



CABINET

**IMMEDIATELY FOLLOWING CABINET SCRUTINY COMMITTEE
WEDNESDAY, 12 SEPTEMBER 2018**

COUNCIL CHAMBER - PORT TALBOT CIVIC CENTRE

Part 1

1. Declarations of Interest
2. Minutes of previous Meeting held on 25 July 2018 and 1 August 2018 *(Pages 3 - 10)*
3. Forward Work Programme *(Pages 11 - 14)*
4. Budget Setting - The Context for Members *(Pages 15 - 24)*
Report of the Chief Executive
5. Insurance Arrangements 2018/2019 *(Pages 25 - 28)*
Director of Finance and Corporate Services
6. Operational Risk Register *(Pages 29 - 66)*
Director of Finance and Corporate Services
7. Members Community Fund Application *(Pages 67 - 72)*
Head of Transformation
8. Annual Report - Part 2 (Corporate Plan 2017-22) Period: 1 October 2017 to 31 March 2018 *(Pages 73 - 186)*
Report of the Assistant Chief Executive and Chief Digital Officer
9. Wales Audit Office - Annual Improvement Report 2017-2018
(Pages 187 - 248)

Report of the Assistant Chief Executive and Chief Digital Officer

10. Corporate Plan Key Performance Indicators 2018/2019 - Quarter 1 Performance (1 April 2018 - 30 June 2018) (*Pages 249 - 272*)
Report of the Assistant Chief Executive and Chief Digital Officer

S.Phillips
Chief Executive

Civic Centre
Port Talbot

Thursday, 6 September 2018

Cabinet Members:

Cllrs. R.G.Jones, A.J.Taylor, C.Clement-Williams, D.W.Davies,
D.Jones, E.V.Latham, A.R.Lockyer, P.A.Rees, P.D.Richards and
A.Wingrave

EXECUTIVE DECISION RECORD

CABINET

25 JULY, 2018

Cabinet Members:

Councillors: A.J.Taylor, C.Clement-Williams, D.W.Davies, D.Jones, E.V.Latham, A.R.Lockyer, P.A.Rees, P.D.Richards and A.Wingrave

Officers in Attendance:

S.Phillips, A.Evans, A.Jarrett, C.Griffiths, K.Jones, D.Rees, M.Roberts, P.Hinder, C.Davies and T.Davies

1. **PROJECT PROPOSALS MADE TO THE MEMBERS' COMMUNITY FUND**

Decision:

That the financial support under the Members' Community Fund for Sandfields West/Tir Morfa Community Environmental Project, Pelenna/Bryn and Cwmavon, Pontrhydyfen RFC Pitch Drainage Project and Coedffranc West Traffic Regulation Order (as detailed in the circulated report), be approved.

Reason for Decision:

To approve the three Applications for funding that have been received under the Members' Community Fund.

Implementation of Decision:

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

2. **ACCESS TO MEETINGS**

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

3. **PROCUREMENT OF WASTE MANAGEMENT SERVICES**

Members discussed various aspects of the private report, including bulk waste and surplus machinery. Following discussion at the Scrutiny Committee, the Cabinet Members made amendments to the recommendations, which were agreed as below:

Decisions:

1. That the MREC not be brought in house as is;
2. That the offer from Walters be rejected and Officers bring the MREC into the Council as a transfer station and an update report be brought to Members as soon as possible;
3. That the Director of Finance and Corporate Services be given delegated authority to notify all parties of the decisions.

Reason for Decisions:

To enable the Council to put in place waste disposal arrangements going forward.

Implementation of Decisions:

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

CHAIRPERSON

EXECUTIVE DECISION RECORD

CABINET

1 AUGUST 2018

Cabinet Members:

Councillors: A.J.Taylor, C.Clement-Williams, D.W.Davies, D.Jones, E.V.Latham, A.R.Lockyer, P.A.Rees, P.D.Richards and A.Wingrave

Officers in Attendance:

K.Jones, D.Rees, C.Griffiths, G.Nutt, A.Manchip and N.Headon

1. **MINUTES OF PREVIOUS CABINET HELD ON 20 JUNE, 2018 27 JUNE 2018**

Noted by Committee.

2. **FORWARD WORK PROGRAMME 2018**

Noted by Committee.

3. **RECOMMENDATIONS OF THE CABINET SCRUTINY COMMITTEE ON THE WELSH LANGUAGE PROMOTION STRATEGY**

Decision:

That the Welsh Language Promotion Strategy and Action Plan produced by the Welsh Language Promotion Strategy Task and Finish Group and agreed by Cabinet Scrutiny Committee (attached at Appendix 2, to the circulated report) be accepted and commended to Council.

Reason for Decision:

To ensure that Neath Port Talbot complies with the requirements of the Welsh language Standards Regulations 2015.

Implementation of Decision:

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

4. **TRANSFER OF DELEGATED AUTHORITY IN RELATION TO PEST CONTROL**

Decisions:

1. That delegated powers in relation to European Communities Act 1972, Public Health Act 1936, Public Health Act 1961 be transferred to the Director of Environment and Head of Streetcare.
2. That as a result of 1 above, the Head of Legal Services be authorised to seek amendment of the Constitution, by Council in due course.

Reason for Decisions:

To ensure the Constitution reflects changes to responsibilities and as such identifies the delegated powers required to deliver on those responsibilities.

Implementation of Decisions:

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

5. **RELOCATION OF NEATH PORT TALBOT REGISTRATION SERVICE TO PART OF THE FORMER NEATH COUNTY COURT**

Decision:

That works be undertaken at the former Neath Port Talbot County Court to accommodate the changes required by the General

Registration Office to make the venue suitable for housing the Neath Port Talbot Registration Service.

That subject to approval being granted by the General Registration Office to the move of the Neath Port Talbot Registration Service to the site of the former County Court in Neath, Members approve the said relocation on a date to be agreed in consultation between the Head of Legal Services and Head of Property and Regeneration.

Reason for Decision:

To ensure that an appropriate location for the Neath Port Talbot Registration Service is provided.

Implementation of Decision:

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

6. **DELEGATION OF AUTHORITY FOR CONTRACTS IN RESPECT OF CORPORATE SERVICES AND FRAMEWORK AGREEMENT**

Decisions:

1. That delegated authority be granted to the Head of Legal Services to make awards to suppliers who have been appointed to External Organisations' Frameworks to enable the Council to enter into arrangements for the provision of various corporate services for the periods set out in the respective Frameworks and in line with the respective Framework terms.
2. That delegated authority be granted to the Head of Legal Services Procurement to establish and enter into Framework Agreements (and any subsequent call off arrangements) for such corporate services where the Council does not utilise an existing Framework by an External Organisation on such terms and conditions to be determined by the Head of Legal Services.

Reason for Decisions:

To ensure that contracts and framework agreements can be awarded efficiently and within the necessary timescales.

Implementation of Decisions:

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

7. **URGENCY ACTION - WELSH LANGUAGE STANDARDS ANNUAL REPORT 2017-2018**

That the report be noted.

8. **SMART AND CONNECTED – A REVISED DIGITAL STRATEGY**

Decisions:

1. That the Assistant Chief Executive and Chief Digital Officer carry out public consultation on the draft Strategy – Smart and Connected, set out in Appendix 1 of the circulated report, for a period of 12 weeks.
2. That the Assistant Chief Executive and Chief Digital Officer report back to the Cabinet summarising the outcome of the public consultation and proposing any amendments to the draft Strategy which are considered necessary to respond to consultation responses.

Reason for Decisions:

To ensure that the revised Digital Strategy for the Council is informed by stakeholders views.

Implementation of Decisions:

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

9. **TREASURY MANAGEMENT MONITORING REPORT 2018-2019**

That the report be noted.

10. **CAPITAL BUDGET MONITORING 2018-2019**

Decisions:

1. That the proposed 2018/19 budget totalling £41.048m, be approved.
2. That the position in relation to expenditure as at 30 June 2018 be noted.

Reason for Decisions:

To update the capital programme for 2018/19 and inform Members of the current year spend to date.

Implementation of Decisions:

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

11. **REVENUE BUDGET MONITORING REPORT 2018-2019**

Decisions:

1. That the budget position be noted and management arrangements put in place to minimise overspends and the adverse impact on reserves.
2. That Members note the additional grant received.
3. That the proposed reserve movements and budget virements be approved.

Reason for Decisions:

To update the Councils budget for additional grants received, budget virements and reserve movements in line with the Council's Constitution.

Implementation of Decisions:

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

CHAIRPERSON

This page is intentionally left blank

2018 FORWARD WORK PLAN

CABINET

Meeting Date	Agenda Items	Type (Decision/ Monitoring Or Information)	Rotation (Topical, Annual, Bi-Annual, Quarterly, Monthly)	Contact Officer/ Head of Service
3 October 2018	Members Community Fund Application	Decision	Topical	P.Hinder

Cabinet – Forward Work Programme

Meeting Date	Agenda Items	Type (Decision/ Monitoring Or Information)	Rotation (Topical, Annual, Bi-Annual, Quarterly, Monthly)	Contact Officer/ Head of Service
24 October 2018	Members Community Fund Application	Decision	Monthly	P.Hinder
	Strategic Equality Plan Annual report	Decision	Topical	K.Jones

Cabinet – Forward Work Programme

Meeting Date	Agenda Items	Type (Decision/ Monitoring Or Information)	Rotation (Topical, Annual, Bi-Annual, Quarterly, Monthly)	Contact Officer/ Head of Service
31 October 2018	Quarterly Budget Monitoring	Information	Quarterly	H. Jenkins
	Quarterly Capital Programme	Information	Quarterly	H. Jenkins
	Budget – approval to Consult	Information	Quarterly	H. Jenkins
	Members Community Fund Application	Decision	Monthly	P.Hinder
	Treasury Management	Decision	Monthly	H.Jones
	Valleys Task & Finish	Decision	Topical	K.Jones

This page is intentionally left blank

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

CABINET

12 September 2018

Report of the Chief Executive

BUDGET SETTING: THE CONTEXT FOR MEMBERS

Matter for Decision

Wards Affected: All

Purpose of Report

1. This report is designed as context for the Budget process that follows over the next six months or so. It does not contain specific proposals (they are to come); but it is essential for Members to have full information on the range of factors that will feature.

Background

2. The Director of Finance & Corporate Services presented the scale of the challenge at a Members Seminar on 12 July. The cumulative cuts required for the remainder of this Council term are reproduced below. This represents a total 27% cut on current estimates.

£'000	2019/20	2020/21	2021/22	2022/23
Budget Gap	16,151	17,077	15,395	16,118
Cumulative Gap	16,151	33,228	48,623	64,741
FFP Cuts	-843	0	0	0
Budget Gap @ June 2018	15,308	17,077	15,395	16,118
Cumulative Gap @ June 2018	15,308	32,385	47,780	63,898

3. If anything, the cumulative gap for 2019/20 has risen to approximately £16 million in the intervening period.

The External Environment

4. This is crucial as three quarters of the Council's budget comes directly from the Welsh Government. A change of 1% of Welsh Government funding equates to circa £2 million either way.
5. There can be no doubt that, in recent years, the Welsh Government has afforded local government in Wales a degree of budgetary protection that has not been the case in England. During the last two years, this Council's final settlement has been marginally either side of zero set against initial estimates of a 1.5-2% cut. However, we cannot rely upon this being repeated for 2019/20 as the Welsh Government has previously advised local authorities to expect a budget cut of circa 1%.
6. Thus everything is relative and the scale of the budget challenge shows no sign of abating – a conclusion reached by independent commentators recently¹. The issues at Northamptonshire Council (and elsewhere) have been widely reported and a number of Welsh Councils have warned of the dire consequences of their predicament.
7. The key factors bearing on the equation now are as follows:
 - The NHS now accounts for half the total Welsh budget and their share is rising inexorably. However it is dressed up, what this means is less money for everyone else in real terms. The pressures on NHS budgets are accepted as real; but Health Board budgets are regularly topped up in year by the Welsh Government. Not so in local government;
 - There is a lack of realism in many quarters. Barely a week goes by without one lobby or another calling for extra “investment” in one service or another – and it is usually the local authority that is lined up for the hospital pass. The common denominator is that rarely, if ever, do these campaigns identify a service to be cut to fund these “priorities”. It is a luxury they can afford; but we cannot;
 - The financial pressures continue to increase. Pay is the single biggest factor – currently quantified at some £3.3m additional

¹ *Public spending in Wales: A Squeeze Without End?* - Eurfyl ap Gwilym and Gerry Holtham (Institute of Welsh Affairs – 29 August) at <http://www.iwa.wales/click/>

cost for next year and if additional costs for teachers' pensions and the Living Wage are factored in, the figure is closer to £4 million.

- This means that Members have much less room for manoeuvre because:
 - ❖ A rising proportion of these pressures are outside of the Council's control. Some two thirds of the pressures for 2019/20 identified by the Director of Finance & Corporate Services now fall into this category;
 - ❖ They are often not fully funded (or funded at all). One current example is Concessionary Fares. Without getting lost in detail, the basic problem is that the actual costs of this scheme rise year on year and the grant from Welsh Government falls. The difference represents a growing budget pressure for the Council and we are pushing back on the sustainability of such arrangements;
 - ❖ The pressures frequently translate into statutory obligations as a consequence of Welsh legislation (where the identification and scrutiny of the additional costs involved has often been very poor). To a greater or lesser extent, previous examples include the Social Services and Well-being (Wales) Act 2014; the Planning (Wales) Act 2015 and the Well-being of Future Generations (Wales) Act 2015. This is a worrying trend exemplified below.

In July of this year, the National Assembly's Children, Young People and Education Committee issued a Committee Stage 1 Report on the Childcare Funding (Wales) Bill. This Council strongly supports Welsh Government policy in this area; but, lamenting the lack of financial detail, the Committee noted that *"The Bill as introduced does not place any new statutory duties on local authorities. Nevertheless, it includes a power to confer functions or impose obligations upon a local authority in connection with funding..."* and recommended that *"In relation to possible future costs for local authorities, we believe that any new obligations imposed on local authorities in relation to this Bill should be*

accompanied by the necessary amount of funding to deliver them; and

- ❖ Other organisations make increasing calls on the Council's budget e.g. the Fire Authority, South Wales Police and the Coroner's Service which we are obliged to meet under the law via precepts and levies. We are not convinced that all are necessarily cutting their cloth. It can be a relatively easy "out" to pass the impact of cuts to others.
 - Brexit – specifically the (unknown) impact on Government tax revenues short to medium term. The level of national debt relative to GDP has been at the root of public spending cuts in recent years. Current forecasts are that this will begin to fall during this financial year; but beyond that, the position is far more uncertain. Separately, a "no deal" Brexit could conceivably have an immediate impact upon the Council's regeneration and capital programmes if the anticipated transition period does not materialise. The details of the UK replacement – the *Shared Prosperity Fund* – have yet to issue from Whitehall;
 - Various proposals for a "penny on income tax" or hypothecated levies to fund the NHS, social care and/or education. However, as the Welsh Government has stated its intention not to vary income tax before 2021, this is unlikely to feature in our budgetary equation in the short term; and
 - Regional collaboration continues to produce zero or negligible financial dividends. It will not feature as a factor in this Budget Round and we remain concerned that some of these collaborations do not represent best value and are diverting resources from the front line. The regional school improvement consortium is a particular pinch point at present.
8. Most of these issues are considered further below in the context of Directorate budgets.

The Emerging Issues for the Council

9. Inevitably, this analysis represents a snapshot in time. The picture could (and probably will) change for the better or worse in the coming

months. It is a tour of the horizon rather than an exhaustive list of issues; but many look increasingly likely to crystallise.

Social Services Health & Housing

10. In recent years, the Council has introduced significant service changes in this area which have resulted in tight budgetary control and recurring, modest underspends. However, the scope for repeating this is becoming increasingly limited and recent Budget Monitoring reports² show that the Directorate budget is currently projected to overspend during the current financial year. A review of Direct Payments and care packages is currently underway.
11. The unknown factor at present is precisely what the Welsh Government will do with additional resources of some £370 million for 2019/20, being the Barnett consequential of the UK Government £20 billion investment in health to 2023/24. In parenthesis, it is worth noting that the UK Government has been less than clear as to how precisely this will be funded and it could end up being a combination of tax increases and cuts to other areas. In any event, the Welsh Local Government Association (WLGA) has already begun to actively lobby the Welsh Government for a share of the windfall. Our sense at present is that there will be an injection of funding into social care; but how much, through what mechanism (e.g. the Transformation Fund³?) and what strings will be attached all remain to be seen.
12. One commentator aptly summed up the choice by stating that putting all of the extra cash into the NHS was like running a bath without inserting the (social care) plug.
13. Closer to home, there are other factors which bear upon social care budgets. Our Local Health Board has recently consulted upon proposals to reduce bed capacity in local hospitals. We and other local authorities challenged some of the assumptions underpinning these proposals, not least because they seem to be predicated on an increase in capacity of community services (but without the identified funding to pay for them). We have also opened a dialogue with ABMU over changing the system on joint funding of care packages including Continuing Health Care. We have found that the Health Board are

² Cabinet: 1 August 2018

³ The Cabinet Secretary's response to the Parliamentary Review of Health and Social Care in Wales

increasingly slow to make commitments on their contributions and these translate into budgetary pressures for the Council.

14. In addition, the now confirmed exit of the Bridgend area from ABMU on 1 April next year brings an extra financial dimension as the Health Board's budget will be re-based and the future arrangements for joint social care services (run on the current Western Bay footprint) also need to be resolved. If ABMU loses out in this organisational split, there could be an impact on the Council's budget.
15. There are also other pressures to take into account including learning disabilities services and increases in the cost of contracts with external providers.

Education

16. For the current financial year, the schools delegated budget benefitted from an inflation proof uplift (more or less). But, as things stand today, a repeat of this for 2019/20 looks unaffordable.
17. There are a number of factors bearing upon this issue. On 24 July, the UK Government announced a teachers' pay award of 3.5%; but that there would be no additional funding for Wales through the Barnett Formula. Put simply, if this increase is not fully funded by the Welsh Government, it will inevitably mean compulsory redundancies in our schools. This is a point acknowledged by the First Minister, trade unions and others. The Council's budget cannot absorb the extra cost.
18. The Additional Learning Needs legislation is another example of inadequately funded reforms. Our current estimates of the full year impact of this legislation will be at least £500,000; but there is no commitment to any recurring and additional funding after 2020. Originally, the proponents of the Bill were claiming that it would be cost neutral or even save money. This has proved fanciful.
19. The position on specific grants is also very likely to be problematic. A number of reductions are already in the pipeline for 2019/20 including big reductions to the Education Improvement Grant (EIG) and the schools post-16 grant on top of the cuts implemented in the current financial year. The Welsh Government has also indicated that there would be flexibility across a number of grant streams, including Flying Start, Supporting People and Families First. But these would

then be subject to a 5% cut. This year's issues with the Minority Ethnic Achievement Grant (MEAG) are well documented – we can only hope to avoid repeat performances elsewhere.

20. These and other pressures mean that we have already started to have difficult conversations with schools e.g. officers do not believe that, in these circumstances, it is credible for some schools to continue to retain substantial reserves, whilst the Council uses our own. A proposal has been made for a proportion of those reserves to be taken back by the Council so that the money can be recycled into the schools delegated budget to mitigate against the impact of the pressures outlined above. Discussions are ongoing; but Members (as school governors) will have an influential role here.

Environment

21. Proportionately, this Directorate has taken the brunt of the cuts in recent years.
22. There are a number of ongoing pressures. Concessionary Fares are mentioned above – and there is a similar story to be told on the Bus Operators Subsidy Grant. The implications of Brexit are also extremely uncertain and the Directorate has based a number of its programmes on European funding (also above). Other pressures include a squeeze on income from planning fees.
23. We also anticipate a further cut in the Single Environment Grant and, whilst a legitimate decision, not proceeding with the award of contract at the MREC involves significant extra and recurring costs. Further cuts will also impact upon the more “visible” services which the public value.

Corporate/Central Services

24. The position here is equally challenging and many central services are now in a position where the lion's share of their remaining budgets are accounted for by staff costs (see immediately below). Central Services are also being reconfigured to take account of, for example, the digitalisation agenda.

The Impact on the Workforce

25. This administration (and its predecessor) committed itself to compulsory redundancies only as a last resort. It has to be said that the scope for doing so is now all but exhausted - in fact it was not entirely avoided during the last financial year.
26. Two to three years ago, some 200+ staff were leaving the authority each year under the ER/VR scheme; but the figure for 2017/18 was only 11. The Council's Workforce Agreement has now ended and with national pay pressures ramping up it is very difficult to see how compulsory redundancies can now be avoided. There may be scope for some interim measures (e.g. a blanket ban on recruitment save for exceptional cases); but this is unlikely to be enough as most cuts proposals will inevitably impact, directly or indirectly, on staff.
27. This is a highly regrettable situation; but the combination of factors outlined in this report underline why it is increasingly likely to crystallise in this way. Officers have been warning of the likelihood for quite some time. No-one disputes the right of public service employees to decent pay and conditions (particularly after years of pay restraint and deteriorating conditions in real terms). However, there also no escaping the basic – and inverse - relationship between pay and jobs. If the former increases, the latter reduces.

Conclusions

28. It is a little early to draw definitive conclusions; but the following represents current opinion:
- The Council will need to redouble its efforts on income generation; the digitalisation of services, better commissioning/procurement and other initiatives to close the budget gap as well as continuing to deploy Council reserves judiciously and setting Council Tax increases at an appropriate level. However, all this is not going to be enough on its own. Significant service cuts (including the possible closure of some services in their entirety) are inevitable;
 - The proposed service cuts will need to be aligned, so far as is possible, to the priorities identified in the Corporate Plan. There will be little good news to be had anywhere; but the position on Education (and the schools delegated budget) is looking particularly acute;

- The Council will need to promote more self-help in communities (where there are some encouraging signs) and less dependency on Council services and financial support with the objective of reducing demand upon Council services (e.g. a central factor in the current review of the Third Sector Grants Scheme). In a similar vein, there is an argument for switching resources from education to enforcement around waste services for example. Essentially, the Council has invested heavily in education and awareness programmes in recent years; but the law of diminishing returns appears to have set in. Is there any longer a point in trying to communicate with a minority who are not listening to the messages about recycling and refuse to participate?
- There is also a related and wider issue around the demand on Council services. A detailed analysis of our expenditure is ongoing; but it seems that an increasing proportion of our spend is being directed at a decreasing number of citizens – a variation of the “80/20” argument. The starting point should be that everyone has an equal access public services; but in practice that is not so. Genuine hardship and vulnerability in our communities need to be addressed; but it is arguable that these definitions have become too loose and in certain services policy is promoting dependency;
- Close co-ordination between Members and officers will be essential once the provisional local government settlement is published next month⁴. Another Members Seminar is scheduled for 25 October and staff engagement sessions are arranged for next month as well as further dialogue with the Trade Unions – including next week’s Staff Council meeting; and
- Some pundits continue to predict the collapse of services (non-statutory in particular). Without under estimating the scale of the challenge, we don’t think that it will happen like that. What is more likely – perhaps near certain – is that the Council may to deal with more incremental closures of community facilities - where footfall remains low in some cases - and the total withdrawal of some services. Moreover, officers do not think it inconceivable that some primary schools may have to close on financial viability grounds. These issues were to the forefront of Members’ minds during last year’s budget round (e.g. Pontardawe Arts Centre and the Cefn

⁴ On or around 10 October 2018

Coed Museum). Work is ongoing to put these facilities on a firmer financial footing – and will be reported separately to Members during the autumn – but again the Council cannot do it all on its own and the need for community activism is greater than ever.

Legal Implications

29. There are many; but the bottom line is that the Council is obliged under section 32 of the Local Government Finance Act 1992 to set a balanced budget.

Equality Impact Assessment

30. None as yet; but this will be an integral part of the process over the autumn and winter months once Members have determined the range of proposals for public consultation (November to January).

RECOMMENDATION

This report proposes no specific decisions at this point. However, it is recommended that Members use the information here as the basis for engaging with Assembly Members, Members of Parliament, other stakeholders and their wider communities – and as background to further reports which will be presented during the autumn.

Reasons for proposed decision

To set the context for the 2019/20 Budget Round.

Background Documents

Presentation by the Director of Finance & Corporate Services: 12 July 2018

Officer Contacts:

Steven Phillips - Chief Executive

Tel No: 01639 763305 E-mail: s.phillips@npt.gov.uk

Hywel Jenkins – Director of Finance and Corporate Services

Tel No: 01639 763251 E-mail: h.jenkins@npt.gov.uk

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

CABINET

REPORT OF THE DIRECTOR OF FINANCE & CORPORATE SERVICES

12th September 2018

Matter for Decision

Wards Affected - All

Insurance Arrangements 2018/19

Purpose of Report

1. The purpose of this report is to seek Members confirmation of the insurance arrangements for 2018, which are co-ordinated on our behalf by our insurance broker, Marsh Limited.

The report outlines the cost of providing the insurance cover for the Council's main policies and provides a comparison with the previous financial year.

Background

2. The Council's Long Term Agreements for the insurance cover of property, fidelity guarantee, combined liability, professional indemnity, motor fleet, contractors all risks, hired in plant and computer were put in place from 1st October 2015.

Approval of the insurance renewals is required in advance of the 1st October each year to ensure that the Council continues to have adequate insurance cover in place.

Financial Impact

3. The total cost for our tendered Insurance premiums, fees, etc. for renewal from 1st October 2018 is £1.069m (inclusive of 12% insurance premium tax). Table 1 below summarises the total renewal cost by class of business and includes the 2017/18 figures for comparison purposes.

Table 1

Class of Business	Current Provider	2017/18	2018/19
		£	£
Material Damage (Buildings)	AIG via RMP	309,874	323,139
Fidelity Guarantee	QBE via RMP	14,690	15,570
Combined Liabilities	QBE via RMP	239,897	241,507
Combined Liabilities-SWTRA	QBE via RMP	156,471	157,567
Professional Indemnity	QBE via RMP	6,700	6,700
Motor Fleet-Minimum Deposit Policy	QBE via RMP	78,225	77,000
Contractors All Risk / Hired in Plant	HSB via RMP	7,779	2,122
Computer	HSB via RMP	4,549	4,549
Issue specific policies	Various	58,877	62,712
Insurance Premium Tax		105,247	106,904
Total Premium (including Tax)		982,309	997,770
Claims Handling	Gallagher Bassett	52,818	49,957
Insurance Consultants Fees	Marsh	21,621	21,621
TOTAL		1,056,748	1,069,348

4. The total cost of insurance shows a small increase of 1% which reflects the additional material damage (building) insurance costs because of the increased value relating to new school buildings.

Included in the total cost of insurance premiums and fees is a claims handling deposit premium of £50k payable to Gallagher Bassett International for handling liability claims on behalf of the Authority and our liability insurers. The actual claim handling cost is subject to variation based on the actual number of claims received per policy area.

5. The main policy renewal excesses are as follows:

- The Combined Liability policy, which covers Employers and Public Liability insurance has an excess for each and every claim of £100,000, with the Aggregate Stop at £3.1m.
- The Material Damage policy, which covers building insurance has a self-insurance element amounting to £100,000. This increases to £250,000 for schools. The Aggregate Stop is £1m.
- The Motor Fleet insurance policy has an excess for each and every claim of £135,000, with the Aggregate Stop of £413,475.

The Authority will aim to maintain reasonable internal budgets to fund the self-insured excesses.

