> <p>March 2016</p> <p>Dec 2016</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>			<p>Consultation undertaken with DNAG and positioning a style of seating agreed.</p> <p>DNAG engaged through VVP Stakeholder Group.</p> <p>DNAG engaged through VVP Stakeholder Group.</p> <p>Project Team met with DNAG to review accessibility issues and have incorporated requirements onto the design of the Transport</p>



<ul style="list-style-type: none"> <li>• Neath Town Centre Redevelopment – Phase 1</li> </ul>		Nov 2015	✓		<p>Hub including seats / benches every 50 metres, tactile paving, bollards with contrasting band to aid visibility, fully accessible public space and bus shelters.</p> <p>No street furniture included in the Phase 1 scheme.</p>
---	--	----------	---	--	--



<p>With relevant groups determine the appropriate signage, etc. in the following regeneration projects:</p> <ul style="list-style-type: none"> <li>• Lower Station Road Enhancements</li> <li>• Green Park Riverside Enhancements</li> <li>• Harbour Walk</li> <li>• Port Talbot Integrated Transport Hub</li> </ul>	Ian Williams	Sept 2015	✓		Consultation undertaken with DNAG. No signage included in scheme
		June 2016	✓		DNAG engaged through VVP Stakeholder Group. No signage included in scheme
		March 2016	✓		DNAG engaged through VVP Stakeholder Group. No signage included in scheme
		Dec 2016	✓		Project Team met with DNAG to review accessibility issues and have incorporated requirements onto the design of the Transport Hub including seats/benches every 50 metres, tactile paving, bollards with contrasting band to aid visibility, fully accessible public space



<ul style="list-style-type: none"> <li>• Neath Town Centre Redevelopment – Phase 1</li> </ul>		Nov 2015	✓		<p>and bus shelters.</p> <p>All signage compliant with relevant regulations.</p>
<p>Ensure access is suitable for the public to use the facilities particularly in the following regeneration projects are to be reviewed:</p> <ul style="list-style-type: none"> <li>• Lower Station Road Enhancements</li> <li>• Green Park Riverside Enhancements</li> <li>• Harbour Walk</li> <li>• Port Talbot Integrated Transport Hub</li> </ul>	Ian Williams	Sept 2015	✓		<p>Consultation undertaken with DNAG. Tactile paving agreed for scheme</p>
		June 2016	✓		<p>DNAG engaged through VVP Stakeholder Group. New park area will be fully accessible for all. Scheme includes disabled parking provision.</p>
		March 2016	✓		<p>DNAG engaged through VVP Stakeholder Group. Footpath designed to be accessible for all.</p>
		Dec 2016	✓		<p>Project Team met with DNAG to review accessibility issues and have incorporated</p>



<ul style="list-style-type: none"> <li>• Neath Town Centre Redevelopment – Phase 1</li> </ul>		Nov 2015	✓		<p>requirements onto the design of the Transport Hub including seats / benches every 50 metres, tactile paving, bollards with contrasting band to aid visibility, fully accessible public space and bus shelters.</p> <p>Car park includes disabled parking spaces and is accessible for all. Development includes Shopmobility facility</p>
<p>Liaise with architects and other partners regarding specific issues for people with mobility problems in the following regeneration projects:</p> <ul style="list-style-type: none"> <li>• Lower Station Road Enhancements</li> <li>• Green Park Riverside Enhancements</li> </ul>	Ian Williams	Sept 2015	✓		<p>Project designers briefed to ensure that schemes need to be accessible to people with mobility problems.</p>
		June 2016	✓		<p>Project designers briefed to ensure that schemes need to be accessible to people with mobility problems.</p>
		March 2016	✓		<p>Project designers briefed</p>





<ul style="list-style-type: none"> <li>• Harbour Walk</li> </ul>					to ensure that schemes need to be accessible to people with mobility problems.
<ul style="list-style-type: none"> <li>• Port Talbot Integrated Transport Hub</li> </ul>		Dec 2016	✓		Project designers briefed to ensure that schemes need to be accessible to people with mobility problems.
<ul style="list-style-type: none"> <li>• Neath Town Centre Redevelopment– Phase 1</li> </ul>		Nov2015	✓		Project designers briefed to ensure that schemes need to be accessible to people with mobility problems.