Equality Impact Assessment

6. There is no requirement for an equality impact assessment in respect of this item.

Workforce Impact

7. There are no workforce impacts in respect of this item.

Legal Impact

8. There is no legal risk to the Authority.

Risk Management

9. Ensuring that there are appropriate insurance policies in place mitigates the Council's costs in the case of legitimate insurance claims.

Consultation

10. There is no requirement for external consultation on this item.

Recommendation

11. It is recommended that Members approve the Council's Insurance Renewal Arrangements effective from 1st October 2018.

Reason for proposed decision

12. To provide a decision in relation to the Council's Insurance arrangements, which need to be in place before the 1st October 2018.

Implementation of decision


13. The decision is an urgent one for immediate implementation, subject to the consent of the relevant Scrutiny Chair.

List of Background Papers

14. Insurance Renewal Report 2018


Officer Contact

Mrs Janet North, Chief Accountant-Technical and Exchequer

 01639 763635

E-mail: j.north@npt.gov.uk

Mrs Jayne Howells, Insurance Manager

 01639 763710

E-mail: j.howells@npt.gov.uk

Neath Port Talbot County Borough Council

CABINET

12 SEPTEMBER 2018

REPORT OF THE DIRECTOR OF FINANCE & CORPORATE SERVICES – HYWEL JENKINS

Matter for monitoring

Wards Affected: All

Operational Risk Register

Purpose of report

To present for monitoring the operational risk register covering the various services within the Finance and Corporate Services Directorate.

Executive Summary

The Council's risk management policy and strategic risk register were approved by Cabinet on the 27th June 2018. Both have undergone a thorough review with input from all senior managers and Wales Audit Office (WAO).

In line with the Policy, it was decided that the relevant operational risk register is forwarded to the relevant Cabinet and Scrutiny Committee for review. Attached at Appendix 1 is the relevant operational risks for Corporate Services.

Background

In 2016 it was identified that the Council needed to improve its Risk Management arrangements and we worked with the WAO to seek best practice and assurance on the work that was being undertaken to improve the risk register. As a result of this work a decision was taken to make significant changes to the format, style and content of the risk register.

In order to assist in making those changes, specialist training was commissioned for selected officers from our insurance advisors Marsh

Ltd and a new performance management/risk management IT system was purchased that would enable development of a new register and reporting function for risk management.

Following the feedback from WAO and the training from Marsh, all Directors, Heads of Service and officers with responsibility for risk were tasked with reviewing and identifying all risks and classify as either strategic risks or operational risks. The operational risk register for Finance and Corporate Services is attached as Appendix 1.

Financial Impact

There are no specific financial implications arising from adopting this report. However members will need to give careful consideration as to the allocation of resources to manage the identified risks.

Equality impact assessment

There are no specific equality impacts associated with this report. The risks set out in the risk register are actively managed by officers.

Workforce impacts

There are no workforce impacts associated with this report.

Legal impacts

There are no legal impacts associated with this report.

Risk management

This report sets out the operational risks for Corporate Services managed by the Council in line with the Risk Management Policy. The risks are actively monitored and managed by officers and reported 6 monthly to members.

Consultation

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

Recommendation

It is recommended that members note the contents of the operational risk register for Corporate Services.

Appendices

Appendix 1 – Operational Risk Register

List of background papers

Cabinet Reports of 27th June 2018 – Risk Management Policy

Officer Contact

Mr Hywel Jenkins – Director of Finance and Corporate Services

Tel. No: 01639 763251

email: h.jenkins@npt.gov.uk

This page is intentionally left blank

Operational Risks – Corporate Services

Neath Port Talbot County Borough Council



Print Date: 23-Aug-2018

CS24	Late receipt of instructions or missing information- reports to Cabinet/Committees or final terms and conditions of transactions/commercial arrangements are often only available for review shortly before deadlines or indeed not at all and is therefore difficult to give anything other than basic advice or to provide an input into any processes.	MEDIUM
------	---	---------------

Primary Category: Compliance

Responsible Officer:

Craig Griffiths

Secondary Categories:

Secondary Responsible Officers:

Ross Livingstone

Inherent

Impact	High
Likelihood	Likely
Risk Rating	Medium

Revised

Impact	High
Likelihood	Likely
Risk Rating	Medium

Existing Controls

Inherent

1. Review of the format of reports now draws attention to the requirement of legal comment. 2. On-going dialogue with client departments to address issues prior to final outcome being reached

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Encouraging clients to seek legal advice at early stage, prior to report writing or finalising commercial arrangements/transactions. Ensure on-going dialogue with client departments to address issues prior to mitigate risks on legal non-compliance	Ongoing	31/03/2019	Craig Griffiths

CS25	Combination of factors will lead to a reduction in experienced staff in the Registry Office during the year which will have an effect on service delivery.	MEDIUM
------	--	---------------

Primary Category: Resource

Responsible Officer:

Craig Griffiths

Secondary Categories:

Secondary Responsible Officers:

Ross Livingstone

Inherent

Impact	Medium
Likelihood	Certainty
Risk Rating	Medium

Revised

Impact	Medium
Likelihood	Certainty
Risk Rating	Medium

Existing Controls

Inherent

1. Recruitment and training of new staff

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Recruitment of casual staff to provide operational resilience	In Progress	31/03/2019	Craig Griffiths

CS02	Loss of personal/sensitive information resulting in financial penalty (max £500,000 increasing to max of 4% of annual turnover under new GDPR) and loss of public confidence.	MEDIUM
-------------	--	---------------

Primary Category: Financial

Responsible Officer:

Steve John

Secondary Categories: Reputational

Secondary Responsible Officers:

Craig Griffiths

Ross Livingstone

Inherent

Impact	Medium / High
Likelihood	Likely
Risk Rating	Medium

Revised

Impact	Medium / High
Likelihood	Likely
Risk Rating	Medium

Existing Controls

Inherent

1. Targeted training; provision of encryption technology; provision of secure emails. 2. Increased preventative measures in relation to Cyber threats

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Continued targeted training; provision of encryption technology; access to secure email transmission and receipt. Continual review and testing of Perimeter based and Information security.	Ongoing	31/03/2019	Steve John

CS19A	Service quality and availability in Legal Services may be compromised due to the reduction in financial resources.	MEDIUM
-------	--	---------------

Primary Category: Resource **Responsible Officer:** Craig Griffiths
Secondary Categories: **Secondary Responsible Officers:** Ross Livingstone

Inherent

Impact	Medium
Likelihood	Very Likely
Risk Rating	Medium

Revised

Impact	Medium
Likelihood	Very Likely
Risk Rating	Medium

Existing Controls

Inherent

1 FFPs identified savings are in process or being achieved - Management of Change process to be used

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Services and workload delivered within budget but with a reduced capacity during financial year. Income generation ideas will be reviewed and built upon and attempts made to find innovation in working practices to negate any service pressures.	Ongoing	31/03/2019	Craig Griffiths
On-going management to take place following further reduction in budget and capacity. Resources will be prioritised and appropriate staff training and supervision given to address shortfalls. In the event of unavoidable staff avoidance, liaise with staff to determine whether any individuals can act to cover matters on an interim basis or consider use of agency staff in the event of urgent need, subject to financial approval being given	Ongoing	31/03/2019	Craig Griffiths

HR 2	Service delivery failure due to increased sickness absence levels throughout the Council.	MEDIUM
------	---	--------

Primary Category: Financial **Responsible Officer:** Sheenagh Rees
Secondary Categories: Compliance **Secondary Responsible Officers:** Charlotte Jane Morgan
 Reputational
 Resource

Inherent

Impact	Medium / High
Likelihood	Likely
Risk Rating	Medium

Revised

Impact	Medium / High
Likelihood	Likely
Risk Rating	Medium

Existing Controls

Inherent

1 Monitor sickness levels, identifying any patterns of sickness that appear, and ensure the Council's sickness management policy is adhered to; review allocations of workload to staff. 2. **Dec 16:** Regular Quarterly monitoring reports have been developed and are presented to Members, Corporate Directors and trade unions. 3. A refresh of policy arrangements is taking place jointly with the trade unions to address an identified loop hole in the policy and tighten up processes. 4. Stress Risk Assessments are now carried out for every reported case of work related stress. 5. Funding has been identified to fund the 'long term sickness taskforce' to March 2018. 6. Additional resource is supporting the Schools Sickness Taskforce until August 2017. **June 2017 Update:** 2016 / 2017 sickness levels saw an increase from 9.7 FTE days to 9.9, therefore risk score remains unchanged. Scrutiny and monitoring continues, as does additional support from Sickness Taskforce.

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
4 % reduction in sickness absence in 2017-2018. 6th in the All Wales Bench marking system.	In Progress	31/03/2019	Sheenagh Rees
Directorate Management Teams responsible for sickness management; Establishment of the Sickness Taskforce within the HR team to develop strategies to effectively manage long term absence will support the management of this risk; Improvements in accident investigation, the Occupational Health Referral Service, HAV's risk management programme and stress management activities.	Completed	31/03/2018	Sheenagh Rees
Establishment of a school's sickness task force. Funding for HR officer till August 2018.	In Progress	31/08/2018	Sheenagh Rees
Process in place for identifying permanent funding.	In Progress	31/03/2019	Sheenagh Rees
Developing Mental Health at Work strategy.	In Progress	31/03/2019	Sheenagh Rees
Regular Quarterly monitoring developed and are presented to Members, Corporate Directors and trade unions. A refresh of policy arrangements is taking place jointly with the trade unions to address an identified loop hole in the policy and tighten up processes. Stress Risk Assessments are now carried out for every reported case of work related stress. Funding has been identified to fund the 'long term sickness taskforce' to March 2018.	Completed	31/03/2018	Sheenagh Rees

CS26	Loss of key staff within ICT Division due to diminishing budget and/or staff leaving due to increased workloads/responsibilities leading to job dissatisfaction which could mean a decline in or total loss of ICT service	MEDIUM
------	--	---------------

Primary Category: Resource

Responsible Officer:

Steve John

Secondary Categories: Financial

Secondary Responsible Officers:

Ian John
Ross Livingstone

Inherent

Impact	High
Likelihood	Unlikely
Risk Rating	Medium

Revised

Impact	High
Likelihood	Unlikely
Risk Rating	Medium

Existing Controls

Inherent

1 Combination of better job satisfaction through System Reviews, Employee Development Review process and reduction of dependency on key individuals by sharing expert knowledge across other staff. 2 Rigorously pursue income opportunities to relieve budget pressures.

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Combination of better job satisfaction through System Reviews, Employee Development Review process and reduction of dependency on key individuals by sharing expert knowledge across other staff; rigorously pursue income opportunities to relieve budget pressures.	In Progress	31/03/2019	Steve John

HR COH&S 1	Corporate Manslaughter - Failure to effectively demonstrate and adhere to safe methods of working, resulting in individual and/or corporate manslaughter.	MEDIUM
------------	---	---------------

Primary Category: Compliance

Responsible Officer:

Sheenagh Rees

Secondary Categories: Financial
Reputational
Resource

Secondary Responsible Officers:

Charlotte Jane Morgan

Inherent

Impact	High
Likelihood	Unlikely
Risk Rating	Medium

Revised

Impact	High
Likelihood	Unlikely
Risk Rating	Medium

Existing Controls

Inherent

1 Through application of statutory duties as detailed within regulations, HSE guidance etc. Management of the above and the ability of Heads of Service and Directors to accept their responsibilities in relation to health and safety and engage the workforce by example. Policy alone will not mitigate the risk.

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
BSi audit re registration to OHSAS 18001 - ISO 45001 translational arrangements - 3 year lead.	In Progress	31/03/2019	Sheenagh Rees
Health and safety policy, Health and safety training, Compliance with regulations, Occupational Health Policy, Implementation and monitoring of HSE reports and recommendations. Risk assessments undertaken by Directorates.	In Progress	31/03/2019	Sheenagh Rees
OHSAS 18001 was awarded in 2007. External 3rd party audit every 4 months. Internal audit process in place. H&S corporate procedures reviewed on an annual basis.	In Progress	31/03/2019	Sheenagh Rees

CS21	Demands on Legal Services will rise due to unforeseen internal and external events.	MEDIUM
------	---	---------------

Primary Category: Resource

Responsible Officer:

Craig Griffiths

Secondary Categories:

Secondary Responsible Officers:

Ross Livingstone

Inherent

Impact	Medium
Likelihood	Very Likely
Risk Rating	Medium

Revised

Impact	Medium
Likelihood	Likely
Risk Rating	Medium

Existing Controls

Inherent

1 Keep all of legal services staff fully briefed about developing issues

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Efforts will be made to mitigate this by developing greater efficiency and early identification of new developments. Staff will need to review extensive documentation at very short notice. Additional capacity being sought.	In Progress	31/03/2019	Craig Griffiths

CS47	Risk of reputational damage to the Council if there is inadequate approach to corporate community relations	MEDIUM
------	---	--------

Primary Category: Reputational **Responsible Officer:** Karen Jones
Secondary Categories: **Secondary Responsible Officers:** Nita Sparkes

Inherent

Impact	Medium / High
Likelihood	Likely
Risk Rating	Medium

Revised

Impact	Medium
Likelihood	Likely
Risk Rating	Medium

Existing Controls

Inherent

1. Draft Corporate Communications strategy is being developed. 2. Role of Corporate Communications team has been clarified and agreed with Corporate Management Group. 3. Temporary additional resource has been made available to deal with peaks of work related to Pantteg and the Council's capital programme. 4. Media protocol setting out the role of Members/Political spoke persons is in place. 5. Media training and social media training has been provided as part of the May 2017 Local government election induction programme

Risk Controls

Finalise corporate communications strategy - completed and approved							
Control Title:		Finalise corporate communications strategy - completed and approved					
Control Owner:		Karen Jones					
Solution	Responsible Officer	Department	Start Date	End Date	Reporting Frequency	Action Status	% Completed
Risk Directorate:		CHIEF EXECUTIVES					
Risk Business Unit:		THE DEPARTMENT OF THE ASSISTANT CHIEF EXECUTIVE AND CHIEF DIGITAL OFFICER					
Risk Rating:		Medium					
Realign workforce arrangements to deliver strategy - completed							
Control Title:		Realign workforce arrangements to deliver strategy - completed					
Control Owner:		Karen Jones					
Solution	Responsible Officer	Department	Start Date	End Date	Reporting Frequency	Action Status	% Completed
Risk Directorate:		CHIEF EXECUTIVES					
Risk Business Unit:		THE DEPARTMENT OF THE ASSISTANT CHIEF EXECUTIVE AND CHIEF DIGITAL OFFICER					
Risk Rating:		Medium					

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Finalise corporate communications strategy - completed and approved	Completed	31/07/2018	Karen Jones
New approach to employee engagement being developed	In Progress	31/12/2018	Karen Jones
The roles of people in the corporate communication team have been revised and Management of Change has been applied to support people into new roles	Completed	31/07/2018	Karen Jones
Corporate branding and overarching work programme in development	In Progress	30/09/2018	Karen Jones
Realign workforce arrangements to deliver strategy - completed	Completed	31/07/2018	Karen Jones
Business partners to develop forward work programmes with the departments they are responsible for	In Progress	31/08/2018	Karen Jones
New approach to community engagement being developed	In Progress	30/09/2018	Karen Jones

HR 3	The failure of the HR Division to deliver critical services, as a result of reductions in staff numbers linked to the FFP.	MEDIUM
-------------	---	---------------

Primary Category: Financial

Responsible Officer:

Sheenagh Rees

Secondary Categories:

Secondary Responsible Officers:

Charlotte Jane Morgan

Inherent

Impact	Medium
Likelihood	Likely
Risk Rating	Medium

Revised

Impact	Medium
Likelihood	Likely
Risk Rating	Medium

Existing Controls

1 Managing the service via the HR Business Plan and Performance Management System. Reviewing capacity and processes.

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
2017-2018 - same as above. Piloting robotic process automation -RPA on behalf of NPTCBC.	In Progress	31/03/2019	Sheenagh Rees
The Division has linked Business Plan priorities to service score cards, team priorities and personal objectives set out in Performance Appraisals, to ensure every member of staff understands priorities and what to deliver. March 17: Services and workload delivered in 2016/17 within budget and on target.	Completed	31/03/2018	Sheenagh Rees
The Division has identified ways of delivering some services in more innovative ways at lower costs in line with the Corporate Improvement Plan Objective 6 – Better Simpler Cheaper, including digitalising some services from 1st April 2016. The Division has prioritised the services which it can continue to deliver in discussion with Corporate Directors, and has agreed, where necessary, to set aside non priority services.	Completed	31/03/2018	Sheenagh Rees

HR 1	The risk of legal challenge to workforce related strategies outlined in the Forward Financial Plan and the Corporate Improvement Plan	MEDIUM
-------------	--	---------------

Primary Category: Compliance

Responsible Officer:

Sheenagh Rees

Secondary Categories: Financial
Reputational
Resource

Secondary Responsible Officers:

Charlotte Jane Morgan

Inherent

Impact	Medium / High
Likelihood	Unlikely
Risk Rating	Medium

Revised

Impact	Medium / High
Likelihood	Unlikely
Risk Rating	Medium

Existing Controls

Inherent

1 The Management of Change in Partnership Policy has been reviewed in partnership with trade unions, to ensure managers have a clear legal framework to work within. The HR team will continue to support significant workforce change across the Council where it is resourced to do so and will ensure the established principles of Social partnership working with the trade unions are maintained. Additional support has been secured to support significant change and improvement programmes in SSHH.

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
The Management of Change in Partnership Policy has been reviewed in partnership with trade unions, to ensure managers have a clear legal framework to work within. The HR team will continue to support significant workforce change across the Council where it is resourced to do so and will ensure the established principles of Social partnership working with the trade unions are maintained. Additional support has been secured to support significant change and improvement programmes in SSHH.	Ongoing	31/03/2019	Sheenagh Rees
Jan 18 - On-going - HR team focused on management of change. HR team support and advice in relation to management of change.	In Progress	30/03/2019	Sheenagh Rees

CS51	The Council's arrangements for planning, policy and performance management do not comply with duties contained within the WBFG Act	MEDIUM
------	--	---------------

Primary Category: Compliance

Responsible Officer:

Karen Jones

Secondary Categories: Reputational

Secondary Responsible Officers:

Caryn Furlow
Nita Sparkes

Inherent

Impact	Medium
Likelihood	Likely
Risk Rating	Medium

Revised

Impact	Medium
Likelihood	Unlikely
Risk Rating	Low

Existing Controls

Inherent

1. Corporate Plan has been revised to reflect the duties related to planning. 2. Annual report is to be produced in 2 parts in 2017/18 as a transition measure. 3. Corporate report template has been amended to cater for the sustainable development principle. 4. Equality impact assessment tool has been amended and piloted. 5. Pilot training course has been delivered

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Corporate strategy officers participate in the future generations network to discuss emerging practice across Wales	In Progress	30/09/2018	Caryn Furlow
Full training programme for all relevant managers to be delivered	In Progress	30/09/2018	Caryn Furlow
Formal assessment of compliance under revised audit regime to be completed by WAO	Not Started	31/03/2019	Karen Jones
Full training programme of Integrated Impact Assessment (IIA) for all relevant managers being delivered	In Progress	31/10/2018	Rhian Headon

CS18	That the level of service provided will be affected in areas where significant staff reductions have taken place.	LOW
------	---	------------

Primary Category: Compliance

Responsible Officer:

Dave Rees

Secondary Categories: Financial
Reputational
Resource

Secondary Responsible Officers:

Ross Livingstone

Inherent

Impact	Medium
Likelihood	Unlikely
Risk Rating	Low

Revised

Impact	Medium
Likelihood	Unlikely
Risk Rating	Low

Existing Controls

Inherent

1 Reviewing and, where appropriate, redesigning the service prior to staff being allowed to leave.

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Monitoring of performance levels across all section of the Finance division	Ongoing	31/03/2020	Dave Rees

CS27	Requirements of service areas not being met due to workload exceeding the resources available due to decreasing workforce	LOW
------	---	------------

Primary Category: Resource

Responsible Officer:

Steve John

Secondary Categories:

Secondary Responsible Officers:

Ian John
Ross Livingstone

Inherent

Impact	Medium
Likelihood	Unlikely
Risk Rating	Low

Revised

Impact	Medium
Likelihood	Unlikely
Risk Rating	Low

Existing Controls

Inherent

1 Ensure that senior IT Managers are consulted for all projects that contain elements linked to ICT. Stronger ICT governance. Ensure tasks and targets published in the Business Plan are achievable by setting realistic target dates and managing resources effectively.

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Liaise with the Director of F&CS to highlight issues and risks and to develop mitigations.	In Progress	31/03/2019	Steve John

CS19B	Service quality and availability impacted by change in Senior Management over the next 18 months.	LOW
-------	---	-----

Primary Category: Compliance

Responsible Officer:

Hywel Jenkins

Secondary Categories: Financial
Reputational
Resource

Secondary Responsible Officers:

Ross Livingstone

Inherent

Impact	Low / Medium
Likelihood	Likely
Risk Rating	Low

Revised

Impact	Low / Medium
Likelihood	Likely
Risk Rating	Low

Existing Controls

Inherent

1 Succession planning process being implemented

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Rigorous appointment process carried out in a timely manner to ensure a smooth transition	Part Completed	31/03/2019	Hywel Jenkins

CS32	Financial settlement insufficient to meet statutory duties	MEDIUM
------	--	--------

Primary Category: Financial **Responsible Officer:** Dave Rees
Secondary Categories: Compliance **Secondary Responsible Officers:** Ross Livingstone
 Reputational
 Resource

Inherent

Impact	High
Likelihood	Unlikely
Risk Rating	Medium

Revised

Impact	High
Likelihood	Very unlikely
Risk Rating	Low

Existing Controls

Inherent

1. Budget setting process involving Directors, Heads of Service and Members.

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Continue to lobby WG to provide adequate funds for local government responsibilities	Ongoing	31/03/2019	Hywel Jenkins

CS30	Total loss of all ICT Services due to significant fabric/Infrastructure loss	LOW
------	--	-----

Primary Category: Resource

Responsible Officer:

Steve John

Secondary Categories:

Secondary Responsible Officers:

Ian John
Ross Livingstone

Inherent

Impact	High
Likelihood	Very unlikely
Risk Rating	Low

Revised

Impact	High
Likelihood	Very unlikely
Risk Rating	Low

Existing Controls

Inherent

1 Enhanced environmental monitoring agents coupled with more robust Business Continuity processes

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Dual site duplication being implemented Continual review and testing of existing, and any new, plans.	In Progress	31/03/2019	Steve John

CS12B	That a balanced budget for 2019/20 is not produced in time that is sufficiently robust to meet the requirements of external audit scrutiny.	LOW
-------	---	-----

Primary Category: Financial

Responsible Officer:

Dave Rees

Secondary Categories:

Secondary Responsible Officers:

Ross Livingstone

Inherent

Impact	High
Likelihood	Very unlikely
Risk Rating	Low

Revised

Impact	High
Likelihood	Very unlikely
Risk Rating	Low

Existing Controls

Inherent

1 A rigid and robust process involving a minimum of Directors, Heads of Service and Members. The process is timetabled with clear deadlines and required outcomes. The 2019/20 budget will be approved by Council in Feb 2019

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Strict adherence to budget setting process	In Progress	28/02/2019	Dave Rees

Primary Category: Financial

Responsible Officer:

Karen Jones

Secondary Categories: Resource

Secondary Responsible Officers:

Nita Sparkes

Inherent

Impact	Medium
Likelihood	Certainty
Risk Rating	Medium

Revised

Impact	Low / Medium
Likelihood	Unlikely
Risk Rating	Low

Existing Controls

Inherent

1. Up to date baseline of service costs and performance is in place. 2. Options to secure better value for money have been identified. 3. Preferred option to in-source work where there are synergies identified and external support to complete option appraisal identified

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Business Case being developed	In Progress	31/12/2018	Karen Jones
Now secured APSE support to identify services currently out-sourced that could be in-sourced to secure improved value for money	Completed	30/09/2018	Karen Jones
Secure APSE support to identify services currently out sourced that could be in-sourced to secure improved value for money	In Progress	30/09/2018	Jayne Banfield

HR EP1	Delivering an adequate emergency response and business continuity capability to mitigate against disruptive events, such as flooding or pandemic illness which pose significant social, economic and environmental risks to local communities and to the continued delivery of vital public services in and around Neath Port Talbot County Borough Council.	MEDIUM
---------------	---	---------------

Primary Category: Compliance

Responsible Officer:

Sheenagh Rees

Secondary Categories: Financial
Reputational
Resource

Secondary Responsible Officers:

Charlotte Jane Morgan

Inherent

Impact	Medium
Likelihood	Likely
Risk Rating	Medium

Revised

Impact	Low / Medium
Likelihood	Unlikely
Risk Rating	Low

Existing Controls

Inherent

1. March 17: The NPT Emergency Planning Team was established in March 2017 and developed programme of work is now in place to ensure effective arrangements are in place to prepare for, respond to and recover from major emergencies. June 17 Update: Current assessment of NPTCBC's readiness to respond to a critical incident is currently being assessed by the individual Directors and collated by NPT's Emergency Planning Team.

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
BSI scope has now been increased to include EPT roles and duties.	Completed	07/06/2018	Sheenagh Rees
Increase resources in terms of staff and admin	In Progress	31/03/2019	Sheenagh Rees
Seeking permanent funding for resources.	In Progress	31/03/2019	Sheenagh Rees

CS17	That the WAO cannot give assurance regarding the quality of audit work.	MEDIUM
------	---	---------------

Primary Category: Compliance

Responsible Officer:

Dave Rees

Secondary Categories: Reputational

Secondary Responsible Officers:

Ross Livingstone

Inherent

Impact	Medium / High
Likelihood	Unlikely
Risk Rating	Medium

Revised

Impact	Medium / High
Likelihood	Very unlikely
Risk Rating	Low

Existing Controls

Inherent

1 Annual audit plan which is approved by audit committee and agreed by WAO. Audit work reviewed by senior auditor/audit manager, plus quality control checks carried out by Head of Financial Services

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
All internal audit work is reported to audit committee. All internal audit reports are copies to WAO.	Ongoing	31/03/2019	Dave Rees

CS50	Risk that the Council will not be able to deliver new responsibilities created by the Welsh Government in relation to electoral reform	MEDIUM
------	--	--------

Primary Category: Compliance **Responsible Officer:** Karen Jones
Secondary Categories: Reputational **Secondary Responsible Officers:** Nita Sparkes

Inherent

Impact	Medium / High
Likelihood	Unlikely
Risk Rating	Medium

Revised

Impact	Medium / High
Likelihood	Very unlikely
Risk Rating	Low

Existing Controls

Inherent

1. Electoral services manager has strong links to Welsh Government policy division and the Cabinet Office and actively contributing to the development of the proposed legislation. 2. Electoral services team has been protected from budget cuts and consequently the Council has retained a sufficient and experienced electoral capacity

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Approaches to be made to Welsh Government and the Cabinet Office to explore the possibility of a part time secondment to be explored	Not Started	30/09/2018	Karen Jones
Electoral services to develop links to Welsh Government policy division and Cabinet Office to track the development of the proposed legislation	In Progress	31/08/2018	Karen Jones
Ensure there is a full impact assessment of proposals when published and feed details of any additional resource pressures into budget cycle	Not Started	31/03/2019	Karen Jones
Ensure there is full impact assessment of proposals when published and feed details of any additional resource pressure into budget cycle	Not Started	31/03/2019	Karen Jones

CS01B	Financial pressures throughout the 2018/19 year will not allow elements of the FFP to be achieved and/or will put pressure on other budget heads (New risk)	LOW
-------	---	------------

Primary Category: Financial

Responsible Officer:

Dave Rees

Secondary Categories:

Secondary Responsible Officers:

Ross Livingstone

Inherent

Impact	Medium
Likelihood	Unlikely
Risk Rating	Low

Revised

Impact	Low / Medium
Likelihood	Unlikely
Risk Rating	Low

Existing Controls

Inherent

1 The budget monitoring process which will highlight pressures at the earliest possible stage and require managers to find solutions to those pressures and therefore retain net spending within the budget guidelines

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Actions taken by the senior management teams in response to budget monitoring reports	In Progress	31/03/2019	Dave Rees

CS49	Risk that opportunity to exploit the functionality of the replacement telephony system is not taken by customer services leading to loss of financial savings and customer satisfaction improvements	LOW
------	--	------------

Primary Category: Reputational

Responsible Officer:

Karen Jones

Secondary Categories: Resource

Secondary Responsible Officers:

Nita Sparkes

Inherent

Impact	Medium
Likelihood	Unlikely
Risk Rating	Low

Revised

Impact	Low / Medium
Likelihood	Unlikely
Risk Rating	Low

Existing Controls

Inherent

1. Project officer in place to provide dedicated capacity to plan and introduce the replacement system. 2. 'Wish list' of system functionality developed by team leaders and communicated to the Head of ICT. 3. Visioning exercise to identify transformational opportunities created by the new technology completed and aligned with the Council's Digital by Choice agenda

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Current plan to be developed - next steps	In Progress	31/10/2018	Karen Jones
Project plan developed to identify preferred milestones linked to service capacity	In Progress	31/03/2019	Karen Jones

HR COH&S 2	Failure to demonstrate effective risk management of Occupational Hazards/injuries & Occupational Health & Well-being of employees.	LOW
------------	--	-----

Primary Category: Compliance

Responsible Officer:

Sheenagh Rees

Secondary Categories: Financial
Reputational
Resource

Secondary Responsible Officers:

Charlotte Jane Morgan

Inherent

Impact	Low / Medium
Likelihood	Likely
Risk Rating	Low

Revised

Impact	Low / Medium
Likelihood	Unlikely
Risk Rating	Low

Existing Controls

Inherent

1 In-house Occupational health unit. Corporate Stress procedure & associated stress risk assessment. Maximising attendance at work policy.