Measures	2015-2016	2016-2017	2017-2018
No. of complaints received in relation to accessibility	0		
% of complaints upheld in relation to accessibility	N/A		



<b>Objective 7:</b> Reduce gaps in the <b>educational performance</b> experienced by pupils due to their protected characteristics						
<b>Project 1:</b> To raise levels of attendance of pupils with the protected characteristics at school						
<b>Responsible Officer:</b> Chris Millis						
<b>Action</b>	<b>Lead Officer</b>	<b>Achieved By</b>	<b>Completed</b>	<b>In Progress</b>	<b>Not started</b>	<b>Comment</b>
Attendance officers to support schools in order to collate data on protected characteristics	John Burge	Ongoing				This is no longer part of the role of the attendance officer and so this action will need to be reviewed.
Data unit to provide monthly attendance information to identify trends on pupils within identified groups	Carl Glover	Ongoing		✓		Monthly attendance provided to schools. Trend data of identified groups distributed on a 6 monthly basis. Spreadsheet developed for identified groups on a monthly basis, awaiting approval from Heads of Service.
Education Welfare Service to evaluate data to assist schools in developing a strategy of engagement as part of their attendance action plan to be submitted annually (September) in accordance with the	John Burge	Ongoing		✓		Analysing and evaluating attendance across all Neath Port Talbot schools is an ongoing priority.



attendance partnership agreement						
Analyse the attendance information in relation to identified groups and inform relevant officers in order to develop engagement strategies with identified pupils	John Burge	Ongoing		✓		Processes are in place for attendance data to be regularly shared with key ELLL managers.

Measures		2015-2016 (Academic Year)		2016- 2017	2017- 2018
		Sept - 31 Dec 2015	Sept 2015 – 29 April 2016		
To reduce the difference of 0.1% between boys and girls at primary level and to maintain the equal status at secondary level.	Primary	0.17%	0.13%		
	Secondary	0.07%	0.04%		
To reduce the difference of 1.5% between pupils with SEN and other pupils at primary level and 2.6% at secondary level (Pupils with SEN are more likely to have a disability than pupils not classed as SEN).	Primary	1.25%	1.36%		
	Secondary	3.16%	3.29%		
To maintain the equality of attendance between pupils classed as White British and Non White British at primary level and maintain high level at secondary level – 1.6% above White British	Primary	0.39%	0.57%		
	Secondary	-0.98%	-0.99%		
To reduce the difference of 4% between travellers and non travellers at primary level and maintain the high percentage at secondary (4.7% above non travellers).	Primary	8.45%	9.61%		
	Secondary	6.45%	6.86%		



**Objective 7:** Reduce gaps in the **educational performance** experienced by pupils due to their protected characteristics

**Project 2:** To reduce the gaps in educational performance attainment between boys and girls at Key Stages (KS) 1, 2 & 3

**Responsible Officer:** Chris Millis

Action	Lead Officer	Achieved by	Completed	In Progress	Not started	Comment
To address areas of teaching and learning to ensure curriculum is engaging and challenging for both boys and girls.	EDIS Challenge Advisors	Ongoing		✓		A wide range of courses linked to the regional menu of support is in place for all schools
Training for all school staff to ensure good models of Teaching and Learning are consistent within our schools for literacy and numeracy.	Teacher Development Officers for Literacy/ Numeracy	Ongoing		✓		A wide range of courses linked to the regional menu of support is in place for all schools. These are delivered by ERW/NPT officers
Training for school staff to ensure good models of Teaching and Learning are consistent within our schools for addressing SEN/ALN	Teacher Development Officer for ALN	Ongoing		✓		A wide range of courses linked to the regional menu of support is in place for all schools. These are delivered by ERW/NPT officers
Identify good practice where schools are displaying consistently strong evidence in relation to attainment by boys.	EDIS Challenge Advisors	Ongoing		✓		This has taken place during the core visits. Lesson observations, work scrutiny and the categorisation system allow the challenge advisors to gather first hand



						evidence of best practice
Share good practice by the development of Hwb	EDIS Challenge Advisors	Ongoing		✓		Hwb usage is developing, particularly as part of the STAP (Securing Teacher Assessment Programme). This allows schools to share examples of best practice..
Updated training for Headteachers to undertake effective monitoring of groups of pupils to ensure appropriate progress is made based on previous achievement	Mike Daley	Ongoing		✓		All school leaders are well trained in tracking the progress of all learners and groups of learners. Progress is now also more effectively tracked via teacher feedback and is monitored in nearly all schools using effective work scrutiny.
AP Heads and Deputy Heads to receive updated training on data analysis, Self-evaluation development and School improvement plan in relation to attainment of underachievement of identified pupils	Mike Daley	Ongoing	✓			All school leaders and governors have received training in each of these areas. Templates have been provided and best practice shared.
Updated Training with INCERTS tracking software for Heads, Deputies and Assessment coordinators with a focus on underachievement of either Girls and/ or Boys in relation to tracking groups	Mike Daley / Ann Stoker	Ongoing	✓			All schools have received training in this area.