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
External BSi audit in June.	Completed	07/06/2018	Sheenagh Rees
Review of internal OHU procedures.	In Progress	28/12/2018	Sheenagh Rees
Mental health at work strategy to be developed.	In Progress	31/03/2019	Sheenagh Rees

CS15	That there is a drop in performance in terms of the time taken to process benefits and in terms of the number of write offs required due to authority error.	LOW
-------------	--	------------

Primary Category: Financial

Responsible Officer:

Dave Rees

Secondary Categories: Reputational

Secondary Responsible Officers:

Ross Livingstone

Inherent

Impact	Low / Medium
Likelihood	Unlikely
Risk Rating	Low

Revised

Impact	Low / Medium
Likelihood	Unlikely
Risk Rating	Low

Existing Controls

Inherent

1 Regular training that all benefits staff received particularly in relation to changes in rules and regulations surrounding benefits

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Regular monitoring of performance, and increased training and evaluation if required	Ongoing	31/03/2020	Dave Rees
Regular training that all benefits' staff receive particularly with regard to changes in the rules and regulations surrounding benefits.	Ongoing	31/03/2020	Dave Rees

CS28	Inability to access, send and receive information from Police, DWP and other Government Agencies due to loss of Public Services Network (PSN) accreditation. This would lead to several services areas being unable to work.	LOW
-------------	---	------------

Primary Category: Compliance

Responsible Officer:

Steve John

Secondary Categories:

Secondary Responsible Officers:

Ian John
Ross Livingstone

Inherent

Impact	Medium / High
Likelihood	Very unlikely
Risk Rating	Low

Revised

Impact	Medium / High
Likelihood	Very unlikely
Risk Rating	Low

Existing Controls

Inherent

1 Ensure that all areas of PSN Conditions of Connection are met.

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Ensure that this is a standard entry on the workplan for the ICT division	In Progress	31/03/2019	Steve John

CS29	Inability to access key systems.	LOW
------	----------------------------------	-----

Primary Category: Resource

Responsible Officer:

Steve John

Secondary Categories: Compliance
Financial
Reputational

Secondary Responsible Officers:

Ian John
Ross Livingstone

Inherent

Impact	Medium / High
Likelihood	Very unlikely
Risk Rating	Low

Revised

Impact	Medium / High
Likelihood	Very unlikely
Risk Rating	Low

Existing Controls

Inherent

1 Provision of resilience through implementation of high availability redundant servers

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Dual site duplication being implemented	In Progress	31/03/2019	Steve John

CS31	Unauthorised access to corporate facilities/information which could lead to loss of service or a financial penalty (max £500,000 (4% of annual turnover when the new regulation is enacted in May 2018))	LOW
------	--	-----

Primary Category: Financial **Responsible Officer:** Steve John
Secondary Categories: Reputational **Secondary Responsible Officers:** Ian John
Ross Livingstone

Inherent

Impact	Medium / High
Likelihood	Very unlikely
Risk Rating	Low

Revised

Impact	Medium / High
Likelihood	Very unlikely
Risk Rating	Low

Existing Controls

Inherent

1 Increased detection methods and better application security; annual penetration testing carried out

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Continue to support staff with targeted training and guidance Continual review and testing of Perimeter based and Information security.	In Progress	31/03/2019	Steve John

CS48	Risk that the opportunity to reduce the cost and improve the effectiveness of the Council's performance management arrangements is not exploited due to inadequate resourcing of the project	LOW
-------------	---	------------

Primary Category: Resource **Responsible Officer:** Karen Jones
Secondary Categories: Reputational **Secondary Responsible Officers:** Nita Sparkes

Inherent

Impact	Low / Medium
Likelihood	Likely
Risk Rating	Low

Revised

Impact	Low / Medium
Likelihood	Very unlikely
Risk Rating	Low

Existing Controls

Inherent

1. Heads of Service steering group established to lead the project
2. Project plan developed identifying resources required at each project stage
3. Work priorities of project team members revised to prioritise CAMMS implementation
4. Additional resource identified to deliver training component of the project

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Regular updates to Corporate Management Group to secure ongoing commitment to the project	Completed	31/03/2019	Karen Jones
Member training to be scheduled	Not Started	30/11/2018	Karen Jones
Post implementation review of the benefits of the system to be scheduled in December	Not Started	31/12/2018	Karen Jones
Business Plan pilot now completed and rolled out across the Council. Anticipating all Business Plans will be on the system by 31.08.18	In Progress	31/08/2018	Karen Jones

CS14B	That the Council Tax collection rate for 2018/19 will fall below the budgeted 97% collection rate	LOW
-------	---	------------

Primary Category: Financial

Responsible Officer:

Dave Rees

Secondary Categories:

Secondary Responsible Officers:

Ross Livingstone

Inherent

Impact	Medium
Likelihood	Unlikely
Risk Rating	Low

Revised

Impact	Low / Medium
Likelihood	Very unlikely
Risk Rating	Low

Existing Controls

Inherent

1 Regular monitoring of the council tax collection rate; operation of the council tax recovery policy

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Immediate remedial action taken by experienced council tax staff, in terms of applying the various methods of collecting unpaid council tax	In Progress	31/03/2019	Dave Rees

OR133	WBFG Act is used as grounds for challenging Council decisions	MEDIUM
-------	---	--------

Primary Category: Compliance

Responsible Officer:

Karen Jones

Secondary Categories: Reputational

Secondary Responsible Officers:

Caryn Furlow
Nita Sparkes

Inherent

Impact	High
Likelihood	Likely
Risk Rating	Medium

Revised

Existing Controls

Inherent

1. IIA training being delivered

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Await outcome from current challenge on planning appeal and lessons learnt	In Progress		Karen Jones

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Cabinet

12th September 2018

Report - Head of Transformation (ELLL) Andrew Thomas

Matter for Decision

Wards Affected:

Lower Brynamman

Project Proposal made to the Members Community Fund

Purpose of the Report

1. To seek Cabinet approval to fund a project proposal that requests financial support under the Members Community Fund. The project has been tabled by the respective Ward Member.

Executive Summary

2. The Members Community Fund was approved in its present form at Cabinet Board on the 16.05.18 and was launched at an All

Members Seminar on the 14.06.18. The Fund is to be used to address local needs and to support projects and initiatives that will contribute towards creating vibrant and sustainable communities.

The Project Development & Funding Unit (PDFU) within ELLL is charged with the governance of the Fund and will act as the Grant Management Organisation.

Bids can be made for projects that enhance existing Council services, assist voluntary sector provision or form part of a larger initiative that is in need of additional financial support.

Eligible projects will include those that enrich the environment, promote non - statutory education and learning, assist Health & Well Being, and promote culture and / or recreation in all its forms.

Cabinet considered three proposals for funding on the 25.07.18. A further project proposal now seeks funding and has been formally submitted to the PDFU. The bid has been checked for completeness, accuracy and deliverability and is 'fit for purpose' and ready for determination by Cabinet.

Project Proposal

3. Canolfan Maerdy Welfare Support

A bid to extend the working hours (by 6 hours/week x £8/hour x 100 weeks, plus 20% on - costs) of a part time Community Development Coordinator to facilitate the operation of a locally based drop - in wellbeing and welfare support service.

This initiative offers a holistic approach tailored to the needs of the individual. It will empower those that are least able and those lacking confidence to receive support in claiming on- line benefits, understanding eligibilities, help with housing advice and provide essential financial management.

Participants will be able to self - refer, but the Scheme will receive referrals from the local GP surgery, a network of health and social care professionals, the local community and the local Councillors.

This proposal aligns with the NPT Public Service Board's Wellbeing Plan 2018 -2023, and has the support of the Department for Work and Pensions, 'NPT Age Connects', 'Workways' and the Citizens Advice Bureau. It is considered to be the only local community based provider of advice and support concerning Universal Credit entitlement. This initiative will fill an evidenced gap in local provision.

The request for Grant aid from the Members Community Fund is for £5,760 which will be 58% of the allocation attributed to Councillor Arwyn Woolcock in the Ward of Lower Brynamman.

Financial Impact

4. From the outset it was intended that the Members Community Fund would endeavour to maximise other funding streams and draw in additional funding which will add value to inward investment within each of the Wards under determination. This project proposal benefits from £4,000 in-kind room hire and marketing from Canolfan Maerdy and also an additional £4,500 from the Tesco 'Fair Share' Community Food Scheme.

In order to win favour in Cabinet all projects must be sustainable. Projects must have a robust exit strategy that places no additional revenue or financial burden on the Council. This proposal will encourage those receiving the service to give voluntary hours back to the community café, preparing food and support to other interest groups. An earlier three week pilot has proven that money raised in the café and from interest groups will pay for the project once firmly established, making it sustainable after two years.

The longer term sustainable benefit associated with early intervention will include improved health, financial security and improved money management for the client group. This will translate into better public health outcomes, avoidance of fuel poverty & homelessness and the promotion of self - care.

Equality Impact Assessment

5. There is no requirement under the Constitution for an Equality Impact Assessment on this item.

Workforce Impacts

6. There are no workforce impacts associated with this report.

Legal Impacts

7. The delivery of the Members Community Fund will come within the purview of the Local Government Act 2000 which introduced well-being powers which enable every Local Authority to have capacity to do anything which it considers likely to promote an improvement to economic, social or environmental well-being in the area. Under section 56 of the Local Government (Wales) Measure 2011 sanction is given for both Executive and Non - Executive Members to invest within their own Ward.

The Council's Constitution should be referred to for explicit guidance on governance.

Risk Management

8. There are no risk management issues associated with this report.

Consultation

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

Recommendations

10. In line with the earlier agreed Council policies and priorities, the proposal has been thoroughly scrutinised and is deemed to be credible, well thought through and sustainable. The project proposal is recommended for approval and financial support under the Members Community Fund.

Reasons for Proposed Decision

11. To approve the Application for funding that has been received under the Members Community Fund. The Members Community

Fund will continue to receive bids until the due deadline date of 31.03.2020.

Implementation of Decision

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

List of Background Papers

13. This Lower Brynamman initiative has been developed from the Members Community Fund Application Form submitted by Councillor Arwyn Woolcock and this has been retained for reference. The stakeholder has submitted the relevant Constitution, audited Accounts, Insurances and the Leasehold Agreement that are a requirement of supporting any Third Sector entity with the Members Community Fund. Canolfan Maerdy has also equipped the PDFU with the Output Report for the Pilot project and this has been evaluated and retained for future reference.

14. Officer Contact

Paul Hinder, Project Development & Funding Manager, (ELLL).

Tel: 01639 763390, email: p.hinder@npt.gov.

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Cabinet

12th September 2018

Report of Assistant Chief Executive and Chief Digital Officer
K.Jones

Matter for Decision

Wards Affected: All Wards

**Annual Report - Part 2 (Corporate Plan 2017-22)
Period: 1st October 2017 to 31st March 2018**

Purpose of Report

1. To present part two of the Annual Report for 2017-2018 for consideration and approval.

Executive Summary

2. The Council approved a new corporate plan in September 2017, setting out the well-being objectives it wanted to achieve over its term of office and attendant priorities, actions and measures. The annual report attached (appendix 1) for consideration provides an account of progress over the period 1st October 2017- 31st March 2018. The report is required to meet duties set out in the Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015.
3. The Report identifies that the Council has made a good start to implementing the programme set out in the Corporate Plan. Overall, we achieved most of what we set out to do during the second half of the 2017-2018 financial year in relation to our three well-being objectives. In the main, three quarters of the actions (steps) are on track and a quarter just off track. None of the 78 steps have a RED

status (which would indicate that the step is off track). A summary report is also available (appendix 2).

4. As far as the national performance indicators are concerned, broadly speaking, the Council has maintained performance across the areas covered by the national indicators, with a small number showing improvement and a small number showing a reduction in performance compared with 2016-17. However, performance compared to other local authorities declined across a range of indicators (appendix 3). Given the cuts in financial and human resources over a sustained period of time this is considered to be a good performance.
5. In preparing this annual report, the Council is required to consider whether the current well-being objectives remain relevant or whether changes to those objectives should be considered. Given that the objectives were only agreed in September 2017 and were reviewed in March 2018, it is not considered necessary to make any changes at this point in time.
6. Since the Corporate Plan was last updated, the Neath Port Talbot Public Services Board has published its Well-being Plan. There are already clear links between some of the priorities set out in the Corporate Plan and Well-being Plan. When the Corporate Plan is next revised, the links to each of the priorities expressed in the Well-being Plan will be further clarified.

Background

7. Under the Local Government (Wales) Measure 2009, the Council is required to publish a forward looking improvement plan setting out our improvement priorities (known as improvement objectives) for the financial year ahead and an annual report to reflect back on the performance of that plan.
8. Additionally, the Well-being of Future Generations (Wales) Act 2015 requires the Council to set well-being objectives which seek to maximise the Council's contribution to the national well-being goals, whilst also embracing the sustainable development principle. The Council is further obliged to report each year on the extent to which the well-being objectives it has set have been achieved.

9. The first set of well-being objectives for the Council were required to be published by 1st April 2017. Due to the local government elections in May 2017, the former Council administration determined to set interim well-being objectives based on the extant Corporate Improvement Plan for the period to 30th September 2017. This provided for the current administration to be able to review the well-being objectives following the local government elections 2017 and to make changes as the new administration saw fit to reflect its own priorities.

As a result the Council had two sets of corporate objectives set in the 2017-18 financial year. Both sets of objectives respond to the 2009 Measure and the 2015 Well-being of Future Generations (Wales) Act. We reported on progress over the first six months of the year against the six priorities established by the predecessor authority in December 2017.

This report has been prepared to report on the progress against the three well-being objectives set by the current Council over the remaining six months of the 2017-18 financial year.

Financial Appraisal

10. The performance described in the Annual Report was delivered against a challenging financial backdrop. Since 2010, spending reductions of some £83 million have been delivered to enable the Council to achieve a balanced budget. In 2017-18, we achieved our target budget savings of £5.779 million against a total net revenue budget of £273.596 million.

Equality Impact Assessment

11. 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.”

12. An Equality Impact Assessment was undertaken for the development of the 2017-22 Corporate Plan. As the Council has largely delivered what it set out to do, there are no material issues that were identified in the Equality Impact Assessment that require further addressing here.

Workforce Impact

13. The Council’s workforce continues to contract as financial resources continue to reduce. In recognition of the scale of change affecting the workforce, a new Corporate Workforce Plan was developed over the period to support the workforce to adapt to the changes that delivery of the Corporate Plan will introduce.

Legal Impact

14. This Annual Report is prepared under Section 15(3) of the Local Government (Wales) Measure 2009 and discharges the Council’s duties under sections 2(1), 3(2), 8(7) and 13(1). This Annual Report also discharges duties in Section 3 of the Well-being of Future Generations (Wales) Act 2015.

Risk Management

15. Councils are required to produce a backward looking report by 31st October each year. The report must comply with provisions within the 2009 Measure. Failure to produce a compliant report within the timescales can lead to a Certificate of Non-Compliance by the Wales Audit Office and statutory recommendations the Council would be obliged to address. The risk of non-compliance is considered low as the Report follows the same format as previous years when a Certificate of Compliance has been achieved and publication by the timescales of 31st October 2018. Regulation of the work required under the Well-being of Future Generations (Wales) Act 2015 is still evolving.

Consultation

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

Recommendations

17. It is recommended that Cabinet considers the document set out in the Appendices which represent part two of the Annual Report for 2017-18 and, if considered appropriate, that Cabinet commends the report to Council for approval.
18. It is recommended that Cabinet considers whether the three well-being objectives set out in the current Corporate Plan remain relevant or require amendment. It is the view of officers that those objectives remain relevant as they were recently reviewed in March 2018 as part of the process of updating the Corporate Plan and there have been no material changes since that date that would suggest amendments are necessary. Consequently, it is recommended that Cabinet proposes to Council that no changes be made to the Council's well-being objectives at this time.
19. It is recommended that the Leader of Council be given delegated authority to make such changes as may be needed to the Annual Report (part two) prior to publication, provided that such changes do not materially alter the content of the document considered by Council.

Reason for Proposed Decision

20. To meet the statutory requirements set out in the Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015.

Implementation of Decision

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

Appendices

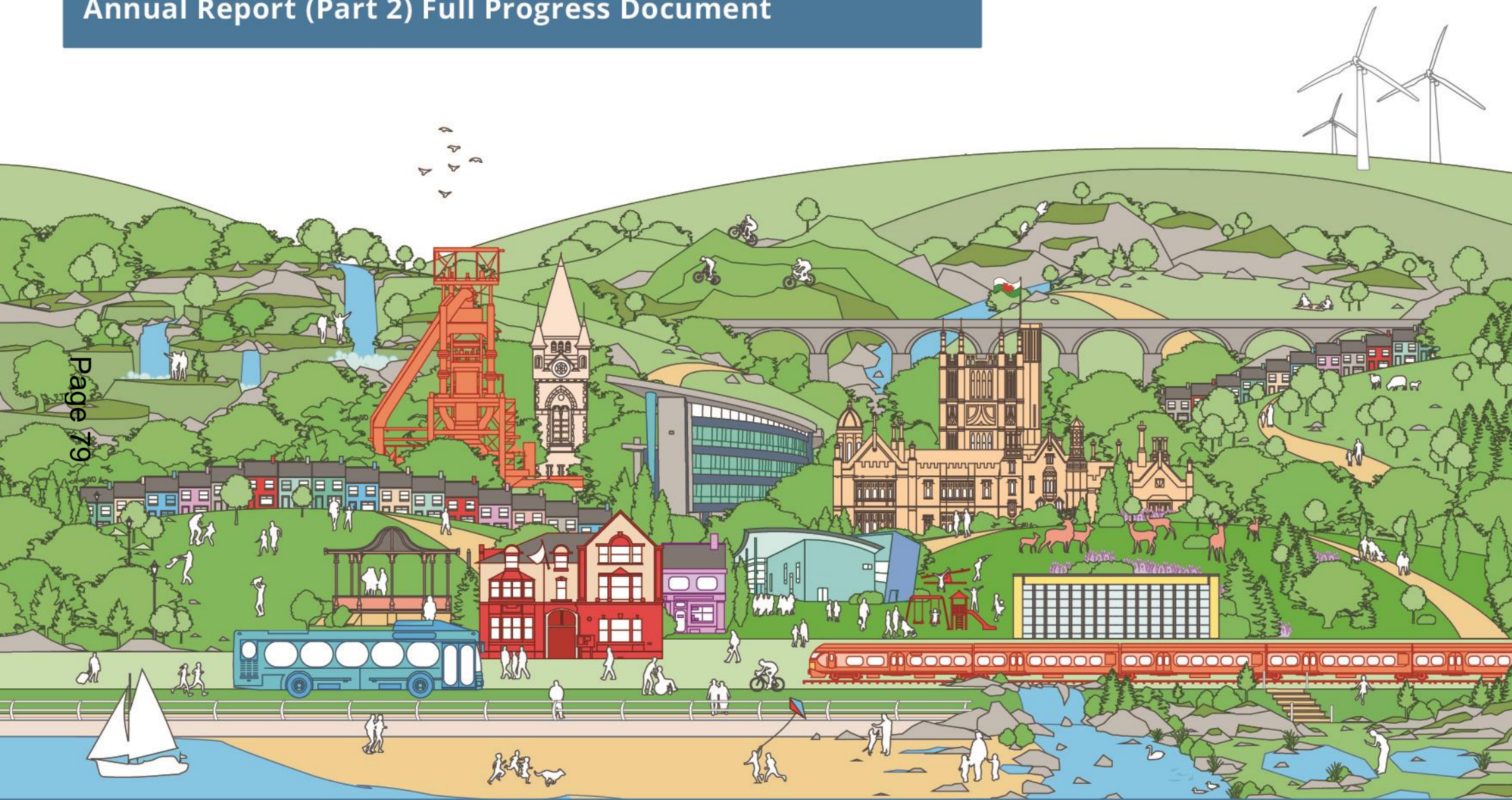
22. Appendix 1 – Draft Full Progress Annual Report – Part Two
23. Appendix 2 – Draft Summary Annual Report – Part Two
24. Appendix 3 – Public Accountability Measures All Wales Comparisons 2017-18

List of Background Papers

25. Neath Port Talbot Corporate Plan 2017 – 22 (period 1st October to 31st March 2018)
26. Local Government (Wales) Measure 2009
27. Well-being of Future Generations (Wales) Act 2015
28. [Quarter 4 Full Year Performance data 2017-18](#)

Officer Contact

Mrs Karen Jones, Assistant Chief Executive and Chief Digital Officer. Tel: 01639 763284 or e-mail: k.jones3@npt.gov.uk



Page 79

FOREWORD

Last year, on 30th September 2017, we published a new Corporate Plan 2017-22 to comply with Welsh Government legislation called 'The Well-being of Future Generations (Wales) Act 2015'. The new Plan sets out how we intend (through our three well-being objectives) to improve the well-being of people in the whole of the county borough and how we are demonstrating our contribution to the seven nation well-being goals set by Welsh Government.

I am pleased to present a full progress report based on our performance against our three well-being objectives, covering the period 1st October 2017 to 31st March 2018. Although this report covers a relatively short period, overall we have made a good start to our journey to improve the well-being in the area. However, it is also clear that the significant cuts made to our budgets are placing some services under strain.

I hope you will find the information useful and I would welcome feedback from you.

Cllr R G Jones, Leader of Council

A handwritten signature in blue ink, appearing to be 'R G Jones', written in a cursive style.

Contents

<i>Introduction</i>	4
<i>Our performance</i>	5
<i>Our Vision</i>	6
<i>Well-being Statement</i>	6
<i>Securing good governance and continuous improvement of the Council</i>	8
<i>Collaboration with other public bodies</i>	11
<i>Communicating our progress</i>	11
<i>Equality</i>	12
<i>Performance of our Well-being objectives, Improvement priorities and Steps</i>	13
<i>Well-being objective 1 - To improve the well-being of children and young people</i>	14
<i>Well-being objective 2 - Improve the Well-being of all adults who live in the county borough</i>	40
<i>Well-being objective 3 - To develop the local economy and environment so that the well-being of people can be improved</i>	65

Introduction

Under the Local Government (Wales) Measure 2009, the Council is required to publish a forward looking improvement plan setting out our improvement priorities (known as improvement objectives) for the financial year ahead and an annual report to reflect back on the performance of that plan. Additionally, the Well-being of Future Generations (Wales) Act 2015 requires the Council to set well-being objectives which seek to maximise the Council's contribution to the national well-being goals, whilst also embracing the sustainable development principle. The Council is further obliged to report each year on the extent to which the well-being objectives it has set have been achieved.

The first set of well-being objectives for the Council were required to be published by 1st April 2017. Due to the local government elections in May 2017, the former Council administration determined to set interim well-being objectives based on the extant Corporate Improvement Plan for the period to 30th September 2017. This provided for the current administration to be able to review the well-being objectives following the local government elections 2017 and to make changes as the new administration saw fit to reflect its own priorities.

As a result the Council had two sets of corporate objectives set in the 2017-18 financial year, one set covering the period 1st April to 30th September 2017 and the second covering 1st October 2017 to 31st March 2018. Both sets of objectives respond to the 2009 Measure and the 2015 WBFG Act. We reported progress made against the first set of corporate objectives established by the predecessor authority in December 2017. This report provides an account of progress made against the three well-being objectives and associated improvement priorities set by the current Council over the remaining six months of the 2017-18 financial year.

Our performance

We have aimed to ensure that this Report presents a fair and balanced picture of our performance for our citizens. The Council has made a good start to implementing the programme set out in the Corporate Plan. Overall, we achieved most of what we set out to do in relation to our three well-being objectives. In the main, three quarters of the actions (Steps) are on track and a quarter just off track. None of the 78 Steps have an overall RED status (which would indicate that the step is off track). A more detailed assessment can be found later in this report under: **Performance of our Well-being objectives, Improvement priorities and Steps**

As far as the national performance indicators are concerned, broadly speaking, the Council has maintained performance across the areas covered by the national indicators compared to 2016-2017, with a small number showing improvement and a small number showing a reduction in performance. However, performance compared to other local authorities has declined across a range of indicators. Given the cuts in financial and human resources over a sustained period of time this is considered to be a good performance.

In preparing this annual report, the Council is required to consider whether the current well-being objectives remain relevant or whether changes to those objectives should be considered. Given that the objectives were only agreed in September 2017 and were reviewed in March 2018, it is not considered necessary to make any changes at this point in time.

Since the Corporate Plan was last updated, the Neath Port Talbot Public Services Board has published its Well-being Plan. There are already clear links between some of the priorities set out in the Corporate Plan and Well-being Plan. When the Corporate Plan is next revised, the links to each of the priorities expressed in the Well-being Plan will be further clarified.

Our Vision

- We want our county borough to be a place where everyone has an equal chance to get on in life – a place where people want to live, work and bring up their family
- We want our beautiful natural environment, and our rich cultural and industrial heritage to be appreciated and protected for many future generations to enjoy. We also want to pursue new and existing opportunities for economic growth so we can sustain our diverse communities for many years to come

To achieve our vision, we set three strategic objectives – our well-being objectives. These well-being objectives fulfil the requirement under (s3(2)(a)) of the Well-being of Future Generations (Wales) Act 2015.

Supporting each well-being objective are improvement priorities. The improvement priorities fulfil different legal requirements set out in (s3(1)) the Local Government (Wales) Measure 2009.

Well-being Statement

The well-being objectives, improvement priorities and detailed steps have been designed to deliver the manifesto commitments of the Council administration that was elected in May 2017. In this respect there is already strong public support for the core elements of the Plan. The objectives also respond to the challenges and opportunities identified as facing the Council over the term of the administration, including the various legal duties that are placed upon the Council. The objectives were subject of public consultation over the summer 2017, which confirmed there was broad support for these objectives and their associated improvement priorities with many respondents encouraging the Council to set the well-being of children and young people as its most important objective.

Our first objective prioritises the well-being of all children and young people who live in the county borough. It addresses well-being at all stages of childhood through to the point where young people become adults. The second focuses on the well-being of people throughout their adulthood, and also takes a life course approach. Our third objective addresses the factors that impact on well-being where the Council has a direct responsibility for those factors or can significantly influence those factors.

The steps we will take to achieve the objectives and related improvement priorities demonstrate how we intend to maximise our contribution to the seven well-being goals set by the Welsh Government. We believe the life course approach to the first two objectives, coupled with attention to all of the factors that impact upon well-being, provides a framework for the long term and for adopting preventative approaches which the Council can build upon in each review period.

The objectives are corporate well-being objectives and each of the objectives interacts with the other two, so they need to be considered as a whole. The expectation is that services integrate their work across the Council where this enables us to maximise the impact we can have on the objectives, as well as integrating and collaborating with other partners where this makes sense.

We also considered the well-being objectives that had been published to date by other public bodies and partners. In particular, we examined the Well-being Assessment published by the Neath Port Talbot Public Services Board (PSB) and the priorities set out in the PSB's Well-being Plan. We have also begun to explore how we can work together with our town and community councils and the voluntary sector in new ways so that we can maximise the impact we have collectively to the benefit of citizens and communities.

Securing good governance and continuous improvement of the Council

The Local Government (Wales) Measure 2009 place a general duty on local authorities to secure continuous improvement of their functions. We do this by ensuring that our governance arrangements are fit for purpose. Governance arrangements are reviewed by a Corporate Governance Group who prepare an Annual Governance Statement and oversee any improvement work set out in the Statement. The work is reported to the Cabinet, Cabinet Scrutiny Committee and the Audit Committee on a systematic basis. You can find the latest copy of the Annual Governance Statement [here](#) (contained within the 2017-18 Statement of Accounts).

Governance arrangements have been revised to support the new duties set out in the Well-being of Future Generations (Wales) Act 2015. The revisions already made are summarised below, together with a brief note of the further improvements that the Council plans to make in the next period.

Risk Management – Following review by the Wales Audit Office, the Council’s Corporate Risk Management Policy has been updated to reflect improvements made to the way in which both strategic risks and operational risks are recorded, managed and reported. The revised Policy will continue to promote an open, consistent and proactive risk management attitude and enable us to better monitor our risks over the short, medium and long term. In order to strengthen the underpinning risk management process, a new integrated corporate performance and risk management system (CPMS) was introduced. This went live on 31st March 2018. The Council has not yet reviewed the risks set out in the risk register through the lens of the national well-being goals and associated sustainable development principle. Now that the system for risk management has been considerably strengthened, as part of the ongoing refining of risk management arrangements, opportunity will be taken to test the risks suggested in statutory guidance.

Performance management - The Council’s CPMS enables the integration of the Council’s strategic planning, performance management and risk management arrangements. Some key benefits of the system to be realised will include: less onerous production of reports; clearer links between strategies and plans; and streamlining / simplifying existing data collection processes. In implementing the new CPMS,

the Council has taken the opportunity to ensure that there is a golden thread running from the three corporate well-being objectives, through to key corporate strategies and to service business plans. This enables the Council to clearly demonstrate how its functions contribute to the Council's well-being objectives which in turn support the national well-being goals. Now that the Public Services Board has published its Well-being Plan, future revisions of the corporate plan and associated activity will demonstrate how the Council's priorities are informing and are informed by the PSB priorities.

Corporate planning – The Council has fundamentally revised the format and scope of the corporate plan to meet existing duties set out in the Local Government (Wales) Measure 2009 but also the new requirements of the Well-being of Future Generations (Wales) Act 2015. Likewise, arrangements for the Council's annual reporting arrangements have been amended to meet the new duties. In making these changes, the Council has not only been mindful to meet the new technical requirements of the various statutory duties, the Council has also sought to improve the accessibility of information to better engage all stakeholders in the Council's work, making use of a wide range of channels and multi-media techniques. The intention is that there will be a continuous flow of information about the way in which the Council is taking steps to deliver its well-being objectives and demonstrating how it is embracing the sustainable development principle in so doing.

Financial planning – In 2017-2018, we achieved our target budget savings of £5.779 million, bringing the cumulative spending reductions to £83 million since 2010. The total net revenue expenditure was £273.596 million. The budget was prepared in the context of the Corporate Plan, based on the three well-being objectives. The Council has worked hard, with its partners to strike the right balance in its overall proposals. This has included: protection for some services that enable early intervention and prevention activities that reduce demand on public services whilst promoting well-being; protection for integrated services that have been established to deliver more joined up services for citizens; protection for services that have a long term impact on sustainability; and protection for key collaborative arrangements. The areas that have been protected most are reflected in the three well-being objectives that the Council has set.

Workforce planning – In June 2018, we approved a Corporate Workforce Plan. The purpose of our Workforce Plan (a copy can be found [here](#)) is to enable us to address the workforce implications of our Corporate Plan. It sets out the actions we need to take to achieve our objectives and also takes into account the cultural change we need to bring about as envisaged by the Well-being of Future Generations (Wales) Act 2015. Senior officers, service managers and elected members have received some training on the WBFGA. In 2018-19 further training will be delivered to ensure there is systematic consideration of the well-being objectives set by the Council, the national well-being goals and the extent to which the sustainable development principle is being applied in practice.

Asset Management – We continued to strengthen arrangements for effective management of our physical assets and facilities. An example of this was supporting the third sector and community groups to sustain community access to facilities that they operate for the benefit of our communities. During the six month period, four council owned assets were leased to voluntary/community groups and organisations. Arrangements for asset management are well-established with clear links to strategic and service planning and the Council’s capital and revenue budget arrangements. The reduction in financial resources available to the Council is placing considerable pressure on this area of work and the associated risks are set out in the Council’s risk registers.

As far as the notion of “assets” in its widest sense is concerned, the Council is developing a corporate approach to asset based community development and this work is firmly linked to the priorities set out by the Neath Port Talbot Public Services Board.

Procurement – To date the Council has complied with Welsh Government Procurement Policy for example, by ensuring that contracts over the value of £1,000,000 include community benefits clauses.

In line with good practice, when embarking on tender exercises via Sell2Wales, consideration is now being given for all tenders to determine whether community benefits should be utilised and can be generated for the type of contract being considered thereby ensuring benefits to the organisation, society and economy. Consideration is given to all contracts now advertised on Sell2Wales as to whether contracts should be

split into “Lots” or smaller arrangements to facilitate the opportunity for smaller organisations to bid for elements of contracts if they are unable to bid for larger packages, thereby enabling smaller and local organisations to play an active role in procurement processes and allow more development to SME’s and local organisations.

Also contracts and tender documents have now been simplified to allow all organisations regardless of size and experience in tendering to have the opportunity to take part in processes.

In addition to offering contracts for services, the Council also has a Third Sector Grant Scheme that was co-produced with representatives of the local third sector. The Grant Scheme and associated Compact partnership agreement, makes a direct reference to the Well-being of Future Generations (Wales) Act, encouraging third sector organisations to work in partnership with the Council in pursuit of the Council’s own well-being objectives and in turn the national well-being goals.

Collaboration with other public bodies

The Council collaborates on a very wide range of activities on different geographic footprints and with a considerable number of groups and agencies. Throughout the Corporate Plan and reflected in this annual report is clear evidence of those collaborative arrangements. Now that the Public Services Board has produced its Well-being Plan, future revisions of the corporate plan will demonstrate how the Council’s priorities inform and are informed by the PSB’s Well-being Plan.

Communicating our progress

Earlier this year, the Corporate Communications and Community Relations Strategy (2018-2020) was approved. The Strategy has been developed to help us meet the requirement under the Well-being of Future Generations (Wales) Act 2015 to involve people in the work that the Council carries out. It has also been designed to make our collective communications and community relations efforts more consistent, effective and relevant and to




support the delivery of the new Corporate Plan approved by Council on 29th March 2018. The new Strategy sets out a range of measures designed to improve the effectiveness of the Council’s mechanisms for involving people in its work. A new area on the Council’s website ‘ShapingNPT’ has been designed to improve communications and engagement. The aim is to improve awareness of what the Council does and encourage engagement by simplifying the narrative around the Council’s Corporate Plan and Annual Reports. We are using citizens’ and wider stakeholders’ stories to bring the Council’s work to life and celebrate successes, but we are also highlighting areas where more work needs to be done to achieve our objectives

Equality

The Equality Impact Assessment framework was revised during 2017-2018 to create a new Integrated Impact Assessment. This will assist the Council in discharging its legislative duties (under the Equality Act 2010, the Welsh Language Standards (No.1) Regulations 2015, the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016). Training for reporting officers is scheduled for 2018-2019.

Work to integrate the Council’s equality priorities with the revised corporate plan is well-advanced, although the current legal requirements do not yet enable the Council to move to a single planning and reporting arrangement. More details of the work that the Council has done to take forward the actions set out in the Strategic Equality Plan can be found in the annual report for the Strategic Equality Plan. [Insert link](#)

The next section provides a detailed assessment of how we have performed against each of the Steps set out to achieve our three well-being objectives. This also includes an overall RAG status against each Step based on the following key:

 <p>GREEN</p>	<p>On the whole, on track to deliver what was planned in the period</p>	 <p>AMBER</p>	<p>Just off track, not delivered some of what was planned in the period</p>	 <p>RED</p>	<p>Generally off track in delivering what was planned, in terms of timescales or may not be delivered</p>
---	---	---	---	---	---

Performance of our Well-being objectives, Improvement priorities and Steps

Well-being objective 1 - To improve the well-being of children and young people

How this well-being objective contributes to the seven national well-being goals:

National Goals	Contribution to each goal
A prosperous Wales	The suite of priorities and steps aim, collectively, to ensure that every child and young person enters employment, education or training at the end of full-time education ready to contribute socially and economically.
A healthier Wales	Every school in NPT is a “Healthy School” and the county borough also has good participation rates in physical activity. We have made good progress placing greater emphasis on emotional well-being to equip children and young people with the skills, behaviours and support they need. Additionally, parenting programmes are targeting those families most in need of support. The Council has good data to identify where there are differences in attainment and outcomes for children and young people of different backgrounds with programmes in place to address inequality and inequity.
A Wales of cohesive communities	There is a strong emphasis on ensuring equality and celebrating diversity across the range of activities. There is also recognition and work to address inequalities in all of its forms, whether in relation to statutory duties concerned with people of protected characteristics, inequality caused by disparities in income, or by virtue of whether children and young people are cared for by their own families or the council. Programmes to educate and divert children and young people about wider community safety programmes are well-established. We have been continuously reviewing our programmes to ensure that they remain relevant. For example, equipping children and young people to stay safe on-line has become a key area of focus given Child Sexual Exploitation, radicalisation and other on-line criminality.
A resilient Wales	Children and young people are introduced to the importance of the eco systems and our environment at an early stage. The pilot project planned for Sandfields West is exploring in more detail how we can take advantage of the green and blue space in our county borough to develop the wellbeing of our children and young people.
A more equal Wales	Reducing inequality and inequity is a strong theme across the priorities that have been developed to support the achievement of this objective.


Page 92

National Goals	Contribution to each goal
	There is a particular focus on children most at risk of an adverse childhood experience with the intention of strengthening prevention and early intervention work. We are also building on our children's rights work to ensure that children and young people have a say in matters that affect them.
A Wales of vibrant culture and thriving Welsh language	The county borough has good rates of participation in physical activity and there are a wide range of cultural opportunities. We are strengthening Welsh and bi-lingual education in both pre-school and full time education settings. A task and finish group set up by the Policy and Resources Committee has also developed the Council's Welsh Promotional Strategy which will support the Council's objectives to increase the number of people who can speak Welsh and who do so on a daily basis.
A globally responsible Wales	There are many ways in which our work contributes to the wider world. For example, the technological investment through our 21st Century Schools programme is transforming the way in which children and young people access learning, bringing experiences from across the world into NPT classrooms, whilst also building skills fit for the future labour markets.

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”

Improvement Priority 1: Children in their early years will benefit from integrated and effective pre-school programmes that maximise their well-being and their readiness for learning


Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>Promote and develop the Community Services Directory so that children, young people and families can easily access information about the services available in local communities to support good well-being</p>	<ul style="list-style-type: none"> • We continued to compile and input data into the Community Directory • We continuously promote Family Information Service (FIS) through social media platforms and the Family Information Friendly Award in childcare settings and schools. Settings/schools achieve the award by promoting the FIS on their social media pages and distributing leaflets to parents/carers. The website has a range of service information which include: childcare, health, leisure, play and training • Hits to FIS website have been lower than the previous year due to webpage updates being held back and webpages not being user friendly as we would like them to be. We are now working on the website to re-design it to be more user friendly • There has been an increase in the number of hits to the Community Services Directory website and the number of service/organisation information listed on the site • Both the Community Services Directory and Family Information Service (FIS) databases have moved to a new database with effect from July 2018: DEWIS, which will be a more user friendly and will display information more clearly with a much quicker and intuitive search process. DEWIS is a national platform used by all Councils throughout Wales, which will benefit residents who are close to neighbouring boundaries as the search will include out of County services which may be closer to them <p><u>Corporate Plan Key Performance Indicators (full year data):</u> Number of hits on the Community Services Directory website:</p>	

Page 94

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”


Improvement Priority 1: Children in their early years will benefit from integrated and effective pre-school programmes that maximise their well-being and their readiness for learning

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 95</p>	<ul style="list-style-type: none"> • Actual 2016-17: 42,810 • Target 2017-18: To increase • Actual 2017-18: 47,473 <p>Number of Services/organisations on the community directory:</p> <ul style="list-style-type: none"> • Actual 2016-17: 916 • Target 2017-18: To increase • Actual 2017-18: 1,054 	
<p>We will implement the Government’s programme to increase the availability and quality of child care provision once resources have been made available</p>	<ul style="list-style-type: none"> • The number of registered out of school places was lower than anticipated but support has been given to childcare providers in order to increase the availability and quality of service • Flying Start expanded the existing provision in Neath (English medium) and Briton Ferry (Welsh medium) to meet existing Flying Start demand, and cater for some additional Childcare Offer placements from Sept 2018 • The 30 Hour Childcare Programme (Childcare Offer Wales) was not available to families in 2017/18. Welsh Government piloted this in a small number of authorities last year but NPT has only been invited to take part from September 2018, which has affected some planned work 	

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”

Improvement Priority 1: Children in their early years will benefit from integrated and effective pre-school programmes that maximise their well-being and their readiness for learning


Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
	<p><u>Corporate Plan Key Performance Indicators (full year data):</u> Number of childcare places available for families, particularly out of school childcare:</p> <ul style="list-style-type: none"> • Target 2017-18: 281 • Actual 2017-18: 240 	
<p>We will review links between early years' programmes and schools to ensure they are developed</p>	<ul style="list-style-type: none"> • We have updated our transition guidance for childcare settings this year, which has improved the transition from home into Flying Start Childcare. This includes setting work with parents and use Person Centred Planning to complete One Page Profiles for each child. Families are encouraged to attend stay and play sessions before the child starts playgroup to help familiarise themselves with the setting and staff • We continue to hold Multi-Disciplinary meetings for children with Additional Needs transitioning to school from early years • We have piloted termly transition meetings, in two Flying Start areas (Neath / Melin and the Afan Valley) to exchange information on those children due to start school, so that schools are better prepared in putting the right support in place for these children. These meetings have proved to be very useful and as a result we will be rolling these out to cover all Flying Start areas • During the year, Flying Start parents have engaged in the nurture programme, designed to improve parents well-being and to improve the quality of family life. These have included: a 4 week ante-natal nurture workshop (introduction or refresher) and a 10 week programme (group work or one to one basis). 13 structured courses were delivered with a total of 105 parents completing the 	

Well-being Objective 1: To improve the well-being of children and young people “All of our children and young people have the best start in life, so they can be the best they can be”		
Improvement Priority 1: Children in their early years will benefit from integrated and effective pre-school programmes that maximise their well-being and their readiness for learning		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
Page 97	<p>programmes. As a result all parents complete the Warwick assessment, and results have shown a good level of improvement in emotional and mental wellbeing, and feel more able to take control of their lives for the better</p> <ul style="list-style-type: none"> • In relation to the measures below, we undertook a review of priorities, which identified the survey will no longer be conducted. <p><u>Corporate Plan Key Performance Indicators (full year data):</u> Schools report that children are better prepared to participate in play and learning:</p> <ul style="list-style-type: none"> • Target: Annual Flying Start survey conducted by Flying Start team with all primary schools • Actual: Baselines not yet established/collated. Database is under development <p>% of participants that have accessed an Early intervention service demonstrate improved emotional and mental well-being</p> <ul style="list-style-type: none"> • Target: Establish baseline for 2017/18 • Actual: Baselines not yet established/collated. Database is under development <p>Families that have engaged in intervention programmes report that they feel they can contribute to changes to their lifestyle/behaviours</p> <ul style="list-style-type: none"> • Target: Establish baseline for 2017/18 • Actual: Baselines not yet established/collated. Database is under development 	

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”


Improvement Priority 1: Children in their early years will benefit from integrated and effective pre-school programmes that maximise their well-being and their readiness for learning

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>Review 0–3 support, provision and information sharing in non-Flying Start areas</p> <p>Page 98</p> <p>Review of Personal Social Development (PSD) curriculum and assessment within schools (direct impact on social and emotional and wellbeing)</p>	<ul style="list-style-type: none"> • The review has not commenced but is planned for 2018/19. The review will focus on provision and information sharing to support children aged 0-3 and will be extended to include both Flying Start and non-Flying Start areas • Transition arrangements and information sharing in relation to all children moving from childcare to school will be looked at as part of the work of Transition sub group of the Early Years and Childcare Group • A free programme of training opportunities has been provided to encourage and support all children’s’ development, helping to prepare them to participate in play and learning at school. A total of 373 attendances were recorded across the programme, courses included: Inclusive Play, Forest Schools, Effective Engagement with Parents, Understanding Special Educational Needs, Child Development and the Role of the Adult and Outdoor Play • The review of the PSD curriculum has been completed and has been implemented at school level and as a result we have seen improved reliability and accuracy of teacher assessments. This has impacted on the percentage of pupils achieving outcome 5 in PSD in 2018: 87% - which is down 4% • Following the review, we are now able to track progress from their baseline assessment (on entry to full time education) to the end of year 2. 66% of pupils in the current cohort were at the expected level on entry to school and 87% are at the expected level at the end of foundation phase 	

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”

Improvement Priority 2: Families struggling to provide good parenting for their children will be provided with tailored support


Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>With our partners we will refine our wider Think Families Partnership work to more effectively target early intervention and prevention support to those families who need it; and alleviate child poverty ensuring in the process that there is better local alignment and co-ordinated approach to providing support between the work of the partnerships established to address child adverse experiences</p>	<ul style="list-style-type: none"> • Following on from an independent needs assessment of Families First in NPT, a commissioning process has been undertaken for delivery of a new programme of services to begin 1st April 2018 • A new referral pathway has been identified using the Single Point of Contact. All referrals will now be considered by an Early Intervention and Prevention Panel to ensure families receive the most appropriate service at the earliest opportunity. The panel will also reduce duplication of services and provide a more co-ordinated approach for families 	



Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”


Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>The Council will review our approach to community development to ensure that the whole council empowers communities to strengthen their own capacity to improve health and wellbeing and that all children and young people can fully participate in a range of activities that promotes their social, cultural, economic and environmental well-being</p>	<ul style="list-style-type: none"> We have delivered an innovative programme of activities for children and young people both within the school setting and the community. These include: after school sport clubs, beach rugby delivered in partnership with the Ospreys, multi skills festival at Llandarcy delivered in partnership with NPT College, Young Ambassador (YA) leadership training and the YA conference, park lives offering a range of activities in holidays for free in parks / open areas The Youth Service has increased its reach by increasing the work delivered in schools; this includes lunch clubs and Sexual Relationship Education session. This is above the Welsh average for contacts and reach. The biggest increase in contacts has come from the 14-16 age range The Youth Service has maintained its open access youth clubs in 11 community based youth clubs and has continued to access grants to provide targeted support to vulnerable groups such as Lesbian Gay Bisexual Transgender and young people with speech, language and communication needs <p><u>Corporate Plan Key Performance Indicators (full year data):</u> % of children hooked on sport (based on number of occasions of participation per week = 3)</p> <ul style="list-style-type: none"> Actual 2016-17: 55% Target: Improve Actual 2017-18: 2018 Schools Sport Survey results will be available October 2018 	

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”

Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
	<p>% of 11 - 19 year olds in contact with the Youth Service</p> <ul style="list-style-type: none"> • Actual 2016-17: 36.7% • Target 2017-18: Improve • Actual 2017-18: 44.12% 	
<p>Page 101</p> <p>We will raise educational standards and attainment for all children</p>	<ul style="list-style-type: none"> • 6 out of 7 NPT schools inspected during this period have achieved a ‘Good’ for standards in Estyn inspections • Nearly all schools are making appropriate progress in effective self-evaluation and planning for improved standards • The wide ranging changes (imposed by Welsh Government) to Key Stage 4 key indicator calculations in 2017 has affected NPT results, as they have in all other local authorities, and now places NPT below the Welsh average in all measures. The decrease in performance was most marked in mathematics and affected free school meals and non-free school meal pupils alike • Primary school attendance has risen from 94.6% to 94.7% and was above the anticipated target (all Wales performance was 94.9%). Secondary attendance has dropped slightly to 93.6% from 93.7% (all Wales performance was 94.1%). This is due to a difficult period in terms of a higher than average amount of recorded illness amongst pupils in a number of schools <p><u>Corporate Plan Key Performance Indicators (full year data):</u> Percentage of Year 11 pupils achieving 5 GCSEs at grades A*-C, or equivalent, including English or Welsh first language and Maths</p> <ul style="list-style-type: none"> • Actual 2016-17: 61% (2015/16 academic year) • Target: Improve 	

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”



Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 102</p>	<ul style="list-style-type: none"> • Actual 2017-18: 51.4% (2016/17 academic year) - Based on Welsh Government’s recommendation; comparisons with previous year’s data should be avoided as several key changes have been made to the data. NPT are ranked 14th of 22 authorities based on 2016/17 data <p>% pupils attendance in primary schools</p> <ul style="list-style-type: none"> • Actual 2016-17: 94.6% (2015/16 academic year) • Target 2017-18: 94.5% • Actual 2017-18: 94.7% (2016/17 academic year) <p>% pupils attendance in secondary schools</p> <ul style="list-style-type: none"> • Actual 2016-17: 93.7% (2015/16 academic year) • Target 2017-18: 93.6% • Actual 2017-18: 93.6% (2016/17 academic year) 	

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”

Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>We will further develop our Welsh in Education Strategic Plan (WESP), following feedback from the Welsh Government, so that we increase opportunities for more of our children and young people to be educated through the medium of Welsh and for pupils to become more proficient in speaking Welsh</p> <p>103</p>	<ul style="list-style-type: none"> • New WESP has been submitted to Welsh Government and all objectives are monitored regularly • The % of year 2 (aged 7) children taught through the medium of Welsh has declined by 0.4% to 16.2% (2016/17 academic year) • Number of pupils transferring from primary to secondary has declined by 6.2% to 86.9% (2016/17 academic year) • The % of Year 9 (aged 13-14) learners who are assessed in Welsh (first language) has declined by 1.7% to 11.2% (2016/17 academic year) <p><u>Corporate Plan Key Performance Indicators (full year data):</u> % learners aged 14-15 studying for qualifications through the medium of Welsh achieving 5 GCSEs grade A*-C</p> <ul style="list-style-type: none"> • Actual 2016-17: 97% (2015/16 academic year) • Target 2017-18: 97% • Actual 2017-18: 100% (2016/17 academic year) 	
<p>We will continue with our Strategic School Improvement Programme of school reorganisation, ensuring the right schools are in the right place and that they provide fit for purpose teaching and learning facilities to help improve standards and pupil</p>	<ul style="list-style-type: none"> • <u>Ysgol Gymraeg Ystalyfera:</u> an ‘all-through’ school providing Welsh-medium education for pupils aged 3-18 in the north of the county borough. The primary phase build has been completed in April and pupils moved into their new building in June 2018 • <u>Ysgol Gymraeg Bro Dur:</u> Welsh-medium education for pupils aged 11-16 in the south of the county borough. From September 2018, year 7 and 8 pupils living in the south of the county borough will move to the new south campus 	

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”



Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>outcomes.</p> <p>We will complete the existing phase of our 21st Century Schools programme of projects, providing modern, stimulating and innovative school environments.</p> <p>Page 104</p>	<ul style="list-style-type: none"> • <u>Ysgol Carreg Hir:</u> a new primary school to replace Brynhyfryd, Ynysmaerdy and Llansawel Primary schools. The build is on schedule to open in September 2018 and construction is progressing well. Site visits have taken place and a staffing structure has been agreed • <u>Ysgol Cwm Brombil:</u> an ‘all-through’ 3–16 school to replace Dyffryn Upper and Lower school and Groes Primary School. The build is on schedule and construction is progressing well. Site visits have taken place and a staffing structure has been agreed. The school opens in September 2018 with the new build being occupied in the autumn term • <u>Future of secondary education in the upper Afan Valley:</u> in June, Cabinet approved the issue of the statutory notice for the proposal to provide secondary education at Ysgol Cwm Brombil for pupils living in the upper Afan Valley and to close Cymer Afan Comprehensive School • <u>Provision for primary aged pupils identified with social emotional and behavioural difficulties (SEBD):</u> approval has been granted to establish two specialist provisions: an assessment centre at Coedffranc Primary School and a learning support centre at Crynallt Primary School. Building works are progressing well and it is expected that the provisions will be ready for the 2018 summer term. Staff, for both provisions, have been appointed 	

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”



Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>We will seek funding from the Welsh Government to deliver the next phase of our new school build programme so that more of our children and young people can experience and benefit from modern, state of the art teaching and learning facilities</p>	<p>Welsh Government 21st Century Schools and Education Programme (B and B) funding has been secured, in principle, for capital build projects comprising of:</p> <ul style="list-style-type: none"> • Cefn Saeson Comprehensive - new build English-medium secondary school • Ysgol Newydd (Cwmtawe) - new build English-medium primary phase in a 3-16 school • Abbey Primary School - new build English-medium primary school • Ysgol Newydd (Coed Darcy) - new build primary school 	
<p>We will develop a mental health toolkit for all schools to further develop a culture of tolerance, understanding and mutual respect of difference and diversity and build capacity within schools to support vulnerable children and young people with mental health needs</p>	<p><u>Corporate Plan Key Performance Indicators (full year data):</u></p> <p>Target / Aspiration: All schools will use the toolkit effectively to support pupils to improve wellbeing and develop resilience, with the aim of reducing risk of mental health issues.</p> <p>Progress: The Wellbeing and Behaviour Continuum has been launched starting with a universal approach to embedding wellbeing in schools. This approach will continue to be developed in schools during the next academic year (2018-19).</p>	