Measures	2015-2016	2016-2017	2017-2018
A comprehensive regional training program is available to all schools for literacy and numeracy. Regular training programs for ALN, particularly update sessions for coordinators.	This is being delivered and the effectiveness of support is monitored by the school improvement team		
School to school support being developed in every school via the menu of support decided in the Autumn Core Visit. This is bespoke for each school and is supplemented by the 'Lift as you climb' project at primary level.	'Lift as you Climb' project was delivered and all schools received appropriate funding. School to school work is continuing to develop.		
There is now individual tracking data within the LA for every pupil which includes teacher assessment, test scores and contextual data over time. This is collated by the data unit and shared with all schools.	This is produced by the data unit and shared with all schools twice a year.		
Extensive training for all senior leaders (including governors) in self-evaluation and improvement planning has been delivered. Templates for both reports have also been provided to each school.	This has been completed and a number of schools have been inspected with positive comments.		
Extensive Hwb training for all schools in the authority has been provided.	This has been delivered		

2015-2016  
 2016-2017  
 2017-2018



<b>Objective 8:</b> Ensure our employment and recruitment processes promote fairness and equality for all.						
<b>Responsible Officer:</b> Sheenagh Rees						
Action	Lead Officer	Achieved by	Completed	In Progress	Not started	Comment
<b>Employment Policies</b>						
Review our employment policies every three years:- <ul style="list-style-type: none"> <li>Whistleblowing Policy and Procedure</li> <li>Grievance Policy and Procedure</li> <li>Domestic Violence Policy</li> <li>Equal Opportunities in Employment Policy</li> <li>Flexible Working Policy</li> </ul>	Diane Hopkins	Oct 2015 June 2016 Sept 2016 Nov 2016  Sept 2017	✓			
<b>Recruitment Processes</b>						
Undertake training for recruiting managers outlining their responsibilities under the Equality Act, making reasonable adjustments, at interview and when considering the best applicant for the post, ensuring a fair and transparent process	Diane Hopkins	Ongoing	✓			Training for managers was completed for the year 2015/2016 on 7 May 2016
<b>Workforce Monitoring Information</b>						
Collection of information on protected characteristics (This is part of the VISION Development Project and approval needs to be given for this development to be	Cath Lewis	March 2016			✓	The VISION Development Project has now been transferred to the Digital by Choice agenda and initial work



prioritised by the Efficiency Board).						has commenced on an employee portal to capture the necessary data outside of VISION.
<b>Annual Reporting</b>						
Publish annual report on employment information by protected characteristic. (see above)	Cath Lewis	Sept 2015		✓		The data for 2015/16 was reported to Personnel Committee on 1 <sup>st</sup> September 2015.
<b>Trade Union Consultation</b>						
Undertake ongoing consultation on monitoring developments and future objectives. These are to be on the agenda annually for the LGS Forum.	Diane Hopkins	April 2016		✓		Consultation has taken place for 2015/16 at the Local Government Services Forum on 6 <sup>th</sup> July 2015.

<b>Measures</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
No. of staff attending recruitment training	14		
% of participants of training sessions that considered their knowledge had increased	100%		
No. of recruitment complaints	0		
Other measures are reported in the Annual Equalities Employment Information Report.			





<b>Objective:</b> Gender Pay Objective						
<b>Project:</b> To further develop pay/employment data to better understand the reasons for the gender pay gap and to identify any actions which may be feasible to close the pay gap.						
<b>Responsible Officer:</b> Sheenagh Rees						
Action	Lead Officer	Achieved By	Completed	In Progress	Not started	Comment
<b>Further develop pay/employment data</b>						
Address existing discrepancies	Cath Lewis	March 2016		✓		Currently working on the process for reporting gender pay gap data in line with recent legislation
Identify and address any gaps in data	Cath Lewis	March 2016		✓		As above
<b>Annual Reporting</b>						
Draft and publish pay gap information in employment information annual report	Diane Hopkins	Reported annually		✓		Reported to Personnel Committee during September each year
<b>Starting Salaries</b>						
Policy decision that all new starters commence on the minimum point of the grade. This is monitored via the Starting Salaries Monitoring Form.	Diane Hopkins	Ongoing	✓			This policy has been in place since the introduction of Job Evaluation in 2008.



Measures	2015-2016	2016-2017	2017-2018
The single figure difference between the average hourly earnings of men and women calculated by reference to all female employees' average pay with all male employees' average pay.	£2.00		
No. of new starters commencing above the minimum point of the grade	17  2% of new starters		



## POLICY AND RESOURCES CABINET BOARD

### REPORT OF THE HEAD OF FINANCIAL SERVICES – D.REES

27 July 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 5<sup>th</sup> March 2009) and detailed below are the changes in the bank base rate since April 2008.

<b>Effective Date</b>	<b>Bank Rate</b>
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 15th July 2016:

	Equal Instalments of Principal		Annuity		Maturity	
	Previous 13Jun16	Current 15Jul116	Previous 13Jun16	Current 15Jul116	Previous 13Jun16	Current 15Jul116
	%	%	%	%	%	%
5-5.5 years	1.47	1.21	1.47	1.21	1.78	1.44
10-10.5 years	1.78	1.44	1.79	1.45	2.36	1.97
20-20.5 years	2.36	1.97	2.44	2.00	3.04	2.63
35-35.5 years	2.93	2.54	3.01	2.60	2.95	2.54
49.5-50 years	3.09	2.70	3.06	2.68	2.83	2.40

### 3. General Fund Treasury Management Budget

3.1 The following table sets out details of the treasury management 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 Outturn Position £'000		2016/17 Original Budget £'000
14,799	Principal and Interest charges	16,762
	<b>Investment Income</b>	
(740)	- Total	(614)
218	- less allocated to other funds*	260
<b>(522)</b>	<b>Subtotal Income</b>	<b>(354)</b>
(97)	Contribution to/(from) treasury management reserve	
2,900	Contribution to voluntary redundancy reserve	
<b>17,080</b>	<b>Net General Fund</b>	<b>16,408</b>

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 £383,000.

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 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:

<b>Counterparty</b>	<b>Value £'000</b>	<b>Period</b>	<b>Maturity</b>	<b>Rate %</b>
Eastbourne Borough Council	4,000	4.5 Years	June 18	2.20%
Peterborough City Council	6,000	5.0 Years	Dec 18	2.10%
<b>TOTAL</b>	<b>10,000</b>			

#### Financial Impact

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

#### Equality Impact Assessment

7. 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 271/16

### **Officer Contact**

Mr David Rees – Head of Financial Services  
Tel. No.- 01639 763634  
E-mail - d.rees1@npt.gov.uk

Mr Huw Jones – Chief Accountant – Capital and Corporate  
Tel. No. - 01639 763575  
E-mail - h.jones@npt.gov.uk

Mr Chris Rees – Senior Accountant  
Tel. No. - 01639 763590  
E-mail - c.rees@npt.gov.uk

## Neath Port Talbot County Borough Council

### POLICY AND RESOURCES CABINET BOARD

27 July 2016

#### Report of the Head of Legal Services – David Michael

#### Matter for decision

#### Wards Affected:

All

#### Legal Services Business Plan 2016/17

#### Purpose of report

1. To seek endorsement from the Policy and Resources Cabinet Board of the Legal 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.
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:
  - Legal Services:-
    - Monitoring Officer
    - Litigation
    - Property and Contracts
    - Legal Services Child Care
    - Support Services
    - Local Land Charges
    - Register Office

## **Financial Impact**

4. The budget for the listed posts of Legal Services (which exclude Licensing) for 2016/17 totals £2,029,305 net.

## **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 Legal Services Business Plan for the financial year 2016/17.

## **Reasons for proposed decisions**

11. To allow the section 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. Legal 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 Michael – Head of Legal Services

Tel No: 01639 763368

E-mail: [d.michael@npt.gov.uk](mailto:d.michael@npt.gov.uk)

**Legal Services**  
**Business Plan 2016/17**

**Head of Service:** David Michael  
**Area of Responsibility:** Legal Services  
**Sponsor (Cabinet Member):** Councillor Arwyn Woolcock

**Introduction**

This Business Plan covers the financial year 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2017. It covers the following services:

- Monitoring Officer;
- Property and Contracts;
- Litigation;
- Legal Services Child Care;
- Support Services including Local Land Charges, and
- Register Office

A separate business plan has been prepared for the Licensing Team which is also part of Legal Services.

The budget for the services covered by this business plan is £2,029,305 net.