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”


Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>We will pilot the Children’s Zones model in the Sandfields West and Briton Ferry West wards</p> <ul style="list-style-type: none"> This work supports Objective 1: Support children in their early years, especially children at risk of adverse childhood experiences’ contained within the NPT Public Service Board’s Well-being Plan 2018 – 2023 	<ul style="list-style-type: none"> We have undertaken a range of consultation exercises with the Ward’s community and will be bringing together a dedicated strategy that will ensure greater collaborative working to increase children’s preparedness for learning and decrease numbers of NEETS (Not in Education, Employment or Training) The engagement work mentioned above was carried out specifically to support the pilot and will be used to take it forward in 2018/19. There has been a need to gather a lot of data for us to understand how to target the work of the Children’s Zone hence a delay in this work. The aim of the work will focus primarily on two key areas of development – pre-school provision and preparedness for learning; and post-16 progress and support into education, employment or training 	 <p>AMBER</p>
<p>We will develop a co-ordinated approach to meeting duties set out in the Additional Learning Needs Education and Training Bill (ALNET)</p>	<ul style="list-style-type: none"> Awareness raising events are underway with schools and in partnership with other services and agencies Working parties for key areas of reform are being established and a local implementation plan is in place NPT is working with regional Heads of Inclusion to develop a regional plan and allocate grant funding Planning for implementation with NPT College is being progressed 	 <p>GREEN</p>

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”



Improvement Priority 3: Children of school age will be engaged with their learning, safer and healthier

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
We will work with our partners to implement our Road Safety Strategy	<ul style="list-style-type: none"> • Work continues with our partners to ensure that our Road Safety Strategy is implemented • We provided education and training to identify vulnerable road users which included motorcyclists, cyclists, young pedestrians, young and older drivers • We collaborated and shared good practice with Road Safety teams across Wales, Road Safety Wales, Royal Society for the Prevention of Accidents (RoSPA), Fire and Rescue Service and South Wales Police 	 <p>A RAG status indicator showing three circles: a green circle on the left, a red circle in the middle, and a red circle on the right. Below the circles, the word "GREEN" is written in bold capital letters.</p>

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”



Improvement Priority 4: Children in need of protection, care and support will be protected and safeguarded and more of those children will be able to grow up in a family setting

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>With our partners, we will further develop our family support strategy to ensure the right range and quality of services are in place to meet need</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 108</p>	<ul style="list-style-type: none"> • We have worked closely with partners involved in the Think Family Partnership Strategic Group to redesign the services that are commissioned and provided by Family First Grant funding. The new services are aimed at preventing children and families entering the service • An Early Intervention and Prevention (EIP) panel has been developed to decide on priorities and appropriate allocation of resources • A weekly Resource Panel continues to operate to consider cases that are deemed on the Edge of Care and to allocate a range of services provided by the Family Action Support Team (FAST) and Integrated Family Support Services (IFSS) to support children where possible to remain at home with their families 	 <p>GREEN</p>
<p>We will undertake focused work with partners to improve access to the right support for children and young people who have poor emotional well-being/mental health</p>	<ul style="list-style-type: none"> • NPT took the lead on a pilot project for all Looked After Children and Foster Carers. The service was supported by a Lead Clinical Psychologist and commissioned Therapeutic Service with the aim of promoting young people’s emotional well-being and mental health. Integrated care funding has since been confirmed for 2018-19 where the service will be expanded to deliver across the region 	 <p>GREEN</p>

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”

Improvement Priority 4: Children in need of protection, care and support will be protected and safeguarded and more of those children will be able to grow up in a family setting

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>We will further strengthen arrangements that support young people who receive care and support when they are young and who continue to need care and support when they are adults (ensuring smooth transition from service receive in childhood to those services that will support them as young adults)</p>	<ul style="list-style-type: none"> • We have appointed two members of Children and Young People Services team to form part of a joint Children and Young People and Adult’s team to support the progression of young people with complex needs as they move into adulthood. However, difficulties in recruiting additional staff from Adult Services and a Team Manager have delayed progress. • A number of accommodation options are also being explored for the location of the new team 	
<p>We will further develop our role as corporate parents of children and young people who become looked after by the Council, prioritising work to ensure children and young people are stable in their placements</p>	<ul style="list-style-type: none"> • Secure base attachment training has been successfully delivered to a group of pilot foster carers with the plan to roll this out across the entire Fostering Team in due course • The Fostering team were actively involved in developing a regional approach to recruitment and there was an increase in the number of foster carer applications and approvals from experienced carers with other fostering agencies • Review of children placed under ‘voluntary accommodation’ for more than 7 weeks continued to ensure appropriate consideration was given to their legal status • A Therapeutic team has been established, which consists of a Psychologist, Consultant Social Worker and Play Therapist. The team is responsible for taking referrals from across the Service to provide a range of support to Foster 	

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”



Improvement Priority 4: Children in need of protection, care and support will be protected and safeguarded and more of those children will be able to grow up in a family setting

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 110</p>	<p>Carers, Looked after Children and provide consultation to Social Workers to promote placement stability</p> <ul style="list-style-type: none"> • % of placement breakdowns increased more than anticipated • % of children and young people who report that they live in the right home for them broadly remained the same • % children and young people reporting that they are happy with the people they live with marginally increased <p><u>Corporate Plan Key Performance Indicators (full year data):</u></p> <p>% of placements that break down</p> <ul style="list-style-type: none"> • Actual 2016-17: 4.4% • Target 2017-18: Maintain or improve • Actual 2017-18: 9.9% <p>% of children and young people who report that they live in the right home for them</p> <ul style="list-style-type: none"> • Actual 2016-17: 90% • Target 2017-18: Maintain or increase • Actual 2017-18: 89.4% <p>% children and young people reporting that they are happy with the people they live with</p> <ul style="list-style-type: none"> • Actual 2016-17: 91.5% • Target 2017-18: Maintain or increase • Actual 2017-18: 91.9% 	

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”


Improvement Priority 5: All young people who leave full- time education will enter employment, training or further/higher education

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>The Council will provide work placement, apprenticeships and trainee opportunities for young people within its own workforce, in particular providing opportunities for Looked After Children</p> <p>Page 11</p>	<p>We provided the following:</p> <ul style="list-style-type: none"> • 16 children of school age received work experience for 1–2 weeks • 15 traineeships of between 6–12 months, of these, 13 of the trainees were former Looked After Children • 55 apprenticeships (within a qualification framework) <p><u>Corporate Plan Key Performance Indicators (full year data):</u> Number of apprenticeship, traineeship and work placements opportunities made available in each year:</p> <ul style="list-style-type: none"> • Actual 2016-17: 48 • Target 2017-18: 65 • Actual 2017-18: 86 	
<p>The Council will encourage Public Services Board and other partners to extend the range of work opportunities for young people and better connect these schemes with schools and colleges</p>	<ul style="list-style-type: none"> • The Youth Engagement Strategy Group (YES Group) met regularly to monitor the implementation of the Youth Engagement and Progression Framework and the Youth Engagement Strategy • The YES Group continue to implement and maintain a county wide approach to increasing young people aged 11-24's engagement in education, employment and training and to reduce the numbers of young people who are NEET (Not in Education, Employment or Training) in Neath Port Talbot • Junior apprenticeships are currently being developed with a September 2018 start date for year 10 pupils. A significant performance indicator for this programme will be a successful completion of either level 1 or 2 qualification • We are organising a pilot programme with information about apprenticeships for 4 secondary schools. This programme will engage with pupils in years 9, 10 and 11 and will run until December 2018 	



Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”

Improvement Priority 5: All young people who leave full- time education will enter employment, training or further/higher education

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>Working through the Think Families Partnership we will improve information about career and job opportunities for school and college leavers</p>	<ul style="list-style-type: none"> • The Engagement Progression Co-ordinator liaises with Careers Wales to help identify and promote opportunities for all young people such as college courses, apprenticeships, work based learner provider opportunities and employment • The legacy fund team work in partnership with Careers Wales with the most vulnerable young people to achieve a positive transition into further learning, training or employment • The Youth Engagement Strategy Group and NEET Multi Agency Group meet regularly to ensure that young people receive the right offer of career and job opportunity that is appropriate to them. The groups also look at ensuring the offers made or taken up by young people are as supportive as possible and if a young person disengages with a provision they are identified as early as possible and a renewed offer and support is sought • Transition meetings are held with Youth Workers, Careers Advisors and Schools to ensure that young people identified as being most at risk of becoming Not in Education, Employment or Training (NEET) are given the appropriate level of support needed to help them achieve a positive transition into further education, employment or training • Work Based Learning roadshows are offered to all schools where young people have the opportunity to look at a range of work based learning opportunities, so that they are able to make a more informed choice on their transition • Communities First Legacy Youth Workers offer a range of support to young 	

Page 112

<p align="center">Well-being Objective 1: To improve the well-being of children and young people “All of our children and young people have the best start in life, so they can be the best they can be”</p>		
<p>Improvement Priority 5: All young people who leave full- time education will enter employment, training or further/higher education</p>		
	<p>people in schools such as interview support, training, cv help and arranging work based learning provider visits to help elevate some of the fears and concerns that young people have and to also remove some potential barriers to transition</p>	
<p>We will build on our work as Corporate Parents to ensure that all young people have suitable housing and support when they leave the care of the Council</p> <p>Page 113</p>	<ul style="list-style-type: none"> • Work is ongoing to monitor existing service provision and develop services to include the ability to meet the needs of more complex young people • A scoping exercise has been undertaken to review the accommodation needs required by the service • No care leavers experienced homelessness during the year <p><u>Corporate Plan Key Performance Indicator (full year data):</u> % care leavers who have experienced homelessness during the year</p> <ul style="list-style-type: none"> • Actual 2016-17: 3% • Target 2017-18: Reduce • Actual 2017-18: 0% 	
<p>We will review our youth engagement and progression framework</p>	<p>We review our youth engagement and progression priorities on an ongoing basis, the following were completed in the period:</p> <ul style="list-style-type: none"> • Transition support for young people identified by Schools and Careers Wales developed with Communities First Legacy Funding was used to provide youth workers for all secondary schools. • Tier 1 and 2 NEET young people continued to be identified and supported by youth workers, communities for work and the engagement progression co-ordinator • Youth Engagement Strategy Group and NEETs Multi Agency Group established and meeting regularly. YES (Youth Engagement Strategy) group continues to develop its role as the link between corporate strategy and 	

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”

Improvement Priority 5: All young people who leave full- time education will enter employment, training or further/higher education

operational delivery

- Reduced the % of young people transitioning into a NEET destination with NPT’s lowest ever figure of 2.3%

Corporate Plan Key Performance Indicator (full year data):



% of young people who are NEET


- Actual 2016-17: 3.6%
- Target 2017-18: 3.6%
- Actual 2017-18: 2.3%

Well-being Objective 1: To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”

Improvement Priority 6: All children and young people will be helped to have a say in matters that affect them

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>The Council will review its approach to Children’s Rights, ensuring that a rights-based approach is embedded across all of its services and functions</p>	<ul style="list-style-type: none"> • A Wellbeing and Behaviour Conference was effective in promoting a universal approach to well-being. The Unicef, Rights Respecting Schools (RRS) award is being used as a framework for this • All schools have been allocated funding to sign up for the RRS and a service level agreement will be developed with Unicef UK to further support schools to embed it 	
<p>All children and young people in need of protection, or who have been identified as in need of care and support, will have a say in decisions that affect them</p>	<ul style="list-style-type: none"> • Quality assurance thematic audits are conducted on a monthly basis and provide the service with an understanding of what is working well and what areas need to be improved. The findings of these audits continue to be reported to Members on a quarterly basis as one of the service’s key priority indicators • The model of outcome focused social work practice continued to be driven across all social work teams. This model of practice enables practitioners to work with children and families to discuss personal well-being goals and co-produce solutions, so that children remain safe in their family home and receive the best start in life, whilst also taking account of “what matters” to them. However, it is recognised that more work is needed to gather the collective view of children and families and utilise this feedback to drive improvements in social work practice at both a strategic and operational level. This area of work remains a key priority for the service for 2018-19 • The Welsh Government’s qualitative questionnaire process was initiated on 1st September 2017. Following completion of the exercise in December 2017, the response rate to the questionnaire for children and young people was 	

Well-being Objective 1: To improve the well-being of children and young people “All of our children and young people have the best start in life, so they can be the best they can be”		
Improvement Priority 6: All children and young people will be helped to have a say in matters that affect them		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
Page 116	<p>approximately 30%. Outcomes of the survey results are below:</p> <p><u>Corporate Plan Key Performance Indicators (full year data):</u> % Children and young people responding “yes” or “sometimes” to the question: “my views about my care and support have been listened to”</p> <ul style="list-style-type: none"> • Actual 2016-17: 92.7% • Target 2017-18: Maintain • Actual 2017-18: 91.0% <p>% parents responding “yes” or “sometimes” to the question “I have been actively involved in all decisions about how my child’s children’s care and support was provided</p> <ul style="list-style-type: none"> • Actual 2016-17: 85.7% • Target 2017-18: Improve • Actual 2017-18: 82.9% 	
We will work with our Think Family partners to ensure children and young people can shape and develop services	<ul style="list-style-type: none"> • An independent needs assessment of Families First in NPT has been carried out and groups of young people were consulted with on services. The information from this needs assessment informed the commissioning of the new Families First programme • All new contracts under Families First this year have a requirement to continually consult with children and young people on taking their services forward • As part of the Families First monitoring framework, some focus work has been 	 GREEN

Well-being Objective 1: To improve the well-being of children and young people “All of our children and young people have the best start in life, so they can be the best they can be”		
Improvement Priority 6: All children and young people will be helped to have a say in matters that affect them		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
	undertaken with service users to obtain their views and feedback on the services they have accessed. We will continue with this approach this year and use the feedback to inform future service delivery	


Well-being objective 2 - Improve the Well-being of all adults who live in the county borough

How this well-being objective contributes to the seven national well-being goals:

National Goals	Contribution to each goal
A prosperous Wales	The first priority to support this objective focuses on the importance of quality employment opportunities for local people. Whether by leveraging the purchasing power and influence of the Council's direct activities, or through its place shaping role, growing local employment opportunities and supporting people into work.
A healthier Wales	Ensuring decent, affordable housing is another key area of focus, together with work to ensure more is done to enable people affected by domestic abuse, substance misuse or at risk of on-line criminality to protect themselves. There are particular programmes to support people with more significant health and care needs, but refocusing practice to place emphasis on promoting independence.
A Wales of cohesive communities	The importance of "community" is particularly emphasised in relation to the way the Council plans to meet the care and support needs of more vulnerable residents. Proposals to strengthen Local Area Co-ordination and to improve access to information about what is happening in each local area are important building blocks to bring about a wider cultural change in the way the Council proposes to work with its local residents.
A resilient Wales	There is a strong emphasis on sustainability across a number of the priority areas, both in the way we plan to house our population and in the way we seek to secure the long term viability of our communities through ensuring quality employment opportunities for local people.
A more equal Wales	There is a clear focus on work to address inequality across people of all different types of backgrounds but also a firm commitment to take a rights-based approach not just in the way the Council meets its statutory education and social services responsibilities but across all of the Council's work.
A Wales of vibrant culture and thriving Welsh language	The priorities seek to strengthen and develop the social capital of communities to ensure sustainability and resilience. This work will also ensure that the unique cultures of each community are cultivated, including work to extend daily use of the Welsh language and the preservation of the county borough's rich heritage.

Page 118


National Goals	Contribution to each goal
A globally responsible Wales	The county borough is producing talented people who have made a contribution on the global stage through sport, arts and culture. Procurement and regulatory activity also takes proper account of the Council's duty to act in a sustainable and responsible manner.

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough "Everyone participates fully in community life – socially and economically"		
Improvement Priority 1: Local People can access sustainable, local employment		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
We will refocus our support to businesses to help business create and sustain local employment opportunities for local people	<ul style="list-style-type: none"> • The Economic Development team continue to deal with a high volume of enquiries from existing businesses looking for support to enable them to expand and grow and individuals seeking advice and guidance on starting up a new business • Despite new business start-up enquiries being just off track, the team still helped a significant number of local people consider self-employment. The most important aspect of delivery for this activity to end user is the quality of service provided, not the quantity • The team also worked with many local businesses to deliver funding applications to support investment projects. This has had a positive effect on the local economy in terms of supporting new jobs creation and safeguarding existing employment and has enabled the team to deliver the planned outputs <p><u>Corporate Plan Key Performance Indicators (full year data):</u> The number of new business start-up enquiries</p> <ul style="list-style-type: none"> • Actual 2016-17: 341 	


Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”

Improvement Priority 1: Local People can access sustainable, local employment

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
	<ul style="list-style-type: none"> • Target 2017-18: 350 • Actual 2017-18: 273 <p>Number of jobs created /Safeguarded</p> <ul style="list-style-type: none"> • Target 2017-18: 285 • Actual 2017-18: 287 	
<p>The Council will use the EU funding available to deliver employability programmes to assist those furthest from the labour market to obtain and sustain employment. Funding will be affected by the UK negotiations on withdrawal from the European Union</p>	<ul style="list-style-type: none"> • Workways - continues to provide support to unemployed people living in non-communities first areas of the county borough. The project supported 74 people over the year to gain a qualification/training, enter volunteering or overcome barriers to gain employment • Communities for work - actual number of engagement starts in 2016/17 was 199 and in 2017/18 they were 276. Marketing and programme awareness increased and improved from April 2017 greatly. More participants started moving into employment and the target groups within the community that the programme is aimed at became more aware of this which improved the self-referrals into the programme. The number of starts for 2017/18 is 4% below the target for the year of 288; one of the reasons for this is during the 2017-18 contract year re-organisation of the clusters, including combining the 4 clusters into 2 bases occurred. The benefits of this re-organisation are now being seen but it did impact on engagement starts during the year <p>Corporate Plan Key Performance Indicators (full year): Number of local people in training, volunteering or employment: Workways</p>	



Page 129

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough “Everyone participates fully in community life – socially and economically”		
Improvement Priority 1: Local People can access sustainable, local employment		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
Page 11	<p>only</p> <ul style="list-style-type: none"> Actual 2016-17: 19 Target 2017-18: 24 Actual 2017-18: 74 <p><u>Corporate Plan Key Performance Indicator (full year data):</u> Number of local people in training, volunteering or employment: Communities for Work:</p> <ul style="list-style-type: none"> Actual 2016-17: 199 Target 2017-18: 288 Actual 2017-18: 276 	
	<p>The Council will seek to avoid compulsory redundancies to the maximum extent possible</p> <ul style="list-style-type: none"> Two Voluntary Redundancy Schemes were operated, one in October 2017 (excluding school staff) and one in February 2018 (for school staff only). In the sixth month period, 11 employees left by 31st March 2018 under the first scheme and it is currently estimated that a further 38 ‘school’ employees will leave under the second scheme and by August 2018 The Heads Of Service Workforce Planning Group has met on a regular basis to implement recruitment restrictions and to facilitate the redeployment of employees at risk of redundancy. In the period 1st October 2017 to 31st March 2018, 9 employees were successfully redeployed, compared to a total of 40 employees in the year 2017/2018 <p><u>Corporate Plan Key Performance Indicators (full year):</u> The number of compulsory redundancies made by the Council</p> <ul style="list-style-type: none"> Actual 2016-17: 26 	

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”


Improvement Priority 1: Local People can access sustainable, local employment

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
	<ul style="list-style-type: none"> • Target 2017-18: Minimise • Actual 2017-18: 4 	
<p>Supply chain opportunities for local companies will be identified within major developments within the county borough</p>	<p>The Economic Development team lead on the delivery of community benefits on key regeneration projects to help improve the economic prospects of local people, businesses and communities such as helping people get back to work (see below), supported apprenticeships, training and upskilling of local business supply chains.</p> <p><u>Corporate Plan Key Performance Indicator (full year data):</u> Number of local people helped back to work, training or volunteering</p> <ul style="list-style-type: none"> • Actual 2016-17: 65 • Actual 2017-18: 61 	
<p>Council procurement practices enable local businesses to bid for contracts</p>	<ul style="list-style-type: none"> • We have system in place to ensure that our Council issued tenders and National Frameworks allow local businesses to benefit, for example, improved access to local authority tendering process, increased likelihood of participating in tendering process and benefit to the local economy • Our Information & Communication Technology (ICT) Section worked to ensure that local suppliers were able to do business with the Council via the i-Proc system(s) 	

Page 122

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough
 “Everyone participates fully in community life – socially and economically”


Improvement Priority 2: Local people can access quality, affordable housing

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>We will work with our partners to ensure that a sufficient number and variety of housing is available to meet the needs of our growing communities</p> <p>Page 123</p>	<p><u>The Regeneration Team</u></p> <ul style="list-style-type: none"> • We have worked with Registered Social Landlord partners in bringing forward new homes as part of town centre regeneration activity. Projects currently underway include: Aberafan House at the former Glanafan School and the former Police Station in Port Talbot. These projects are on track and are expected to deliver 112 units of housing in 2018/19 • We are finalising the Swansea Bay City Deal Homes as Power Stations (HAPS) 5 case model business plan. The aim of the HAPS programme is to deliver smart, low carbon, energy efficient homes through a coordinated approach across the region – new build and retrofit <p><u>Planning</u></p> <p>As it is not possible to identify 6 months’ worth of housing figures, a brief summary of broader progress is provided:</p> <ul style="list-style-type: none"> • The Local Development Plan (LDP) makes provision for 8,760 housing units, in order to deliver the need of 7,800 new housing units by 2026 • Within this overall figure is a delivery target of 1,200 affordable housing units through the planning system • Since 1st April 2011, a total of 1,827 housing units have been delivered (amounting to 23.4% of the identified need) • To date, a total of 75 affordable housing units have been delivered (amounting to 6.3% of the identified target) 	 

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”


Improvement Priority 2: Local people can access quality, affordable housing

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 124</p>	<ul style="list-style-type: none"> • Whilst the housing completions for 2017/18 are lower than anticipated and are falling below the annual cumulative targets set out in the LDP Monitoring Framework, a number of sites within the Policy H1 portfolio are now progressing well (e.g. Neath Road / Fairyland Road, Tonna). It is therefore expected that the rate of housing delivery will increase in the county borough over the next 5 years • There is a general problem across Wales in respect of housing delivery numbers, with many factors beyond the control of Local Planning Authorities contributing to the slow delivery rates <p><u>Corporate Plan Key Performance Indicator (full year data):</u> Number of overall units of Housing</p> <ul style="list-style-type: none"> • Actual 2016-17: 178 • Target 2017-18: 625 • Actual 2017-18: 148 (of which 33 are affordable housing units) <p><u>Housing</u> 130 new homes were originally programmed to be built by Housing Associations during 2017/18 using Welsh Government capital grant. Most of these units are still programmed to be built and development has commenced on many of the sites in question but the number of actual completions before 31/3/18 is much lower than projected. There is no current reason to believe that any of these units will not be delivered but it should be noted that Council Officers have no direct control over the development process timescales, once they have recommended their approval for grant funding by Welsh Government.</p>	

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”

Improvement Priority 2: Local people can access quality, affordable housing



Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
	<p><u>Corporate Plan Key Performance Indicator (full year data):</u> Number of affordable housing units delivered through Social Housing Grant and intermediate care and innovation funds</p> <ul style="list-style-type: none"> • Actual 2016-17: 102 • Target 2017-18: 130 • Actual 2017-18: 25 <p>The overall status of the Step is AMBER.</p>	
<p>Working with strategic housing partners we will continue to prevent homelessness</p>	<ul style="list-style-type: none"> • We improved links with statutory and voluntary sector agencies to provide all relevant support enabling a tenant to remain in their property. This could be with additional tenancy related support and/or financial support. This support helps assist tenants to manage their budgets more effectively, reducing current arrears level or preventing future arrears • % of households for which homelessness was successfully prevented for the year reduced to 55.6%. We are currently seeing an increase in cases with rent arrears. Much of this is as a result of increasing numbers of universal credit claims and arrears building up due to delays in payments of Housing Element. Prior to the implementation of Universal Credit many landlords would engage with Housing Options in relation to the tenants’ arrears, working with us to reduce the likelihood of action being pursued and therefore enabling the tenant to remain in the property. As some landlords are no longer happy to take tenants on Universal Credit the likelihood of preventing homelessness in these situations is more and more unlikely, therefore contributing to the overall 	

Page 155

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”

Improvement Priority 2: Local people can access quality, affordable housing


Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>Page 125</p>	<p>reduction in successful prevention cases. We will be working on this over the next few months</p> <p>Corporate Plan Key Performance Indicators (full year data): % of households for which homelessness was successfully prevented</p> <ul style="list-style-type: none"> • Actual 2016-17: 62% • Target 2017-18: Improve • Actual 2017-18: 56.6% 	
<p>Better use of funding made available in facilitating Disabled Facility Grants</p>	<p>Funding from other sources including Welsh Government's ENABLE scheme and Integrated Care Fund have been used to provide a different method of delivering small and medium sized adaptation works in a quicker way. This has diverted some demand away from the Disabled Facilities Grant (DFG) process but the demand is still greater than the budget by £1.5m each year. Demand for high cost, complex adaptations has increased significantly resulting in a higher average cost and less adaptations being carried out through the DFG process for the budget available</p>	
<p>We will work to protect residents from housing conditions which may affect the health and safety of the Residents or Occupiers of neighbouring properties</p>	<ul style="list-style-type: none"> • The service received 764 housing related service requests throughout 2017/18 • Since October 405 requests were received concerning the condition of housing, houses in multiple occupation and unsecure property. Complaints concerning illegal eviction and harassment from landlords were also investigated • Problematic landlords within NPT have been targeted in conjunction with partner agencies. These tenants living in accommodation managed by these landlords generate a large amount of complaints to the service. We are also receiving a high volume of complaints in relation to empty properties. Both 	

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough "Everyone participates fully in community life – socially and economically"		
Improvement Priority 2: Local people can access quality, affordable housing		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
	types of complaints, which together with the complexity of the process is preventing us from keeping up with demand and the expectations of complainants	

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”


Improvement Priority 3: People are safe and feel safe

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>We will implement our local, joint Violence Against Women, Domestic Abuse and Sexual Violence Strategy</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 128</p>	<ul style="list-style-type: none"> • We have developed a Communications Plan to promote the Strategy • A number of organisations in NPT have a workplace Domestic Abuse policy - We are aware of 14 at present and work to establish which larger organisations in NPT have an employee’s VAWDASV policy has only recently begun. Work will also commence during autumn to support more local organisations to develop and implement a policy. Starting with larger organisations, gradually working towards the smaller organisations with fewer employees • Lessons on healthy relationships delivered in schools – Spectrum delivered a Healthy Relationship lesson to 1440 pupils across schools in NPT • A training programme is being delivered in line with the Welsh Government National Training Framework – the year 1 target of 50% roll out for Group 1 of the Training Framework during 2016/17 has been met: <ul style="list-style-type: none"> • Chief Executives = 16 • Social Services Health & Housing = 361 • Finance & Corporate = 85 • Environment = 528 • Education leisure & Lifelong Learning = 1,296 • Total 2,286 • A review of arrangements to support people deemed to be at High risk was initiated • The use of the remote evidence facility at the Domestic Abuse One Stop Shop was used 21 times in the six month period and we anticipate this increasing. <p>Work not progressed as planned include the following</p>	 <p>AMBER</p>

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”