### Delivery of Priorities in 2015/16

REF	AIM	ACTION	ACHIEVEMENT
1.	<b>Improve outcomes for children in need and children looked after.</b>	Updating and delivering training to social workers on issues of quality and format of evidence and assessment, new developments in child protection cases in the new Unified Family Court and revision of the Public Law outline, and court skills	Training has continued to be delivered as requested by the client to fit in with its overall objectives.
2.		Senior or Principal Solicitor attending twice weekly legal surgeries with principal officers and social workers to improve decision making on individual cases; identifying cases where protective action is appropriate and reducing “drift.”.	Legal Surgeries, covering not only new potential cases but also children already in care who may no longer need to be looked after, have been successful, in avoiding drift, ensuring timely protective action is taken, and families diverted where appropriate away from formal child protection procedures

REF	AIM	ACTION	ACHIEVEMENT
3.		Piloting an in house advocate to increase the availability of early advice upon cases, consistency of approach, and to deliver savings on the cost of using external counsel. Assessment in conjunction with Social Services	After a successful pilot, the creation of an In House Advocate post was approved by personnel committee, and will be filled in 2016/17. Savings of £50k+ achieved compared to previous years
4.		Provision of accurate and timely data to the Head of Children and Young People Services to enable him to monitor and control his legal spend, and to enhance the ability to benchmark.	In general, invoices payable by Children and Young People Services have been processed promptly, and the HoS advised in advance of any large items such as QC fees
5.		Continuation of development of contracts and service level agreements for provision of early intervention and preventative services and execution of agreements both with external organisations and internal departments. Advice to be given on development of further tender exercises for remaining areas of Early Intervention and Preventative Services	Contracts for 2015/16 provided

REF	AIM	ACTION	ACHIEVEMENT
6.		In light of success of development Early Intervention and Preventative Services, advice to be provided on further tendering opportunities in children's services including those for advocacy services	Completed in May 2015
7.		Ongoing advice to be provided on contractual arrangements for children's services	Advice provided during year
8.	<b>Raise educational standards and attainment.</b>	Contract for new Baglan Bay School and other 21 <sup>st</sup> Century School Programme	Completed
9.		General Legal Support for schools and Directorate of Education Leisure and Lifelong Learning on contractual matters	Advice provided during year
10.		Advice on contract conditions for Transport Tender, which shall include the provision of transport services school children with the aim of development of a Dynamic Purchasing System for Transport Services	Completed in May 2016
11.		Development of contracts with providers for placement of children with educational needs	Completed in May 2016
12.		General Legal Support for schools and Directorate of Education Leisure and Lifelong Learning	General legal support for school provided. Team continues to be provider of legal advice for all schools. Conducted judicial review action on behalf of Council

REF	AIM	ACTION	ACHIEVEMENT
13.	<b>Maximise the number of adults who are able to live independently</b> <b>And</b>	Section.33 and related agreements (between ABMU and NPT, Swansea and Bridgend Councils) for Western Bay.	Agreement in place including intermediate Care Section 33 Agreement. Delay in Substance Misuse agreement due to changes in partner requirements.
14.	<b>The provision of housing related support for the Supporting People Programme</b>	Agreements to cover the provision and receipt of services to and from Gwalia until the decant of the care homes: 1. Receipt of meals service from Gwalia to NPT 2. Provision of transport services to Gwalia 3. Provision of certain buildings and maintenance services to Gwalia	Completed as of May 2016
15.		Supporting People Contract Extensions April 2015	Completed as of May 2016
16.		Arranging contracts for execution of extension of services for Supporting People Grant Programme for 2015/2016.	Completed as of May 2016
17.		Wallich Project Inter Authority Agreement Swansea. An inter authority agreement to cover payment and the administration of the contract between Swansea, Neath Port Talbot and Bridgend is to be entered into to cover the contract period of 2015-2016.	Not completed – put back to 2016/17

REF	AIM	ACTION	ACHIEVEMENT
18.		Agreement to be entered into with ABMU to cover training services that NPT will provide to ABMU between 2015/2016. Agreement presently with ABMU for approval.	Completed as of May 2016
19.		Consolidation of Transport Contracts	Completed
20.		Development of a Service Level Agreement with Cyfle i Dyfu for occupation of Vocational Skills Centre and training opportunities	Completed
21.		Initial advice on new procurement methods (i.e. dynamic purchasing systems) for Direct Payments and Domiciliary Care Arrangements	Advice provided. Development to be completed in 2016/17.
22.	<b>Support and promote economic growth regeneration etc.</b>	Renewal Area Contracts entered into on an adhoc basis for Renewal Area construction work.	Completed
23.		Work in execution of Neath Town Centre Development documentation	Acquisition of Tesco interests and granting of lease to Wilko
24.		Advice on redevelopment of former Afan Lido Site	Advice provided
25.		Advice on operators agreement for Afan Valley Forest Centre	Completed

REF	AIM	ACTION	ACHIEVEMENT
26.		Work on acquisition of property and payment of compensation for the Peripheral Distributor Road	This will continue for the foreseeable future
27.		Advice and assistance on the Viable and Vibrant project at Port Talbot Town Centre including grant agreements and land acquisition.	Completion of purchase of Police Station and other property. Completion of contract for development of Police Station
28.		Coed Darcy southern access compensation and construction agreements.	Continuing in 2016/17
29.		Leasing playing Fields and Community Centres throughout the County Borough.	27 asset transfers to Town and Community Councils and sports clubs were completed during the financial year.
30.	<b>Increase percentage of waste recycled</b>	Provide legal advice and assistance for the tendering of waste services and the leasing of the MREC facility.	Advice provided
31.		Prosecutions for unauthorised waste disposal.	20 prosecutions taken
32.		Provide legal services to South West Wales Regional Waste Committee and assist in review.	Committee has not met for a considerable period but participants want to continue with it.



REF	AIM	ACTION	ACHIEVEMENT
34.	<b>Improving customer access to services and improve efficiency</b>	Fully integrate the Typing/Secretarial Service into Legal Service, thereby ensuring that full use (cost effectiveness) is made of them by all Legal Services colleagues.	Now integrated. Secretarial services cost centre merged with Corporate Support services
35.		Manage the administrative integration of Rights of Way/Commons searches within current Land Charges staff.	Temporary member of staff employed to work on backlog of rights of Way issues
36.		Create a more meaningful and understandable budget for all areas of the Legal Services family	Transfer of budget heads including DX to mailroom

REF	AIM	ACTION	ACHIEVEMENT
37.		Use of pdfDocs software for redaction and bundling	<p>Considerable delays were experienced in the use of document handling software purchased as part of a move towards paper light working, due to a combination of factors</p> <p>A major upgrade to that software between order and purchase, which necessitated the installation of updated software upon employee computers and, ultimately, rebuilding of IT servers</p> <p>Compatibility issues between the Oracle generated reports in Children's services records and the editing and redaction functions of the document handling software. Both of these issues have now been resolved, and training provided to staff, which should result in full use of the document handling software in 2016-17</p>

REF	AIM	ACTION	ACHIEVEMENT
38.		Establish access to NPT Legal Systems from Court at Civil Justice Centre By use of smartphone By Court wifi	No wi-fi access is available to NPT staff at the Courts themselves. However, access is available to systems through tethering Blackberrys

### Priorities to be achieved during 2016/17

Priority	Actions to deliver priority	Team responsible	Timescale	Evidence
<b>P1.</b> Development of Western Bay Agreements including Adoption Service, Independent Family Service and Substance Misuse.	Negotiation and drafting	Property and Contract	March 2017	Conclusion of Agreements
<b>P2.</b> Adoption of new Members' Code of Conduct	Statutory process	Monitoring Officer	July 2016	Adoption of Code
<b>P3.</b> Inter Authority arrangements for supporting people Wallich project	Negotiation and drafting	Property and Contract	August 2016	Conclusion of Agreements

<b>Priority</b>	<b>Actions to deliver priority</b>	<b>Team responsible</b>	<b>Timescale</b>	<b>Evidence</b>
<b>P4.</b> Processing of outstanding Rights of Way matters.	Employment of temporary member of staff. Statutory process.	Litigation	March 2017	Processing of matters, reports to Cabinet Board
<b>P5.</b> Process changes to Local Searches and Enquiries system as a result of revision of Con 29	Revision to computer systems	Support Services	July 2016	Establishment of system
<b>P6.</b> Establishment of toolkit for recovery of costs for Environment Information Requests	Organisational and financial analysis	Support Services and Litigation	September 2016	Production of Toolkit
<b>P7.</b> Development of contracts with transport providers for Home to School Transport	Preparation of contracts and advice on implementation	Property and Contract	September 2016	Production of Contracts
<b>P8.</b> Development of Collaborative arrangements for South Wales Trunk Road Agency	Negotiations and drafting	Property and Contract	September 2016	Conclusion of Agreement
<b>P9.</b> Preparation of contract documentation for domiciliary care through a dynamic purchasing system	Drafting and advice	Property and Contract	October 2016 depending on instructions	Concluding draft documentation