Improvement Priority 3: People are safe and feel safe

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 129</p>	<ul style="list-style-type: none"> • Perpetrator Programmes implemented in the NPT area - this work has been suspended to enable the Partnership to learn from the work being led by Welsh Government • A review of accommodation support has started but is taking longer than anticipated to complete • There has been a slight increase in repeat referrals <p><u>Corporate Plan Key Performance Indicators (full year data):</u> % of incidents of domestic abuse where people are repeat victims</p> <ul style="list-style-type: none"> • Actual 2016-17: 35% • Target 2017-18: 35% • Actual 2017-18: 37.5% 	
<p>We will implement our PREVENT plan to ensure we identify and support those people who are vulnerable to being drawn into terrorism and extremism</p>	<p>The work undertaken to help deliver our PREVENT plan has included:</p> <ul style="list-style-type: none"> • Setting up a PREVENT Action Group in December 2017, which will oversee the Council’s CONTEST responsibilities to ensure they are discharged in line with the Counter Terrorism and Security Act 2015 • Setting up a Chanel Panel - a multi-agency group that provides support to individuals at risk of being drawn into terrorist related activity • Neath Port Talbot receive a Counter Terrorism Local Profile annually, which informs the Council and partners of the level and nature of risk and threat in the county borough • Introducing a venue hire policy to ensure Council meeting rooms and accommodation are not let out to individuals and groups who may use them for an unsuitable purpose 	

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”


Improvement Priority 3: People are safe and feel safe

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
	<ul style="list-style-type: none"> Setting up a PREVENT webpage (currently in progress) to communicate the importance of the new duty placed on the Council which requires us to have due regard to the need to prevent people from being drawn into terrorism and extremism 	
<p>We will develop, with our local community safety partners, targeted crime prevention campaigns, based on evidence to keep communities safe, in particular to address the growing threat of cyber-crime and the need to improve on-line safety</p>	<ul style="list-style-type: none"> We delivered seven Community Safety campaigns in this period which included: Operation Be A Nice Guy (BANG), Cybercrime and online safety, Domestic Abuse White Ribbon Campaign There has been an increase in anti-social behaviour levels in one hot spot area in the borough. To address this issue a partnership action plan is now in place There has been no change in the levels of anti-social behaviour repeat victims, which remains low <p><u>Corporate Plan Key Performance Indicators (full year data):</u></p> <p>Levels of Anti-Social Behaviour</p> <ul style="list-style-type: none"> Actual 2016-17: 1,977 Target 2017-18: Reduce Actual 2017-18: 2,185 <p>Maintain low levels of Anti-Social Behaviour repeat victims</p> <ul style="list-style-type: none"> Actual 2016-17: 5 Target 2017-18: 5 Actual 2017-18: 5 	

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”




Improvement Priority 3: People are safe and feel safe

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>We will work with our partners to implement our Road Safety Strategy</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 131</p>	<ul style="list-style-type: none"> • Work continues with our partners to ensure that our Road Safety Strategy is implemented • We provided education and training to identified vulnerable road users which included motorcyclists, cyclists and older drivers • We collaborated and shared good practice with Road Safety teams across Wales, Road Safety Wales, Royal Society for the Prevention of Accidents (RoSPA), Fire and Rescue Service and South Wales Police • Our dedicated driver trainer within our team provides professional driver training and licence acquisition for Council staff and external companies and local businesses <p>Corporate Plan Key Performance Indicator: All road traffic casualties – all age groups Average figures for 2004–2008: 595 Target: Reduce by 40% by 2020 2017/2018 Casualty Data is unavailable. Report from Welsh Government states the following: “Postponement of police recorded accidents 2017 – this report which was due to be published by the Welsh Government on 13th June 2018 has been postponed because of a data quality issue”.</p> <p>Previously reported data between April 2016 and December 2016 has been analysed and compared against baseline data 2004-2008 average. These figures show us to be on target</p>	 <p>GREEN</p>

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”

Improvement Priority 3: People are safe and feel safe



Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
We will work with our partners to ensure those with the most complex needs are safeguarded, strengthening our vulnerable adults safeguarding arrangements	<ul style="list-style-type: none"> • We have started working in closer alignment with Adult Social Care and are looking to streamline processes to ensure that there is one clear referral process into the service • Thorough scrutiny of DoLS (Deprivation of Liberty Safeguards) and reviews were carried out to ensure quality and timeliness of assessments • Thorough scrutiny of adult practice reviews ensured that recommendations are implemented and safeguarding was embedded into practice 	 <p>GREEN</p>
We will ensure that food premises are inspected to ensure that the food provided is fit for human consumption and the premises from which it is sold are hygienic	<ul style="list-style-type: none"> • A rolling programme of food hygiene interventions is planned annually, based on risk prioritisation. All interventions due were achieved by the conclusion of the period. This included 174 inspections at higher risk premises (categories A-C), and 187 interventions at lower risk premises (categories D-E) - these were mainly via self-assessment questionnaires • All complaints against food premises received have been resolved. This included 21 complaints regarding food issues, and 37 complaints regarding hygiene issues 	 <p>GREEN</p>
We will support local business to help them provide safe and healthy working environments	<ul style="list-style-type: none"> • The service received 101 requests for food business advice and 17 for health and safety advice, including advice on the Public Health (Wales) special procedures legislation and a national initiative to provide advice to public houses on cellar safety • Additionally, a new scheme is being established for 2018/19 to offer consultancy style advice on a charged-for basis, whilst retaining a baseline element of enquiry advice and signposting of resources 	 <p>GREEN</p>

Page 15

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”

Improvement Priority 3: People are safe and feel safe

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>The department will investigate significant breaches of consumer fraud, product safety and age restricted sales detected proactively or reactively. Working with partners and protecting the public</p>	<ul style="list-style-type: none"> • As well as responding to consumer complaints, the department has a proactive programme of monitoring online and high street businesses for breaches. The department has also shifted resources to deal with the growth in the number of illicit traders using social media as a means of distribution • The department has undertaken exercises in partnership with the Police for underage sales of knives and rogue traders and the Community Safety team in respect of scams and cybercrime • The department detected or were notified of 28 significant breaches, of which 7 so far have been rectified, the remaining are subject to ongoing investigations 	 <p>GREEN</p>
<p>We will work within the Area Planning Board (APB) Partnership to implement the Commissioning Strategy for Substance Misuse Services</p>	<ul style="list-style-type: none"> • As a consequence of Welsh Government putting forward proposals for a change in the health board boundary, the APB determined that it would suspend its commissioning proposals. It was further decided that work should be undertaken to review existing contracts and amend as necessary. Now that the health board boundary change has been announced, the APB will begin work on a new commissioning cycle for services in NPT and Swansea. Services as currently commissioned continue to be provided and monitored accordingly • The APB is currently undertaking a governance review, which could see changes in the governance structure, including how decisions are made. At a development event in February 2018, the APB determined its three priorities to be: <ul style="list-style-type: none"> ○ Reducing drug related deaths ○ Dual diagnosis ○ Preparing for the Implementation of Minimum Unit Pricing for Alcohol 	 <p>AMBER</p>

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”

Improvement Priority 3: People are safe and feel safe

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 134</p>	<p>Work is underway in respect of these priorities and will be reported in 18/19</p> <p>In relation to the Key Performance Indicators below:</p> <ul style="list-style-type: none"> • A higher percentage of people are starting treatment from referral within 20 days and a higher percentage of cases of substance misuse is reduced, remains unchanged or there is abstinence usage • In relation to cases closed performance, the recording of the cases closed and how this is calculated still needs to be addressed by the Welsh Government; the Western Bay data manager is taking the lead regarding these discussions. Although there has been an increase in the figures locally, when calculated as a percentage of overall caseload, these are in alignment with the rest of Wales • Work continues to review the substance misuse single assessment service in relation to its effectiveness as a front door into services will be concluded during 2018/19 as the access into services <p><u>Corporate Plan Key Performance Indicators (full year data):</u></p> <p>% of individuals starting treatment from referral within a 20 day period</p> <ul style="list-style-type: none"> • Actual 2016-17: 93.98% • Target 2017-18: Increase • Actual 2017-18: 95.4% (APB Area) - 96.6% (NPT) <p>Substance misuse is reduced, remains unchanged or abstinence usage in TOPS (Treatment Outcome Profiles)</p> <ul style="list-style-type: none"> • Actual 2016-17: 68.26% 	

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”


Improvement Priority 3: People are safe and feel safe

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
	<ul style="list-style-type: none"> • Target 2017-18: Increase • Actual 2017-18: 84.1% (APB Area) - 90.5% (NPT) <p>% of cases closed (with a treatment date) as treatment complete (how many people complete their treatment successfully)</p> <ul style="list-style-type: none"> • Actual 2016-17: 50.66% • Target 2017-18: Increase • Actual 2017-18: 49.1% (APB Area) - 45.7% (NPT) 	

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”


Improvement Priority 4: People unable to work can maximise their income

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>People will be supported to receive the UK Government benefits they are entitled to</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 136</p>	<ul style="list-style-type: none"> • We have provided support across the borough for online applications, claims for Housing Benefit, DHPs (Discretionary Housing Benefits) and DWP benefits (especially universal credit) • We have worked with partners including voluntary sector to provide support and financial advice to claimants • The Welfare Rights service supported 1,663 people to access and maximise their benefit entitlement. This has been the 2nd highest amount ever secured for claimants. Social workers have been made aware of all of the services the Welfare Rights team can provide to help the families they are involved with. The service has started up 4 new advice surgeries which have already proved to be a great success <p><u>Corporate Plan Key Performance Indicators (full year data):</u> Percentage of correctly granted benefit against total granted</p> <ul style="list-style-type: none"> • Actual 2016-17: 99.94% • Target 2017-18: 100% • Actual 2017-18: 100% <p>Average days taken for new claims and changes of circumstances – application to assessment</p> <ul style="list-style-type: none"> • Actual 2016-17: 5.4 days • Target 2017-18: Maintain • Actual 2017-18: 4.3 days 	

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”

Improvement Priority 4: People unable to work can maximise their income


Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
	<p>Benefits £'s secured for clients by the Council's Welfare Rights Unit</p> <ul style="list-style-type: none"> • Actual 2016-17: £9.121 million • Target 2017-18: Maintain • Actual 2017-18: £8.316 million 	
<p>We will implement the Welsh Government's Scheme to relieve the Council Tax burden on those with the lowest income</p>	<ul style="list-style-type: none"> • We have promoted availability of the scheme on the Council's website and in the media • We have updated the Council Tax Support Scheme in line with Welsh Government Policy • Provided support across the borough for online applications for the Council Tax Reduction Scheme • There was a reduction in the number of claimants during the year, however we saw an increase in the value of financial support given <p><u>Corporate Plan Key Performance Indicators (full year data):</u></p> <p>Number of claimants of Council Tax Reduction Scheme</p> <ul style="list-style-type: none"> • Actual 2016-17: 17,918 • Target 2017-18: Maintain subject to WG funding • Actual 2017-18: 17,463 <p>Value of financial support</p> <ul style="list-style-type: none"> • Actual 2016-17: £16.86 million • Target 2017-18: Maintain subject to WG funding • Actual 2017-18: £16.97 million 	

Page 137

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”



Improvement Priority 5: People who need care and support will be able to access support from within their community and if their needs can only be met by social services they will receive services which are personalised

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>We will promote the Community Services Directory to enable more people to engage with and access support and services within their local communities</p> <p>Page 138</p>	<ul style="list-style-type: none"> • We continued to compile and input data into the Community Directory • We have migrated the Community Directory to the All Wales DEWIS System and this work was completed in July 2018 • There has been an increase in the number of hits to the Community Services Directory website and the number of service/organisation information <p>Corporate Plan Key Performance Indicators (full year data):</p> <p>Number of hits on the Community Services Directory website:</p> <ul style="list-style-type: none"> • Actual 2016-17: 42,810 • Target 2017-18: to increase • Actual 2017-18: 47,473 <p>Number of Services/organisations on the community directory:</p> <ul style="list-style-type: none"> • Actual 2016-17: 916 • Target 2017-18: to increase • Actual 2017-18: 1,054 	



Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”

Improvement Priority 5: People who need care and support will be able to access support from within their community and if their needs can only be met by social services they will receive services which are personalised

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>Where people’s needs can only be met with social services involvement, where appropriate people will be offered a Direct Payment</p> <p>Page 139</p>	<p>When this Plan was published our aim was to increase the number of people accessing direct payments to 40%. During the year we changed our focus and are no longer setting any targets to increase the number of direct payments within the borough. We are now focusing on profiling the following: current agencies used, type of support delivered, opportunities for shared support, CHC (Community Health Care) cases. This information will help develop a more conclusive plan across the Direct Payment Service</p> <p><u>Corporate Plan Key Performance Indicators (full year data):</u> % of people accessing direct payments</p> <ul style="list-style-type: none"> • Actual 2016-17: 16% (360 people As at July 2017) • Target 2017-18: 40% • Actual 2017-18: 15% (415 of 2,726 receiving a service as at 31.3.2018) 	
<p>Where people are unable to meet their needs through a Direct Payment, most people will be helped to live as independently as possible for as long as possible in a community setting through services we commission</p>	<ul style="list-style-type: none"> • We created a Multi-Disciplinary Team, with the aim of delivering a more robust screening process at referral stage, ensuring that the needs of each individual are taken into account and effectively met, whether it be by Social Services or signposted to alternative community based services who can best meet their requirements • As a result of this process there has been an overall reduction in the number of people who require a formal care and support plan from our service and an increase in those diverted to alternative third sector organisations. This is a positive result in terms of older people becoming more empowered and involved in the choice of support they receive to enable them to live a more 	


Well-being Objective 2: Improve the Well-being of all adults who live in the county borough “Everyone participates fully in community life – socially and economically”		
Improvement Priority 5: People who need care and support will be able to access support from within their community and if their needs can only be met by social services they will receive services which are personalised		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
Page 140	<p>independent life</p> <ul style="list-style-type: none"> We also created a new team, where social work staff are working closely with hospital staff to pro-actively ensure people who require social care support on discharge are dealt with in a more timely way. The rate of people aged 75 plus kept in hospital for social care reasons has reduced <p>Corporate Plan Key Performance Indicators (full year data):</p> <p>Rate of older people (aged 65 and over) supported in the community per 1,000 population aged 65 or over</p> <ul style="list-style-type: none"> Actual 2016-17: 90.5 Target 2017-18: Reduce Actual 2017-18: 62.74* <p>*The 17/18 figure has been calculated using the number of service user’s with a care plan that are supported in the community. Previous totals would have included people in receipt of services that did not require a care and support plan; however we no longer measure in this way.</p> <p>Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+</p> <ul style="list-style-type: none"> Actual 2016-17: 3.88 Target 2017-18: Reduce Actual 2017-18: 3.08 	

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough "Everyone participates fully in community life – socially and economically"		
Improvement Priority 6: People will be able to have their say in matters that affect them and where people need help to voice their opinions, advocacy support will be available		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
Page 44 We will implement the Regional Joint Carers' Strategy with our health partners	This work has been delayed due to Welsh Government guidance not being published in the timeframe. A Local Authority Delivery Plan for Adult Carers is being produced with the aim go live for October 2018 <u>Corporate Plan Key Performance Indicators (full year data):</u> Number of carers' assessment completed <ul style="list-style-type: none"> • Actual 2016-17: 355 • Target 2017-18: Increase • Actual 2017-18: 282 	 AMBER
We will implement the Welsh Government's Autism Strategy	An ASD (Autistic Spectrum Disorder) Group was developed and is made up of professionals and parents/carers. The Group met regularly to devise a working plan in order to improve the lives of people with autism and their families and carers. The plan's focus is to raise awareness of autism in county borough. We held an Autism awareness day in Aberavon shopping centre in April 2018 and are setting up a participation day in relation to 'what matters' conversations that will take place later this year with people with Autism, their families and carers. The group has also been integral in feeding into the Integrated Autism Service (IAS) operational group who are responsible for setting up the Western Bay IAS service	 GREEN

Well-being Objective 2: Improve the Well-being of all adults who live in the county borough

“Everyone participates fully in community life – socially and economically”

Improvement Priority 6: People will be able to have their say in matters that affect them and where people need help to voice their opinions, advocacy support will be available


Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
We will embed a rights-based approach for older people and disabled people across the Council and ensure that people have access to advocacy support where that is required	We commission advocacy services for individuals to support and represent the views of older persons living in the county borough with the intention of influencing change. Access to an advocacy service is available to give a voice to individuals to ensure their views and wishes are fully taken into account in the individual planning process and with any decisions being made by professionals about them	 <p>GREEN</p>

Well-being objective 3 - To develop the local economy and environment so that the well-being of people can be improved

How this well-being objective contributes to the seven national well-being goals:

National Goals	Contribution to each goal
A prosperous Wales	We have described a range of proposed steps to create sustainable, quality employment by working both locally and regionally. A number of the proposed City Deal projects focus on low carbon technologies and creating capability to exploit the potential of digital technologies.
A healthier Wales	The priorities demonstrate a sound understanding of the determinants of well-being and the powers available to the Council to impact upon those determinants.
A Wales of cohesive communities	The priorities set out in this section, underpin the objectives for children and young people and adults in a range of ways – through ensuring connectivity, the availability of local employment, good housing and recreation opportunities, the protection of the environment and ensuring the county borough is attractive to investors.
A resilient Wales	Important sections of our Local Development Plan are referenced which have been subject to full sustainability appraisals and show how those policies will underpin the Council's objectives to improve the social, cultural, economic and environmental well-being of its residents.
A more equal Wales	The activities reported show how we are creating greater opportunity for all people to get on in life, starting with the opportunity to obtain quality employment and then affordable housing in attractive, safe and clean places where people can bring up their families.
A Wales of vibrant culture and thriving Welsh language	The importance of local heritage sites and the part these have to play in sustaining culture feature amongst the priorities as does the regeneration of valley communities. Working with communities features prominently as a theme in this section as in the preceding sections.
A globally responsible Wales	Priorities include reducing waste generated and increasing recycling, as well as taking a range of steps to protect and develop the county borough's natural assets. The growing importance of digital and new energy technologies are also incorporated into the work proposed.


Page 143

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved “Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”		
Improvement Priority 1: We will create an environment where new businesses can establish themselves and existing businesses can grow		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>We will work with our regional partners to deliver the City Deal and lead on those projects that impact directly on the county borough subject to appropriate governance structures being agreed and affordability / risk criteria</p>	<ul style="list-style-type: none"> • Homes as Power Stations (HAPS): <ul style="list-style-type: none"> ○ Finalising the 5 case model business plan ○ Registered Social Landlord engagement events held ○ Regional Local Authority engagement on-going • Swansea Bay Technology Centre: <ul style="list-style-type: none"> ○ Secured £3 million European funding to match fund the £3 million City Deal funding ○ Preparing the 5 case model business plan • Centre of Excellence for Next Generation Services (CENGs): <ul style="list-style-type: none"> ○ Preparing information to include in the 5 case model business plan ○ Working to get project back on track <p><u>Corporate Plan Key Performance Indicator:</u> The Council will deliver the agreed business cases that support projects identified for the county borough within the City Deal and will update the Plan once those business cases are approved – see above narrative</p>	


Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved

“Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”

Improvement Priority 1: We will create an environment where new businesses can establish themselves and existing businesses can grow

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>We will deliver the agreed Local Economic Development and Regeneration Programme</p>	<ul style="list-style-type: none"> • The Economic Development team continue to focus on growing local businesses by supporting their investment plans which are crucial to attracting private sector investment, creating new jobs and safeguarding existing employment within the county borough • There is also a focus on making our town centres more viable, developing potential sites to encourage high quality inward investment and economic growth and supporting our valley communities to help them become more sustainable • All planned activities were delivered, for example, 16 expansion schemes for local businesses and 7 inward investments projects with the potential to create and/or safeguard up to 200 jobs to support economic growth were successfully delivered in the six month period • In addition, the team continues to work closely with the Port Talbot Waterfront Enterprise Zone Board with the aim of attracting new investment and jobs to the area, supporting local businesses to diversify and enter new markets and further promote economic growth. This is particularly relevant to those local businesses within the Tata supply chain • The Regeneration Team continue to deliver the remaining projects under Vibrant and Viable Places and are developing further regeneration proposals under the Welsh Government Targeted Regeneration Investment (TRI), Building for the Future and Valleys Task Force Programmes. A Commercial Property Grant scheme continues to be operated throughout the county borough. On track to deliver planned activities in the six month period 	

Page 145


Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved “Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”		
Improvement Priority 1: We will create an environment where new businesses can establish themselves and existing businesses can grow		
Steps	Steps Progress (1st October 2017 to 31st March 2018)	STEPS RAG STATUS
We will establish a local valleys Taskforce, led by elected members, and involving communities and local partners, to complement the Welsh Government’s objective to regenerate valley communities	The task and finish group formally submitted their conclusions and recommendations to the Cabinet in June 2018. It is expected that the Cabinet will formally respond to the recommendations in autumn 2018	

Page 146

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved



“Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”


Improvement Priority 2: We will work with communities to increase reuse, recycling and composting


Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>We will review and refine our waste management strategy in the context of delivering against statutory targets</p>	<ul style="list-style-type: none"> • All-Member seminars have been held in November 2017 and May 2018 to consider issues with a view to agreeing actions to ensure continued progress with successfully meeting the statutory recycling targets. A series of proposals as a result of those seminars was reported to Street Scene and Engineering Cabinet Board on 20th July 2018. The proposals are primarily aimed at increasing the Council’s recycling performance to help ensure the Council continues to meet the increasing statutory targets. The proposals were approved by the Cabinet Board • Having achieved the current statutory recycling and composting target of 58%, the Council is now reviewing its waste strategy to ensure we can meet the 2019/20 target of 64%, and the 2024/25 target of 70% • Overall performance has dropped slightly this year which is a trend expected to be seen across Wales. National issues affecting performance have included a reclassification of wood waste by Natural Resources Wales, whilst local issues have included some reduction in green waste composting and an overall increase of 2,000 tonnes in the total amount of waste with, in particular, an increase in the amount of non-recyclable waste presented at our Household Waste Recycling Centres (HWRCs). Whilst the overall recycling percentage has dropped, the performance of the kerbside recycling service continues to increase. Furthermore, Welsh Government grant funding has been secured to assist with the final roll-out of the kerbside service to farms and lanes this year, and also for new vehicles and receptacles so we can enhance arrangements offered to commercial customers and residents in flats. In addition, there is grant funding to extend the “re-use shop” at the Briton Ferry HWRC 	 <p>GREEN</p>

Page 147

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved "Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time"		
Improvement Priority 2: We will work with communities to increase reuse, recycling and composting		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
	<p><u>Corporate Plan Key Performance Indicators (full year data):</u> % local authority collected municipal waste prepared for reuse, recycling and composting</p> <ul style="list-style-type: none"> • Actual 2016-17: 62.77% • Target 2017-18: 64% by 2020 • Actual 2017-18: 60.65% 	

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved “Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”		
Improvement Priority 3: Local people and visitors can access good quality leisure facilities, country parks and theatres		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
We will encourage and help to promote local cultural events and traditions and also encourage local communities to participate in national events and traditions	<p>The Regeneration and Economic Development team delivered all planned activities in the six month period including:</p> <ul style="list-style-type: none"> Organising the Neath Food and Drink Festival, which attracted more than 56,000 visitors to Neath Town Centre over the three days of the festival Working in partnership with the Neath Town Centre Consortium to deliver and promote the Real Ale and Cider Festival and the Great Guitar Gig 	
We will develop the service models that support our leisure services, theatres and parks so that new income streams support their operation and they are less dependent on subsidy from the Council	<ul style="list-style-type: none"> Margam Park - In November a new business plan for Margam Country Park was approved by Members, which seeks to explore commercial opportunities to generate income that will contribute towards the upkeep and maintenance of the Country Park. Number of visitors to Margam Park has increased by 10.4% (244,901 visitors in 2016-17 compared to 270,272 visitors in 2017-18) Gnoll Park - Completed projects which seek to create a greater visitor experience and increase income include installation of free Wi-Fi and large screens, a revised café menu and the new all-inclusive park at the Gnoll Country Park (Rhianna’s swing) Going forward we have plans to make improvements to outdoor seating area with a covered canopy, reduce service utility costs with solar panels on the canopy and we will continue to review the Café to achieve a more efficient service to visitors and place the facility in a more viable position 	



Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved "Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time"		
Improvement Priority 3: Local people and visitors can access good quality leisure facilities, country parks and theatres		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
We will develop the offer of our theatres to attract a wide range of arts and performances	<p>Corporate Plan Key Performance Indicators (full year data):</p> <p>Visitor numbers 2017-18:</p> <ul style="list-style-type: none"> • Margam Park: 270,272 • Gnoll Park: the visitor centre had just below 150,000 visitors (visitor counters are only on the visitor centre doors so this data would not be a true reflection on overall visitor numbers to the park) 	
	<p>Pontardawe Arts Centre – We delivered the regular annual programme of activities and events, which attracted a broad cross section of the population of the county borough and achieved our user figure targets. We have started work to move the Centre onto a more sustainable footing, in particular to reduce reliance on ongoing subsidy</p> <p>Princess Royal Theatre - The Princess Royal Theatre continues to provide high quality productions and events. The Theatre continues to attract high quality artists and has continued to deliver an ever improving service in a more commercial cost effective way</p> <p>The Gwyn Hall - The Gwyn Hall has met all outcome targets set by the Celtic Leisure Board and there has been an increase in professional shows held during the year. The catering establishment "The Place" is now an established venue in the town centre with a much improved reputation. The increase in professional shows and amateur shows is having an increase on spend in the Café and Bar</p>	

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved "Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time"		
Improvement Priority 3: Local people and visitors can access good quality leisure facilities, country parks and theatres		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
	<p>Corporate Plan Key Performance Indicators (full year data):</p> <p>Visitor numbers 2017-18:</p> <ul style="list-style-type: none"> • Pontardawe Arts Theatre: 58,052 • Princess Royal Theatre: 54,242 • Gwyn Hall: 137,367 • Overall visits to our theatres increased by 16.2% (from 214,903 in 2016-17 to 249,661 in 2017-18) 	
<p>We will use creative and innovative techniques to promote use and enjoyment of our natural environment, encouraging people to make use of local footpaths, cycleways and bridleways and parks</p>	<ul style="list-style-type: none"> • The revised Existing Route Map (ERM) and Integrated Network Map (INM) were submitted to the Welsh Government (WG) in November 2017, with the Council receiving Ministerial approval of both maps on 27th February 2018. The maps identify areas where improvements can be made to the network • INM implementation now commencing – successful bid for £235,000 WG grant received early April'18 for 'pre-work' activities including feasibility studies / route option development • Continuation of maintaining the Public Rights of Way network where possible – this is now proving much more difficult given the WG RoWIP (Rights of Way Improvement Plan) Grant has ended • A draft timetable and outline for the review of the RoWIP has been prepared • An assessment is currently underway to primarily determine the extent to which rights of way meet the present and future needs of the public; and the present condition of the rights of way network 	

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved

“Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”

Improvement Priority 3: Local people and visitors can access good quality leisure facilities, country parks and theatres



Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>We will identify inward investment opportunities for both the private and public sector in order to expand and improve upon the existing attractions and leisure offer</p> <p>Page 152</p>	<p>The Economic Development Team delivered all planned activities in the six month period including:</p> <ul style="list-style-type: none"> • Supporting the Sgwd Gwladys Lodge development in the former Waterfalls Centre in Pontneddfechan, which now offers high quality accommodation and café/bistro facilities • Delivering the Pontneddfechan verge parking scheme which has created additional parking provision at Waterfall Country, alleviating the significant parking pressures at this location and the negative impact on both residents and visitors. Funding for this scheme was received from Visit Wales’ Tourism Amenity Infrastructure Scheme (£82,785) • Securing funding via Visit Wales’ Tourism Amenity Infrastructure Scheme (£128,000) for the Margam Country Park all weather car parking scheme which will enable the park to cater for year round events 	 <p>GREEN</p>
<p>We will work with partners to refurbish, repair and maintain locally important buildings and structures</p>	<ul style="list-style-type: none"> • The Regeneration Team and Strategic Funding Team are developing proposals for key town centre listed buildings • Secured in principle European and Welsh Government Building for the Future funding for The Plaza in Port Talbot • Secured in principle European and Welsh Government Building for the Future funding for Port Talbot Magistrates Court • Submitted business plan to apply for European and Welsh Government Building for the Future funding for 8 Wind Street in Neath town centre. We await the outcome of this application, hence the amber status of this step 	 <p>AMBER</p>

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved “Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”		
Improvement Priority 3: Local people and visitors can access good quality leisure facilities, country parks and theatres		
Steps	Steps Progress (1st October 2017 to 31st March 2018)	STEPS RAG STATUS
	<ul style="list-style-type: none"> Restoration work has also been undertaken at the Turbine House in Margam Park and a scheme for the refurbishment of several War Memorials is being developed 	

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved

“Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”



Improvement Priority 4: We will strive to protect our natural environment

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>Address with partners the agreed priorities set out within the Flood Risk Management Plan within available resources</p> <p>Page 154</p>	<ul style="list-style-type: none"> The Flood Risk Management Plan identifies seven specific measures that can be implemented across the county borough. A list of those measures with a brief update on the work that has been undertaken to date, was reported to: Streetscene and Engineering Cabinet Board on 25th May 2018 We were proactive in cleaning 100% of high priority culverts especially before inclement weather arrived, which helped to reduce the risk of flooding in these areas <p><u>Corporate Plan Key Performance Indicator (full year data):</u> % of high priority culverts cleaned especially before inclement weather arrives</p> <ul style="list-style-type: none"> Actual 2016-17: 100% Target 2017-18: 100% Actual 2017-18: 100% 	
<p>Work with stakeholders to prepare, publish, implement and keep under review a Biodiversity Duty Plan.</p>	<p>We worked with our stakeholders to prepare a Biodiversity Duty Plan and this was published in December 2017. The Plan outlines actions already being undertaken by the Council and further actions that will be undertaken to ensure compliance with the Duty Plan. We have started implementation of the Duty Plan, with an initial focus on risk assessment of service areas and agreeing a methodology for an audit of Council owned land. The purpose of the plan is to identify how the council will seek to meet the biodiversity duty in order to protect and enhance biodiversity in the borough. For example, where new developments come forward the aim is to achieve no net loss in biodiversity e.g. if there is a loss of habitat as a result of a development we would create one elsewhere in the borough as close as possible to the original site.</p>	

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved

“Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”

Improvement Priority 4: We will strive to protect our natural environment

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>We will engage our local communities and wider partners to deliver a programme of activities that will engage and support local people to participate in our natural environment</p>	<p>We continued with our programme of well-being and conservation activities to raise the profile of the natural environment and its wider benefits, our ‘Working with Nature’ Project engages with local communities raising awareness and encouraging interaction with local wild spaces such as:</p> <ul style="list-style-type: none"> ○ Free events including willow-weaving workshops, green woodworking sessions, wildlife watching and bush craft events ○ Volunteering days regularly held offering the chance for communities to learn and participate in habitat management 	
<p>We will use our statutory powers to challenge unacceptable levels of pollution</p>	<p>Air Quality</p> <ul style="list-style-type: none"> • We have used our statutory powers to declare an AQMA (Air Quality Management Area) and to prepare an AQMA Action Plan. Beyond that we regulate Civil and Marine Slag Cement, which is within the curtilage of the steelworks site. We are working towards improving air quality in Port Talbot to secure removal of the declared AQMA in this area. • We have completed and submitted to the Welsh Government the Annual Air Quality Report for the county borough. The report identifies that there has been a steady reduction in all levels of pollutants within the county borough <p>Contaminated land</p> <ul style="list-style-type: none"> • 3 contaminated land sites were completed in the financial year. This does not reflect a huge majority of the work that is done on a day to day basis, for example, initial planning consultations, reviewing site investigations and remediation strategies. We have taken “brought back into beneficial use” to mean sites that 	



Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved

“Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”

Improvement Priority 4: We will strive to protect our natural environment

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 156</p>	<p>are completed and occupied. Following the cessation of grant funding to local authorities to take direct action to treat contaminated land we are reliant upon remediation through the planning process. This figure will therefore fluctuate on an annual basis depending on the number and size of development proposals submitted for brownfield/contaminated land</p> <p>Water Quality</p> <ul style="list-style-type: none"> • During the six month period, four water supplies were sampled, resulting in 2 initial failures. Now all four are in compliance, and currently meet the drinking water requirements. We were unable to undertake risk assessments due to conflicting priorities <p><u>Corporate Plan Key Performance Indicators (full year data):</u> PM 10 air quality levels within the designated Air Quality Management Area in Port Talbot</p> <ul style="list-style-type: none"> • Actual 2016-17: 8 exceedances • Target 2017-18: Reduce by 2022 • Actual 2017-18: 17 <p>Areas of land which are potentially contaminated brought back into beneficial Use</p> <ul style="list-style-type: none"> • Actual 2016-17: 27 hectares • Actual 2017-18: 28.056 hectares (cumulative data from 1st April 2017 – baseline) 	


Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved “Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”		
Improvement Priority 4: We will strive to protect our natural environment		
Steps	Steps Progress (1st October 2017 to 31st March 2018)	STEPS RAG STATUS
	Quality of water in private supplies - % of Private Water Supplies operating in accordance with drinking water requirements <ul style="list-style-type: none"> • Actual 2016-17: 90% • Target 2017-18: Improve over the period (2022) • Actual 2017-18: 100% (six months data) 	

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved "Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time"		
Improvement Priority 5: Working with our partners, we will ensure there are good communication links and connectivity across the county borough and wider City Region		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
We will enhance digital connectivity through our involvement in the City Deal	The work for this step is still ongoing. We attended City Deal digital infrastructure and test beds working group meetings. A business case will be developed for the region to identify how to improve digital connectivity including 5G across the region, with a view to establishing the region as a living test bed.	 AMBER
We will help promote the Welsh Government's Superfast Broadband Cymru Programme	<p>98% of properties, including business premises are served by Broadband speeds at or in excess of 30 Mbs. Take up of these services is currently running at 45% which is the Welsh average and work continues to try and understand where the service has been taken up and where it hasn't. We continue to work with the low take up communities to increase take up and access to superfast broadband services.</p> <p><u>Corporate Plan Key Performance Indicator (full year data):</u> No of "white spots" (digital connectivity)</p> <ul style="list-style-type: none"> • Target 2017-18: Improve over the period (2022) • Actual 2017-18: 2% of NPT properties <p>Investigations will take place to determine where the areas of no service (known as White Spots) exist within NPT and how we can work with Welsh Government and suppliers to address the shortfall</p>	 GREEN

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved




“Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”

Improvement Priority 5: Working with our partners, we will ensure there are good communication links and connectivity across the county borough and wider City Region

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>We will endeavour to maintain and expand the current transport network and explore alternative transport solutions where conventional transport services are no longer sustainable</p> <p>Page 159</p>	<p>The beginning of the year saw the opening of the Transport Hub at Port Talbot railway station. This has improved connectivity between rail and bus travel. The upgrading of bus shelters has now been completed on all strategic bus corridors. Neath Bus station has seen improvements with further on-going improvements scheduled for later in the year.</p> <p>As the private sector continues to face financial pressures, NPT has seen commercial bus operators’ review services far more robustly than they have in previous years. Inevitably if patronage on a route falls, the route then becomes unsustainable and is reduced or withdrawn. This became evident in April when services were reduced in the Afan Valley, Briton Ferry and Glynneath areas. This is a national trend and not unique to NPT.</p> <p>Figures for Concessionary fare travel in NPT has shown a reduction of 14% over the last five years. Historical figures for fare paying passenger are not available.</p> <p>Community Transport has seen slight reduction in passenger numbers, this was because of this winter’s adverse weather and people no longer requiring the service.</p> <p>NPT officers have been working with Council for Voluntary Service (CVS) to deliver their innovative transport strategy.</p>	 <p>AMBER</p>

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved "Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time"		
Improvement Priority 5: Working with our partners, we will ensure there are good communication links and connectivity across the county borough and wider City Region		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
Page 160	<p>Corporate Plan Key Performance Indicators (full year data): No of users of public and community transport</p> <p>Community Transport</p> <ul style="list-style-type: none"> • Actual 2016-17: 19,859 • Target 2017-18: Increase • Actual 2017-18: 19509 <p>Concessionary Fares</p> <ul style="list-style-type: none"> • Actual 2016-17: 1,908,362 • Target 2017-18: Increase • Actual 2017-18: 1,764,908 <p>Fare Paying</p> <ul style="list-style-type: none"> • Actual 2016-17: 2,953,341 • Actual 2017-18: Awaiting fare paying figures from the commercial bus operators 	
	<p>We will prepare, publish and keep up to date an Existing Route Map (ERM) and Integrated Network Map (INM) and also work with partners to develop and promote active travel</p>	<ul style="list-style-type: none"> • Since receiving Ministerial approval of the first ERM on 12th August 2016, the ERM has been kept under review • The review identified a limited number of additional routes which were consulted upon in parallel with the preparation of the INM • Both the revised ERM and INM were subsequently submitted to the Welsh Government (WG) in November 2017, with the Council receiving Ministerial

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved “Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”		
Improvement Priority 5: Working with our partners, we will ensure there are good communication links and connectivity across the county borough and wider City Region		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
	approval of both maps on 27 th February 2018 <ul style="list-style-type: none"> INM implementation now commencing – successful bid for £235,000 WG grant received early April’18 for ‘pre-work’ activities including feasibility studies / route option development 	



Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved "Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time"		
Improvement Priority 6: We will work with our Public Services Board and others to explore how we can facilitate access to important local public services, using new and innovative approaches		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
We will continue to work with partners to identify new opportunities for shared use of public buildings	<ul style="list-style-type: none"> No further viable opportunities to share space have emerged, however co-location with Health continues in a number of buildings to facilitate closer working relationships In addition the new Regional National Assets Working Group, sub groups will be used as a vehicle to embark on a refreshed engagement with the whole public sector as the new regional groups develop. This will identify new opportunities for shared use of public buildings 	
We will support third sector and community groups to sustain community access to facilities that they operate	<p>Four council owned assets were leased to voluntary/community groups and organisations during this period with negotiations ongoing in respect of a number of other assets.</p> <p>The four leased were:</p> <ul style="list-style-type: none"> Tea room building within Talbot Memorial Park Land at Gnoll Country Park for a play area Cwrt Herbert Playing Field Neath Abbey Pontardawe Heritage and Visitors Centre 	
We will bring forward proposals as to how we can support the third sector to enable more people to access on-line services This work supports Objective 6 : Tackling digital exclusion contained within the NPT Public Service Board's Well-being Plan 2018 – 2023	We undertook a Third Sector Digital Survey, which closed in October 2017. Results have been analysed and identified an additional resource was required. A new officer was appointed during July 2018 to move this work forward.	

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved “Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”		
Improvement Priority 6: We will work with our Public Services Board and others to explore how we can facilitate access to important local public services, using new and innovative approaches		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
We will encourage the development of social and public enterprise in its diverse forms	<p>Support for social enterprises is available at request. We continue to provide support to community organisations / third sector, as and when needed. This includes support with resource such as advice on business plans, funding advice and attending meetings. We no longer have targets for social enterprise support in this organisation</p> <p><u>Corporate Plan Key Performance Indicators (full year data):</u> Number of social and public enterprises established</p> <ul style="list-style-type: none"> Actual 2017-18: N/a 	 <p>GREEN</p>

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved

“Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”

Improvement Priority 7: We will support tourism businesses

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>We will work with businesses and wider partners to support them to develop their visitor attractions and we will support those who wish to create new attractions in the county borough</p> <p>Page 164</p>	<ul style="list-style-type: none"> The Tourism Development in Neath Port Talbot project (funded by the Regional Development Plan) continues to operate in the rural wards and is on track to deliver planned activities in the six month period. In addition, the Economic Development team provided assistance for tourism operators from non-rural wards. Overall the Council supported more tourism operators (26) <p><u>Corporate Plan Key Performance Indicators (full year data):</u> Number of tourism operators supported by the Council</p> <ul style="list-style-type: none"> Actual 2016-17: 15 (RDP) Target 2017-18: 20 Actual 2017-18: 26 	
<p>We will lead the delivery of the Neath Port Talbot Destination Management Plan</p>	<p>The delivery of the Neath Port Talbot Destination Management Plan continued with a number of actions completed and is in progress of completion. Work undertaken during the period include:</p> <ul style="list-style-type: none"> Waterfalls at Pontneddfechan – regular meetings are held with Brecon Beacons National Park Association and relevant stakeholders to identify opportunities to improve facilities for visitors at Pontneddfechan. The former Waterfalls Information Centre has been let to a new business start-up now providing accommodation and café/bistro services to visitors Signpost new and existing businesses to potential funding sources and business planning advice – support and advice has been provided to businesses across the county borough with new developments in Glyncorrwg and Pontneddfechan and expansion of existing businesses in Margam and Glyncorrwg. 	

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved

“Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”


Improvement Priority 7: We will support tourism businesses

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>Passenger</p>	<ul style="list-style-type: none"> • Develop a copyright free image bank for use by NPT trade – a bank of images has been developed across all five valleys and for Aberavon seafront which can be used by local businesses to promote Neath Port Talbot as a place to visit and stay • Aberavon Seafront – a stakeholder task and finish group meets regularly to improve communication and jointly identify projects for development • Delivered targeted training/networking for tourism businesses – two Sense of Place events held to develop product knowledge of the tourism sector 	
<p>Passenger</p> <p>We will seek funds to deliver tourism related initiatives in the area</p>	<p>The delivery of the Tourism Development in Neath Port Talbot project continues to be on track to deliver planned work such supporting businesses, promotion and setting up task and finish groups to improve visitor experience in key tourist destination within the valleys such signage, car parking and encouraging business development. In addition to this, funding was also secured via the Visit Wales Tourism Amenity Investment Scheme to deliver the Pontneddfechan Verge Parking Scheme and the Margam Country Park all weather parking scheme. The Margam scheme will be delivered in 2018-19</p>	

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved

“Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”

Improvement Priority 8: We will ensure that the Local Development Plan delivers upon its vision, objectives and strategy and work collaboratively with neighbouring authorities to deliver regional policies and initiatives

Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
<p>Work with colleagues, stakeholders, partner organisations and members of the public to deliver the strategy</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 166</p>	<p>As it is not possible to specify progress over the 6 month period, a brief summary of broader progress is provided below - for full detail refer to published LDP Monitoring Report.</p> <ul style="list-style-type: none"> • Economic Activity – the economic activity rate in Neath Port Talbot has increased at a higher rate than the Welsh and UK average. The unemployment rate is also falling, indicating a positive economic picture for the area and showing that the aims of the Local Development Plan (LDP) are being met • Coed Darcy / Harbourside – development of these two sites will generate the largest mixed use developments within the county borough. Coed Darcy is currently the subject of intense negotiations to secure the complementary infrastructure required to support the development including schools and highway improvements. Harbourside has been the subject of a strategic Flood Consequences Assessment, which also includes mitigation to address flooding concerns; this together with the need to remediate contamination is slowing down its delivery. Both of these sites remain to be a primary focus for regeneration in line with the LDP strategy • Delivery of Key Projects/Infrastructure – examples include Swansea University Bay Campus; Neath Town Centre; Glanafan School; Port Talbot Integrated Transport Hub; Harbour Way (PDR) • Natural and Built Environment – LDP policy implementation continuing to 	 <p>AMBER</p>

Well-being Objective 3: To develop the local economy and environment so that the well-being of people can be improved “Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and enjoy recreational time”		
Improvement Priority 8: We will ensure that the Local Development Plan delivers upon its vision, objectives and strategy and work collaboratively with neighbouring authorities to deliver regional policies and initiatives		
Steps	Steps Progress (1 st October 2017 to 31 st March 2018)	STEPS RAG STATUS
	<p>conserve the countryside, landscapes, undeveloped coast, biodiversity, historic heritage</p> <ul style="list-style-type: none"> • Regional Collaboration Initiatives – continuation of contribution to the regional planning agenda. Future work programme developed for specific joint studies 	

Have your say on what matters to you

We welcome feedback on the information contained within this Report via:

Email: improvement@npt.gov.uk or post: Chief Executive, Neath Port Talbot County Borough Council, Civic Centre, Port Talbot, SA13 1PJ

We also have a number of consultation/engagement events about various services which we promote in the press and on the website which you can access via the following link: <http://www.npt.gov.uk/haveyoursay>

Visit the Council's website: www.npt.gov.uk



Follow us and add your comments to the Council's Facebook page:

<https://www.facebook.com/NeathPortTalbotCBC>



Follow this report and add your Tweets on our Twitter Page: [@NPTCouncil](https://twitter.com/NPTCouncil)

This document is available in Welsh

Neath Port Talbot County Borough Council

Annual Report (Part 2) Summary of our performance

Appendix 2



Page 169

Corporate Plan 2017 - 2022 (period 1st October 2017 to 31st March 2018)

www.npt.gov.uk/shapingnpt



FOREWORD

Last year, on 30th September 2017, we published a new Corporate Plan 2017-22 to comply with Welsh Government legislation called 'The Well-being of Future Generations (Wales) Act 2015'. The new Plan sets out how we intend (through our three well-being objectives) to improve the well-being of people in the whole of the county borough and how we are demonstrating our contribution to the seven nation well-being goals set by Welsh Government.

I am pleased to present a summary progress report based on our performance against our three well-being objectives, covering the period 1st October 2017 to 31st March 2018. Although this report covers a relatively short period, overall we have made a good start to our journey to improve the well-being in the area. However, it is also clear that the significant cuts made to our budgets are placing some services under strain.

I hope you will find the information useful and I would welcome feedback from you.

Cllr R G Jones, Leader of Council

A handwritten signature in blue ink, appearing to be 'R G Jones', with a horizontal line extending to the right.

This Report is available in English and Welsh, on our [website](#) and in printed format at the following locations:

- Neath One Stop Shop, Civic Centre, Neath SA11 3QZ;
- Port Talbot Civic Centre, Port Talbot SA13 1PJ; and
- Pontardawe Library, Holly Street Pontardawe SA8 4ET.

If you require this information in larger print or in an alternative format, please contact the Corporate Policy Team on 01639 763172 or email: improvement@npt.gov.uk

Overall Summary of Performance

Good progress is being made on all three of our well-being objectives, covering the period 1st October 2017 to 31st March 2018. Overall three quarters of the steps are on track and a quarter just off track. None of the 78 steps have an overall RED status (which would indicate that the step is off track).

The Council also has a duty under the Local Government (Wales) Measure 2009 to compare performance with previous financial years and with other Councils.

Overall, 58 performance indicators demonstrated improvements in services compared to last year. However, in some instances performance compared with other authorities across Wales declined relatively. Full year performance data for 2017-18 was reported to Cabinet on 27th June 2018, a copy of the report can be found [here](#).

Performance of the 2017-18 nationally compared Public Accountability Measures (PAM's) available as at 6th August 2018 can be found here. [\[HYPERLINK TO DOCUMENT\]](#)

In preparing the Annual Report, we considered whether the well-being objectives and improvement priorities remain appropriate and concluded that they remain relevant.

Well-being Objective 1 - To improve the well-being of children and young people

“All of our children and young people have the best start in life, so they can be the best they can be”

Improvement Priorities

- Children in their early years will benefit from integrated and effective pre-school programmes that maximise their well-being
- Families struggling to provide good parenting for their children will be provided with tailored support
- Children of school age will be engaged with their learning, safer and healthier
- Children in need of protection, care and support will be protected and safeguarded and more of those children will be able to grow up in a family setting
- All young people leaving full-time education will enter employment, training or further/higher education
- All children and young people will be helped to have a say in matters that affect them

Overall progress:

We set out 26 ‘steps’ to help us deliver on the improvement priorities for this well-being objective, of which 18 are on track and eight just off track.

What's going well:

- Information from an independent needs assessment of Families First in NPT informed the commissioning of the new Families First programme and a new referral pathway to ensure families have the most appropriate service at the earliest opportunity was put in place
- We delivered an innovative programme of activities to improve the health and well-being of children and young people both within the school setting and the community. Some of these include: beach rugby delivered in partnership with the Ospreys and a multi skills festival at Llandarcy delivered in partnership with NPT College Group
- 100% of learners aged 14-15 studying for qualifications through the medium of Welsh achieved GCSEs at grades A*-C
- We are on track to open new school facilities for YG Ystalyfera, YG Bro Dur, Ysgol Carreg Hir and Ysgol Cwm Brombil in Autumn 2018
- We established a Therapeutic Team in Children and Young People Services to promote emotional well-being and mental health and launched a new toolkit in our schools to improve emotional well-being
- We increased apprenticeship, traineeship and work placement opportunities for young people in the Council from 48 last year to 86 this year
- We have engaged more with young people and provided further tailored support and opportunities to reduce the number of young people who are NEET (Not in Education, Employment or Training), which has reduced from 3.6% to 2.3% (53 pupils to 34 pupils)
- No care leavers experienced homelessness during the year

Areas that need more work:

- Out of school childcare provision was lower than our anticipated target of 281, actual 240
- There is more to be done to improve transition between early years and schools settings
- Continue to raise educational standards and attainment for all children
- Further strengthen arrangements for transition from childhood to young adults for children receiving care and support from Children and Young People Services
- The model of outcome based social work practice continues to be driven across all social work teams, however, more work is needed to gather the collective views of children and families and use the feedback to drive further improvements in social work practice

Well-being Objective 2 - To improve the well-being of all adults who live in the county borough

“Everyone lives a fulfilled life and is secure in their old age”

Improvement Priorities

- Local people can access sustainable, local employment
- Local people can access quality, affordable housing
- People are safe and feel safe
- People unable to work can maximise their income
- People who need care and support will be able to access support from within their community and if their needs can only be met by social services they will receive services which are personalised
- People will be able to have their say in matters that affect them and where people need help to voice their opinions, advocacy support will be available

Overall progress:

We set out 26 ‘steps’ to help us deliver on the improvement priorities for this well-being objective, of which 18 are on track and 8 just off track.

What's going well:

- The support we provided to local businesses with funding applications had a positive effect on the local economy in terms of new job creation and safeguarding existing employment. Our target was 285, the actual was 287
- We continued to support local people into training, volunteering or employment through workways, 74 people compared to 19 last year
- 7 community safety campaigns were delivered which included operation Be A Nice Guy (BANG); Cybercrime and online safety; and the Domestic Abuse White Ribbon campaign
- Work continues with our partners to ensure that our Road Safety Strategy is implemented
- We supported local businesses to help them provide safe and healthy working environments, inspected food premises and investigated businesses where we had detected or been notified of significant breaches
- Our Welfare Team Rights Team supported 1,663 people – the value of benefits secured was £8.326 million. We also supported 17,463 claimants through the Council Tax Reduction Scheme - the value of the financial support was £16.97 million
- We saw an increase in the number of hits to the Community Services Directory website (2016-17: 42,810, 2017-18: 47,473) and on the number of service/organisation information listed on the site (2016-17: 916, 2017-18: 1,054)
- We continued to improve adult social care safeguarding arrangements

- We improved processes to help people live as independently as possible which included working more closely with hospital staff to ensure hospital discharges were dealt with in a more timely way. The rate of delayed transfers of care per 1,000 population aged 75+ reduced from 3.88 to 3.08
- We commissioned advocacy services for individuals to support and represent the views of older persons living in the county borough

Areas that need more work:

- There is more work required with partners to increase the number and variety of housing units, often affected by economic conditions
- More work required with strategic housing partners to prevent homelessness
- Continue to implement our local, joint Violence Against Women, Domestic Abuse and Sexual Violence Strategy
- Begin work on a new commissioning cycle for substance misuse services in NPT and Swansea
- Continue to take action to improve landlord services in the private rented sector
- A Local Authority Delivery Plan for Adult Carers is being produced with the aim of implementing the plan from October 2018

Well-being Objective Aim 3 - To develop the local economy and environment so that the well-being of people can be improved

“Neath, Port Talbot and Pontardawe will be a vibrant and healthy place to live, work and spend recreational time”

Improvement Priorities

- We will create an environment where new businesses can establish themselves and existing businesses can grow
- We will work with communities to increase re-use, recycling and composting
- Local people and visitors can access quality leisure facilities, country parks and theatres
- We will strive to protect our natural environment
- Working with our partners, we will ensure there are good communication links and connectivity across the county borough and wider City Region
- We will work with our Public Services Board and others to explore how we can facilitate access to important local public services, using new and innovative approaches
- We will develop our local tourism offer
- We will ensure that the Local Development Plan delivers upon its vision, objectives and strategy and work collaboratively with neighbouring authorities to deliver regional policies and initiatives

Overall progress:

We set out 26 'steps' to help us deliver on the improvement priorities for this well-being objective, of which 21 are on track and 5 just off track.

What's going well:

- We are on track with City Deal projects such as Homes as Power Stations (HAPS), Swansea Bay Technology Centre and Centre of Excellence for Next Generation Services (CENGs)
- Our current statutory recycling and composting target was 58% and we achieved 60.65%
- We are on track to deliver agreed local economic development and regeneration programmes which includes the remaining projects under Vibrant and Viable Places and making our town centres more viable
- We delivered 16 expansion schemes for local businesses and 7 inward investment projects with the potential to create/safeguard 200 jobs
- Overall visits to our theatres increased by 16.2% (from 214,903 in 2016-17 to 249,661 in 2017-18)
- Visits to Margam Park increased by 10.4% (244,901 visitors in 2016-17 compared to 270,272 visitors in 2017-18)
- We worked with our stakeholders to prepare a Biodiversity Duty Plan which was published in December 2017, to ensure we protect and enhance biodiversity in the borough
- 98% of properties have access to broadband speeds in excess of 30Mbps

- We worked with the third sector and leased 4 council owned assets to voluntary/community groups to sustain community facilities, and are negotiating the transfer of a number of other assets
- We provided assistance for tourism operators from non-rural wards and overall supported more tourism operators (2016-17: 15 / 2017-18: 26)

Areas that need more work:

- We completed and submitted to Welsh Government the annual Air Quality Report for the county borough, which identifies that there has been a steady reduction in all levels of pollutants
- We made a number of improvements to the transport network which included: the Transport Hub at Port Talbot Railway Station and improvements at Neath bus station. However financial pressures and a fall in usage in the private sector has seen reduced bus services in a number of areas
- Coed Darcy and Harbourside sites remain a primary focus for regeneration in line with the Local Development Plan

More detailed progress is reported within our Annual Report (part 2) Full Progress Document [\(insert hyperlink\)](#)

Have your say on what matters to you

We welcome feedback on the information contained within this report via:

Email: improvement@npt.gov.uk or post: Chief Executive, Neath Port Talbot County Borough Council, Civic Centre, Port Talbot, SA13 1PJ

We also have a number of consultation/engagement events about various services which we promote in the media and on the website which you can access via the following link: <http://www.npt.gov.uk/haveyoursay>

Visit the Council's website: www.npt.gov.uk

Page 182



Follow us and add your comments to the Council's Facebook page:

<https://www.facebook.com/NeathPortTalbotCBC>



Follow this report and add your Tweets on our Twitter Page: [@NPTCouncil](https://twitter.com/NPTCouncil)

This document is available in Welsh



2017-2018 Public Accountability Measures

Performance Comparison – NPT compared to All Wales

The information included in this document provides information on the performance of some of the key services that the Council provides. To do this we have used information collected for performance indicators that every council in Wales is required to report. This enables us to compare not just our own performance over time, but to also compare performance against other councils in Wales.