<b>Priority</b>	<b>Actions to deliver priority</b>	<b>Team responsible</b>	<b>Timescale</b>	<b>Evidence</b>
<b>P10.</b> Preparation of documentation for the tendering of community centres and letting of community assets	Drafting and advice	Property and Contract	March 2017	Concluding draft documentation in some cases and concluding agreements in others
<b>P11.</b> Promote % of waste recycled by prosecution of waste offences	Prosecution	Litigation	To March 2017	Number of success rates of prosecutions
<b>P12.</b> Implement paper light working in Child Care Legal Team	Implementation of administrative change and use of ICT	Child Care	To March 2017	Reduction in use of paper materials
<b>P13.</b> Develop competence in Social Services and Well-being (Wales) Act 2014	In house and collaborative training	Child Care	To March 2017	Incorporation of Act Regulations and statutory guidance into work practices

## Why adopt those priorities?

<b>Priority Measures (2016/17)</b>	<b>Reasons for Priority</b>
<b>P1.</b> Development of Western Bay Agreements including Adoption Service, Independent Family Service and Substance Misuse	To improve outcomes for children in need and children looked after. To facilitate collaboration between public bodies and comply with statutory requirements
<b>P2.</b> Adoption of new Members' Code of Conduct	To comply with statutory requirements and maintain appropriate standards of behaviour
<b>P3.</b> Inter Authority arrangements for supporting people Wallich project	To maximise the number of adults able to live independently and facilitate collaboration between public bodies
<b>P4.</b> Processing of outstanding Rights of Way matters	To comply with statutory requirements. To use reserves to deal with workloads in 2016/17 financial year and reduce workloads in future years
<b>P5.</b> Process changes to Local Searches and Enquiries system as a result of revision of Con 29	To comply with national changes in local enquiries, to improve customer access to services and improve efficiency
<b>P6.</b> Establishment of toolkit for recovery of costs for Environment Information Requests	To comply with statutory requirements and maximise income to support the Forward Financial Plan

<b>Priority Measures (2016/17)</b>	<b>Reasons for Priority</b>
<b>P7.</b> Development of contracts with transport providers for Home to School Transport	To raise educational standards and attainment, to document arrangements for transport and secure efficient use of resources in support of the Forward Financial Plan
<b>P8.</b> Development of Collaborative arrangements for South Wales Trunk Road Agency	To facilitate collaboration between public bodies and improve efficiency in the provision of highway services to the Welsh Government
<b>P9.</b> Preparation of contract documentation for domiciliary care through a dynamic purchasing system	To maximise the number of adults who are able to live independently
<b>P10.</b> Preparation of documentation for the tendering of community centres and letting of community assets	To support compliance with the Forward Financial Plan
<b>P11.</b> Promote % of waste recycled by prosecution of waste offences	To promote the % of waste recycled and secure compliance with legal requirements
<b>P12.</b> Implement paper light working in Child Care Legal Team	To improve outcome for children in need and children looked after and improve efficiency
<b>P13.</b> Develop competence in Social Services and Well-being (Wales) Act 2014	To improve outcome for children in need and children looked after

**Priority Measures Table:**

**All priorities will be measured by progress towards target bearing in mind the priorities of the internal clients and the ability or willingness of other parties to make progress.**

Page 88

<b>Workforce Planning</b>	
<b>What are the key workforce challenges for the Service?</b>	The key workforce challenge facing Legal Services is one of capacity. Changes in working practice in the Council overall - collaboration with other public bodies, voluntary groups running facilities and sharpened procurement require more legal input when resources are being cut back. Experienced staff have been lost.
<b>What are the longer term workforce challenges for this Service?</b>	Redeployment to avoid compulsory redundancies mean that some staff will be practising in areas in which they are not greatly experienced. More experience will be lost over the next few years. If cut backs continue the Council will not be seen as a secure employer and there might be problems with staff retention and, if any vacancies did arise, external recruitment
<b>What options can be taken to address these challenges?</b>	The actions are:- <ul style="list-style-type: none"> <li>• Ring fencing vacancies to reduce the prospect of compulsory redundancies</li> <li>• Targeted training opportunities</li> <li>• Any succession planning which might be possible</li> <li>• Effective communication with staff</li> </ul>
<b>Property Management</b> What are the property consequences of delivering the priorities outlined in this business plan?	There are none



## Mandatory Corporate Measures Table

Mandatory Corporate Measures (2016/17)	2014/15 Performance	2015/16 Performance	2016/17 Performance Target
<b>CM01</b> Number of transactional services: a) Fully web enabled  b) Partially web enabled	N/A	N/A	a) One. The section does not generally provide transactional services to the public
<b>CM02</b> % of revenue expenditure within budget	100%	100%	100%
<b>CM03</b> Amount of FFP savings at risk	Nil	Nil	Approximately half of savings not identified
<b>CM04</b> Average FTE days lost due to sickness	10.3	7.9	
<b>CM05</b> % (No.) of staff performance appraisals to be completed during 2016/17	N/A	N/A	100%
<b>CM06</b> Number of employees who left due to unplanned departures	N/A	N/A	The suggested target of nil cannot be included as it is outside the control of the Head of Service and assumes that no staff will leave for employment elsewhere.

<b>Mandatory Corporate Measures (2016/17)</b>	<b>2014/15 Performance</b>	<b>2015/16 Performance</b>	<b>2016/17 Performance Target</b>
<b>CM07</b> Total number of complaints: Internal External	2 2	1 1	
<b>CM08</b> Total number of compliments: Internal External	192 for whole Directorate. Unable to split	226 for whole Directorate. Unable to split	
<b>CM09</b> % (No) of services measuring customer satisfaction			Register office only since it provides services entirely to the public
<b>CM10</b> % (No) of service report cards to be produced by 31.3.17			100%

Ref	Risk Description	Likelihood Score	Impact Score	Total Score	Proximity	Mitigating Action	Target Date	Risk Owner
CS21	Legal Services - Demands on the service will rise due to unforeseen external changes.	4	4	16 - H	1	Efforts will be made to mitigate this by developing greater efficiency and early identification of new developments. Staff have had to review extensive documentation at very short notice.	from 01.04.16 on-going	Head of Legal Services
CS22	Legal Services - Demands on the service increase as a consequence of changes elsewhere within the council.	4	2	8 - M	1	Early and ongoing dialogue with colleagues to identify and agree where support needs to be prioritised.	from 01.04.16 on-going	Head of Legal Services
CS23	Legal Services - Service quality and availability is compromised due to strain on staff.	4	4	16 - H	1	Continue to build on staff communication and engagement activities and ensure all staff are receiving suitable support.	from 01.04.16 on-going	Head of Legal Services
CS24	Legal Services - Late receipt of instructions - reports to Cabinet and other Committees are often only available for review shortly before Committee deadlines and it is therefore difficult to give anything other than basic	2	5	10 - M	1	Seek legal advice at early stage, prior to report writing	On-going	Corporate

	advice.							
Ref	Risk Description	Likelihood Score	Impact Score	Total Score	Proximity	Mitigating Action	Target Date	Risk Owner
CS25	Legal Services - Combination of factors will lead to a depletion of staff in the Register Office during the year which will have an effect on service delivery.	2	2	4 - L	1	Employment of temporary member of staff to enhance capacity.	from 01.04.16 on-going	Head of Legal Services

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

<b>MEETING DATE</b>	<b>AGENDA ITEMS/ REPORT TITLES</b>	<b>TYPE OF REPORT (i.e. for Decision/Monitoring or Information)</b>	<b>ROTATION (Topical, Annual, Bi-annual, Quarterly, Monthly)</b>	<b>CONTACT</b>
<b>21 September 2016</b>				
	Treasury Mgt Monitoring	Information		H. Jenkins
	Housing Benefit Write Offs/Council Tax Write Offs	Decision	When needed	D. Rees
	Miscellaneous Grants Applications	Decision	When needed	H. Jenkins
	Quarterly Performance Monitoring Report(Quarter 1 16/17)	Monitoring		S. Davies
	Compact Review Voluntary Sector	Decision		K Jones

<b>MEETING DATE</b>	<b>AGENDA ITEMS/ REPORT TITLES</b>	<b>TYPE OF REPORT (i.e. for Decision/Monitoring or Information)</b>	<b>ROTATION (Topical, Annual, Bi-annual, Quarterly, Monthly)</b>	<b>CONTACT</b>
<b>2 November 2016</b>				
	Treasury Mgt Monitoring	Information	Each Mtg	H. Jenkins
	Housing Benefit Write Offs/Council Tax Write Offs	Decision	When needed	D. Rees
	Miscellaneous Grant Applications	Decision	When needed	H.Jenkins

MEETING DATE	AGENDA ITEMS/ REPORT TITLES	TYPE OF REPORT (i.e. for Decision/Monitoring or Information)	ROTATION (Topical, Annual, Bi-annual, Quarterly, Monthly)	CONTACT
14 December 2016	Treasury Mgt Monitoring	Information	Each Mtg	H. Jenkins
	Housing Benefit Write Offs/Council Tax Write Offs	Decision	When needed	D. Rees
	Sickness Taskforce Report	Information		S.Rees
	Quarter 2 Performance Data Report 16/17			S.Davies