Performance Key			
☺	NPT has achieved maximum performance		
↑	Performance is better than All Wales data / NPT data 2017-2018 / improved on 2016-2017		
↔	Performance maintained with All Wales / NPT performance maintained.		
∨	Performance is lower than All Wales data but within 5% / NPT 2017-2018 performance declined but within 5% of 2016-2017 data		
↓	Performance is 5% or more below All Wales data / NPT 2017-18 Performance declined by 5% or more compared to 2016-2017 data.		
—	No comparable data		
Quartile Position	GREEN 1 st - 6 th (1 st quartile)	AMBER 7 th – 16 th (2 nd & 3 rd quartiles)	RED 17 th – 22 nd (4 th quartile)

No	PAM Reference	PI Description	NPT Actual 15-16	NPT Actual 16-17	NPT Actual 17-18	NPT Trend 2017-18 against 2016-17	All Wales 2017-18	2017-18 NPT Trend against All Wales	Quartile Position (RAG Colour) with Rank (position out of 22 LA's)		
									2015-16	2016-17	2017-18
1	PAM/018	Percentage of all planning applications determined within required time periods	N/a new	N/a new	96.6%	—	88.5%	↑	N/a new	N/a new	3 rd
2	PAM/021	Percentage of B roads that are in overall poor condition	2.6%	2.4%	2.9%	V	4.3%	↑	N/a new	2 nd	3 rd
3	PAM/022	Percentage of C roads that are in overall poor condition	5.9%	5.4%	5.3%	↑	14.1%	↑	N/a new	3 rd	4 th
4	PAM/001	Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence during the year	9.7	9.9	9.5	↑	10.4	↑	6 th	10 th	5 th
5	PAM/016	Number of visits to public libraries during the year per 1,000 population	5,745	5,738	5,426	↓	5,270	↑	5 th	7 th	6 th
6	PAM/019	Percentage of appeals against planning application decisions dismissed	N/a new	N/a new	61.5%	—	62.3%	V	N/a new	N/a new	11 th
7	PAM/013	Percentage of empty private sector properties brought back into use during the year through direct action by the local authority	n/a new	n/a new	4.3%	—	5.2%	V	N/a new	N/a new	12 th
8	PAM/006	Percentage of Year 11 pupils achieving the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and Mathematics in schools maintained by the local authority	58.4%	61.5%	51.4%	*see note 2 on page 10	54.8%	V	11 th	9 th	14 th

9	PAM/023	Percentage of food establishments which are 'broadly compliant' with food hygiene standards	92.7%	94.92%	94.76%	▼	95.27%	▼	16 th	13 th	14 th
10	PAM/017	Number of visits to local authority sport and leisure facilities during the year where the visitor will be participating in physical activity per 1,000 population	5,331	8,005	7,913	▼	8,502	↓	22 nd	15 th	15 th
11	PAM/015	Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	228	232	242	▼	213	↓	10 th	11 th	17 th
12	PAM/010	Percentage of highways inspected of a high or acceptable standard of cleanliness	93.6%	93.2%	93.2%	↔	95.8%	▼	16 th	15 th	17 th
13	PAM/007	Percentage of pupil attendance in Primary Schools.	94.8%	94.6%	94.7%	↑	94.9%	▼	13 th	19 th	17 th
14	PAM/020	Percentage of principal A roads that are in overall poor condition	4.5%	4.1%	4.5%	▼	3.7%	▼	—	14 th	17 th
15	PAM/008	Percentage of pupil attendance in Secondary Schools.	93.7%	93.7%	93.6%	▼	94.1%	▼	15 th	18 th	18 th
16	PAM/012	Percentage of households threatened with homelessness successfully prevented from becoming homeless	N/a new	N/a new	55.6%	—	66.4%	↓	N/a new	N/a new	18 th
17	PAM/009	Percentage of Year 11 leavers known not to be in education, training or employment (NEET)	3.6%	3.6%	2.3%	↑	1.6%	▼	N/a new	N/a new	19 th
18	PAM/011	Percentage of reported fly-tipping incidents cleared within 5 working days of the incident being reported	67.67%	69.69%	72.64%	↑	95.08%	↓	21 st	21 st	20 th

19	PAM/031	Percentage of municipal waste collected by local authorities sent to landfill	14.04%	10.87%	11.00% (subject to validation)	V	Not available yet	—	10 th	15 th	—
20	PAM/030	Percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio-waste that are composted or treated biologically in another way	58.32%	62.77%	60.65% (subject to validation)	V	Not available yet	—	18 th	16 th	—
21	PAM/024	Percentage of adults who are satisfied with the care and support that they received	N/a new	N/a new	Not available yet	—	Not available yet	—	N/a new	N/a new	—
22	PAM/026	Percentage of carers reporting they feel supported to continue in their caring role	N/a new	N/a new	Not available yet	—	Not available yet	—	N/a new	N/a new	—
23	PAM/027	Percentage of children who are satisfied with the care and support that they received	N/a new	N/a new	82.1%	—	Not available yet	—	N/a new	N/a new	—
24	PAM/028	Percentage of assessments completed for children within statutory timescales	N/a new	97.6%	97.9%	↑	Not available yet	—	N/a new	N/a new	—
25	PAM/029	Percentage of looked after children on 31 March who have had three or more placements during the year	8.8%	4.4%	Not available yet	—	Not available yet	—	7 th	5 th	—
26	PAM/025	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	4.36	3.88	3.08	↑	Not available yet	—	11 th	12 th	—
27	PAM/014	Number of new homes created as a result of bringing empty properties back into use.	N/a new	N/a new	0	—	N/a	—	—	—	—

Note 1: The All Wales Waste data will be published on 1st October 2018 and the Social Care data will be published at a date to be confirmed As a result data comparison in this report between 2017-18 NPT data and All Wales data cannot be made until the data is published.

Note 2: Based on Welsh Government's recommendation, comparisons with previous years data for PAM/006 (indicator 8) should be avoided as several key changes have been made to the data.

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

CABINET

12th SEPTEMBER 2018

REPORT OF ASSISTANT CHIEF EXECUTIVE AND CHIEF DIGITAL OFFICER

K. JONES

Matter for Information

Wards Affected: All

Wales Audit Office – Annual Improvement Report 2017-2018

Purpose of Report

1. To present the Wales Audit Office's (WAO) Annual Improvement Report (AIR) 2017-18 before presentation to Council (26th September 2018) by Mr Colin Davies (Wales Audit Office).
2. To provide Members with an update on progress to address proposals for improvement and recommendations contained within the Wales Audit Office's Annual Improvement Report (AIR) 2016-2017 and the Wales Audit Office's Annual Improvement Report (AIR) 2017-2018.

Executive Summary

3. The Annual Improvement Report (AIR) 2017-2018 attached at Appendix 1 discharges the Auditor General's duties under Section 24 of the Local Government (Wales) Measure 2009, by summarising his audit and assessment work undertaken in this Council during 2017-2018.
4. The Report also discharges his duties under Section 19 of the Measure to issue a report certifying that he has carried out an improvement assessment under Section 18 of the Measure and stating whether (as a result of his improvement plan audit under Section 17) he believes that this Council has discharged its improvement planning duties under Section 15.

Annual Improvement Assessment – 2017- 2018:

5. Improvement authorities (local councils) have a general duty to “make arrangements to secure continuous improvement in the exercise of (their) functions” and the annual improvement assessment considers the likelihood that an authority will comply with its duty to make arrangements to secure continuous improvement.
6. Based on the work carried out by the Wales Audit Office and relevant regulators, the Auditor General states in the attached Annual Improvement Report that he believes that this Council is likely to comply with the requirements of the Local Government (Wales) Measure 2009 during 2018-19.

Audit and Assessment – 2017- 2018:

7. The Wales Audit Office Annual Improvement Report (AIR) 2017-2018 summarises the audit work undertaken since the last Report was published in September 2017.
8. Following the undertaking of audit work, the Auditor General is able to:
 - Make proposals for improvement – if proposals are made to the Council, the Auditor General would expect the Council to do something about them and the Auditor General will follow up what happens;
 - Make formal recommendations for improvement – if a formal recommendation is made, the Council must prepare a response to that recommendation within 30 working days;
 - Conduct a special inspection, and publish a report and make recommendations; and
 - Recommend to Ministers of the Welsh Government that they intervene in some way
9. During the course of the year (2017-2018) no formal recommendations were made, however the Auditor General did make a number of proposals for improvement and recommendations, deriving from local and national work undertaken by the Wales Audit Office and inspection work undertaken by Estyn. These are contained within the attached Annual Improvement

Report (AIR) 2017-2018 at Appendix 1. These proposals for improvement and recommendations are a key input into the Council's corporate governance arrangements and where necessary are incorporated into the Council's Annual Governance Statement - Improvement Action Plan.

10. The Auditor General will monitor progress against those proposals for improvement and relevant recommendations made in national reports published.

Progress on Proposals for Improvement – Annual Improvement Report (2016-2017)

11. An update on the proposals for improvement contained within last year's Annual Improvement Report (2016 – 2017) is attached at Appendix 2. All but one of those proposals for improvement have been achieved and work is underway to ensure achievement of the remaining proposal before the end of the current financial year.

Proposals for Improvement and Recommendations – Annual Improvement Report (2017-2018)

12. Following the audit and assessment work undertaken by the Wales Audit Office a number of different types of reports are produced. Some of the reports are termed "local reports" as they relate to audit work undertaken in specific Council's and are funded from local fees. Other reports are termed "national reports" as they relate to a programme of national studies and local government studies which are funded from the Welsh Consolidated Fund.
13. Appendix 3 contains a summary of the proposals for improvement and recommendations contained within the Annual Improvement (AIR) 2017-2018 which have been published in both "local" and "national" reports published during 2017-2018.
14. Pages 1-3 contain the proposals for improvement made by the Wales Audit Office following the local work undertaken in this Council during 2017-2018.

15. The remaining pages within Appendix 3 contain a summary of the recommendations contained within the National Reports published by the Wales Audit Office following the programme of national studies and local government studies undertaken during 2017-2018 and an update is provided on the work that has been undertaken or is in the process of being undertaken in relation to those recommendations.

Financial Impact

16. The programme of audit and improvement assessment work undertaken by the Wales Audit Office during 2017-2018 has been delivered within the budget allocated for audit and inspection work.

Equality Impact Assessment

17. An Equality Impact Assessment is not required for this report. However assessments will be undertaken, where appropriate, when addressing recommendations contained within the Annual Improvement Report 2017-2018.

Workforce Impacts

18. There are no workforce impacts from the process of audit and improvement assessment work of significance.

Legal Impacts

19. The Local Government (Wales) Measure 2009 requires the Auditor General to undertake an annual improvement assessment and to publish an annual improvement report for each improvement authority in Wales.

Risk Management

20. The findings of the Wales Audit Office are a key input into the Council's corporate governance arrangements and the areas identified for improvement work inform the Annual Governance Statement and the associated improvement action plan.

Consultation

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

Recommended

1. For Cabinet to acknowledge the Wales Audit Office Annual Improvement Report (AIR) 2017-2018.
2. For Cabinet to note the work that has been undertaken or is in the process of being undertaken in relation to the proposals for improvement and recommendations contained within the 2016-2017 and 2017-2018 Wales Audit Office Annual Improvement Reports.

Appendix

Appendix 1 - Wales Audit Office Annual Improvement Report (2017-2018)

Appendix 2 - Progress on Proposals for Improvement – Wales Audit Office Annual Improvement Report (AIR) (2016-2017)

Appendix 3 - Progress on Proposals for Improvement /Recommendations - Wales Audit Office Annual Improvement Report (AIR) (2017-18)

List of Background Papers

Neath Port Talbot County Borough Council Annual Report (2017-2018)
Part One (April - September)

Neath Port Talbot County Borough Council Corporate Plan (2017-2022)

Wards Affected

All

Contact Officer:

Karen Jones, Assistant Chief Executive and Chief Digital Officer
Telephone: 01639 763284, email: k.jones3@npt.gov.uk

This page is intentionally left blank



WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Annual Improvement Report 2017-18

Neath Port Talbot County Borough Council

Issued: August 2018

Document reference: 682A2018-19



This Annual Improvement Report has been prepared on behalf of the Auditor General for Wales by Colin Davies, Alison Lewis and Gareth W. Lewis under the direction of Jane Holownia.

**Adrian Crompton
Auditor General for Wales
Wales Audit Office
24 Cathedral Road
Cardiff
CF11 9LJ**

The Auditor General is independent of government, and is appointed by Her Majesty the Queen. The Auditor General undertakes his work using staff and other resources provided by the Wales Audit Office Board, which is a statutory board established for that purpose and to monitor and advise the Auditor General. The Wales Audit Office is held to account by the National Assembly.

The Auditor General audits local government bodies in Wales, including unitary authorities, police, probation, fire and rescue authorities, national parks and community councils. He also conducts local government value for money studies and assesses compliance with the requirements of the Local Government (Wales) Measure 2009.

Beyond local government, the Auditor General is the external auditor of the Welsh Government and its sponsored and related public bodies, the Assembly Commission and National Health Service bodies in Wales.

The Auditor General and staff of the Wales Audit Office aim to provide public-focused and proportionate reporting on the stewardship of public resources and in the process provide insight and promote improvement.

We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

This document is also available in Welsh.

Contents

Summary report

2017-18 performance audit work	4
The Council is meeting its statutory requirements in relation to continuous improvement	4
Recommendations	5
Audit, regulatory and inspection work reported during 2017-18	6

Appendices

Appendix 1 – Status of this report	9
Appendix 2 – Annual Audit Letter	10
Appendix 3 – National report recommendations 2017-18	13

Summary report

2017-18 performance audit work

- 1 In determining the breadth of work undertaken during the year, we considered the extent of accumulated audit and inspection knowledge as well as other available sources of information including Neath Port Talbot County Borough Council's (the Council) own mechanisms for review and evaluation. For 2017-18, we undertook improvement assessment work at all councils. We also undertook work at all councils in relation to the Wellbeing of Future Generations Act, a service-user-perspective themed review¹ and a review of overview and scrutiny arrangements. At some councils, we supplemented this work with local risk-based audits, identified in the Audit Plan for 2017-18.
- 2 The work carried out since the last Annual Improvement Report (AIR), including that of the relevant regulators, is set out in [Exhibit 1](#).

The Council is meeting its statutory requirements in relation to continuous improvement

- 3 Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is likely to comply with the requirements of the Local Government Measure (2009) during 2018-19.

¹ We are currently undertaking this work in Neath Port Talbot County Borough Council and will report our findings and conclusions separately in due course.

Recommendations and proposals for improvement

- 4 Given the wide range of services provided by the Council and the challenges it is facing, it would be unusual if we did not find things that can be improved. The Auditor General is able to:
- make proposals for improvement – if proposals are made to the Council, we would expect it to do something about them and we will follow up what happens;
 - make formal recommendations for improvement – if a formal recommendation is made, the Council must prepare a response to that recommendation within 30 working days;
 - conduct a special inspection, and publish a report and make recommendations; and
 - recommend to ministers of the Welsh Government that they intervene in some way.
- 5 During the course of the year, the Auditor General did not make any formal recommendations. However, we have made a number of proposals for improvement and these are repeated in this report. We will monitor progress against them and relevant recommendations made in our national reports ([Appendix 3](#)) as part of our improvement assessment work.

Audit, regulatory and inspection work reported during 2017-18

Exhibit 1: audit, regulatory and inspection work reported during 2017-18

Issue date	Brief description	Conclusions	Proposals for improvement
July 2018	<p>Overview and Scrutiny: Fit for the Future? Review</p> <p>Review of how well placed Councils' overview and scrutiny functions are to respond to current and future challenges.</p>	<p>The Council is making improvements to its scrutiny function, but further work remains to make it better placed to respond to current and future challenges:</p> <ul style="list-style-type: none"> • The Council is improving the environment in which overview and scrutiny operates, but pre-decision scrutiny is not timely or rigorous, and scrutiny committees are not effectively holding the Cabinet to account; • The Council has made improvements to overview and scrutiny practice, but needs to strengthen public engagement, increase transparency and grasp opportunities for scrutiny to work differently; and • The Council does not evaluate the impact of overview and scrutiny and cannot demonstrate its overall effectiveness. 	<p>P1 The Council's scrutiny committees should ensure that, where appropriate, Cabinet members rather than council officers are held to account for the efficient exercise of executive functions in accordance with statutory guidance².</p> <p>P2 The Council should consider the intended role of scrutiny committees in pre-decision scrutiny activity and ensure current arrangements enable sufficient time for scrutiny.</p> <p>P3 The Council should review its arrangements for planning and undertaking scrutiny, and consider different ways of working that best suit the topic area and desired outcome.</p> <p>P4 The Council should strengthen scrutiny committee ownership of forward work programmes, ensuring that there is a clear rationale for topic selection.</p> <p>P5 The Council should strengthen the arrangements for engaging the public in scrutiny.</p> <p>P6 The Council should put in place arrangements for assessing the effectiveness and impact of overview and scrutiny.</p>

² National Assembly for Wales, Guidance For County And County Borough Councils In Wales On Executive And Alternative Arrangements 2006, July 2006, Paragraph 2.1.8

Issue date	Brief description	Conclusions	Proposals for improvement
December 2017	<p>Annual audit letter 2016-17</p> <p>Letter summarising the key messages arising from the Auditor General's statutory responsibilities under the Public Audit (Wales) Act 2004 and his reporting responsibilities under the Code of Audit Practice. The Annual Audit Letter is in Appendix 2 of this report.</p>	<ul style="list-style-type: none"> The Council complied with its responsibilities relating to financial reporting and use of resources; I am satisfied that the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources; and My work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2017-18 accounts or key financial systems. 	None.
Improvement planning and reporting			
April 2017	<p>Wales Audit Office annual improvement plan audit</p> <p>Review of the Council's published plans for delivering on improvement objectives.</p>	The Council has complied with its statutory improvement planning duties.	None.
November 2017	<p>Wales Audit Office annual assessment of performance audit</p> <p>Review of the Council's published performance assessment.</p>	The Council has complied with its statutory improvement reporting duties.	None.

Issue date	Brief description	Conclusions	Proposals for improvement
Reviews by inspection and regulation bodies			
Estyn	<p>A report on Neath Port Talbot County Borough Council</p> <p>Date of inspection: December 2017</p> <p>Estyn inspection of local authority education services for children and young people.</p>	<p>Summary</p> <ul style="list-style-type: none"> All three inspection areas (outcomes; quality of education services; and leadership and management) were judged to be 'good'. Overall learners make strong progress over time from their low starting points to when they leave statutory school education. In key stage 4, pupils perform well. However, performance in primary schools does not compare well with that of similar authorities. Officers in Neath Port Talbot know their schools well. Challenge advisers and teacher development officers work appropriately in partnership with schools. There are useful arrangements to monitor and challenge schools according to their level of support identified through the national categorisation system. Senior officers and elected members share a clear vision for ensuring effective education provision in Neath Port Talbot. They communicate this vision well with partners and stakeholders. They have a comprehensive understanding of the key challenges facing the education service and individual schools. However, officers do not consistently evaluate their work well enough and the processes for managing risk are not robust enough. 	<p>Recommendations</p> <p>R1 Improve standards in primary schools.</p> <p>R2 Improve the quality of self-evaluation, improvement planning and risk management across all education services.</p> <p>R3 Ensure that pupils in key stage 4 follow suitable learning pathways that enable them to progress into appropriate further education, employment or training.</p> <p>R4 Take action to address the safeguarding management issues identified during the inspection.</p>

Appendix 1

Status of this report

The Local Government (Wales) Measure 2009 (the Measure) requires the Auditor General to undertake a forward-looking annual improvement assessment, and to publish an annual improvement report, for each improvement authority in Wales. Improvement authorities (defined as local councils, national parks, and fire and rescue authorities) have a general duty to 'make arrangements to secure continuous improvement in the exercise of [their] functions'.

The annual improvement assessment considers the likelihood that an authority will comply with its duty to make arrangements to secure continuous improvement. The assessment is also the main piece of work that enables the Auditor General to fulfil his duties. Staff of the Wales Audit Office, on behalf of the Auditor General, produce the annual improvement report. The report discharges the Auditor General's duties under section 24 of the Measure, by summarising his audit and assessment work in a published annual improvement report for each authority. The report also discharges his duties under section 19 to issue a report certifying that he has carried out an improvement assessment under section 18 and stating whether (as a result of his improvement plan audit under section 17) he believes that the authority has discharged its improvement planning duties under section 15.

The Auditor General may also, in some circumstances, carry out special inspections (under section 21), which will be reported to the authority and Ministers, and which he may publish (under section 22). An important ancillary activity for the Auditor General is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General may also take account of information shared by relevant regulators (under section 33) in his assessments.

Appendix 2

Annual Audit Letter

Councillor Rob G Jones
Leader
Neath Port Talbot County Borough Council
Civic Centre
Port Talbot
SA13 1PJ

Reference: 299A2017-18

Date issued: 4 December 2017

Dear Councillor Jones

Annual Audit Letter – Neath Port Talbot County Borough Council 2016-17

This letter summarises the key messages arising from my statutory responsibilities under the Public Audit (Wales) Act 2004 and my reporting responsibilities under the Code of Audit Practice.

The Council complied with its responsibilities relating to financial reporting and use of resources

It is Neath Port Talbot County Borough Council's (the Council's) responsibility to:

- put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
- maintain proper accounting records;
- prepare a Statement of Accounts in accordance with relevant requirements; and
- establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources.

The Public Audit (Wales) Act 2004 requires me to:

- provide an audit opinion on the accounting statements;
- review the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources; and
- issue a certificate confirming that I have completed the audit of the accounts.

Local authorities in Wales prepare their accounting statements in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. This code is based on International Financial Reporting Standards.

As part of the Council's initiative for bringing forward its accounts preparation, the draft financial statements were shared with us on 31 May 2017, four weeks earlier than the statutory deadline. The earlier preparation was achieved as a result of the Council's initiative to prepare for the early production and publication of local government annual accounts to the earlier deadline of the end May and July respectively by 2020-21. This was a significant achievement, which built on the lessons learnt in the previous year.

Despite the shorter timescale, the draft financial statements were prepared to a good standard and were supported by comprehensive and timely working papers. I issued an unqualified audit opinion on the financial statements confirming they present a true and fair view of the Council's financial position and transactions on 26 July 2017, nine weeks earlier than the statutory deadline. I also issued the certificate confirming that the audit of the accounts had been completed on the same day.

I am satisfied that the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources

My consideration of the Council's arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed under the Local Government (Wales) Measure 2009. The Auditor General published his Annual Improvement Report in September 2017 and concluded that the Council was meeting its statutory requirements in relation to continuous improvement.

My work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2017-18 accounts or key financial systems

The Council agreed to participate in the second year of our 'outcomes pilot' on Welsh Government grants. Our 'outcomes pilot' aims to test the feasibility of a new outcomes approach. The pilot takes account of how both the Welsh Government and the Auditor General wish to improve the value and impact of certification work by moving auditors' efforts away from transaction testing and towards consideration of the activities to be delivered by the funding. We are due to conclude our work in December 2017 and will report the outcome of the pilot to the Welsh Government and the Director of Finance and Corporate Services in due course.

My ongoing work on the certification of non-Welsh Government grants claims and returns has not identified any significant issues to date in relation to the accounts or the Council's key financial systems. I will report any key issues to the Director of Finance and Corporate Services once this year's programme of certification work is complete.

The financial audit fee for 2016-17 is currently expected to be in line with the agreed fee set out in the Annual Audit Plan.

Yours sincerely



Richard Harries

Engagement Director

For and on behalf of the Auditor General for Wales

cc: Steven Phillips, Chief Executive
Hywel Jenkins, Director of Finance and Corporate Services

Appendix 3

National report recommendations 2017-18

Exhibit 2: national report recommendations 2017-18

Summary of proposals for improvement relevant to local government, included in national reports published by the Wales Audit Office, since publication of the last AIR.

Date of report	Title of review	Recommendation
June 2017	<u>Savings Planning in Councils in Wales</u>	The report did not include any recommendations or proposals for improvement, although proposals for improvement were included in local reports issued to each Council.
October 2017	<u>Public Procurement in Wales</u>	The report contained seven recommendations. Six of the recommendations were for the Welsh Government, one of the recommendations was for public bodies: R3 It was clear from our sampling that some procurement strategies are out of date and there has also been a mixed response to new policy and legislation, such as the Well-being of Future Generations (Wales) Act 2015. We recommend that public bodies review their procurement strategies and policies during 2017-18 and on an annual basis thereafter to ensure that they reflect wider policy and legislative changes and support continuous improvement.
October 2017	<u>Good governance when determining significant service changes – National Summary</u>	The report did not include any recommendations or proposals for improvement, although proposals for improvement were included in local reports issued to each Council. The report was designed primarily to provide insight, share existing practice and prompt further conversations and discussions between councils and other organisations.
December 2017	<u>Local Government Financial Reporting 2016-17</u>	The report did not include any recommendations or proposals for improvement.

Date of report	Title of review	Recommendation
January 2018	How Local Government manages demand – Homelessness	<p>R1 Implementing the Housing (Wales) Act 2014 requires local authorities to develop services which are focussed on preventing homelessness and reducing demand. These are very different to traditional casework led homelessness services, and prevention work requires new skills and early interaction with users and potential users. We found local authorities' progress in revising and strengthening services is variable (paragraphs 1.12 to 1.20). We recommend that local authorities:</p> <ul style="list-style-type: none"> • ensure their staff are sufficiently skilled to deal with the new demands of mediating, problem solving, negotiating and influencing with homeless people; and • review and reconfigure their services to engage more effectively with homeless and potentially homeless people to prevent homelessness. <p>R2 The Welsh Government provided funding to support local authorities to implement the Housing (Wales) Act 2014 and this funding has been critical in enabling new preventative services to be developed. The funding is in place until 2019-20 but authorities need to ensure they use headspace provided by these resources to revise their services to deliver their responsibilities in the future (paragraphs 1.21 to 1.28). We recommend that local authorities review their funding of homelessness services to ensure that they can continue to provide the widest possible preventative approach needed. Reviews should consider use of Supporting People as well as General Council fund monies to support delivery of the authority's homelessness duties.</p>

Date of report	Title of review	Recommendation
January 2018	<u>How Local Government manages demand – Homelessness</u>	<p>R3 How services are configured and managed at first point of contact can significantly influence how effective local authorities are in managing and reducing demand. Easy to access services which maximise usage, avoid gate keeping and focus on early solutions can significantly improve the prospects for successful homelessness prevention. We found that some authority point of entry systems are poorly designed which reduces the authority's prospects for early intervention to prevent homelessness from occurring (paragraphs 2.4 to 2.11). We recommend that local authorities:</p> <ul style="list-style-type: none"> • design services to ensure there is early contact with service users; • use 'triage' approaches to identify and filter individuals seeking help to determine the most appropriate response to address their needs; and • test the effectiveness of first point of contact services to ensure they are fit for purpose. <p>R4 Establishing clear standards of service that set out what the authority provides and is responsible for is critical to ensuring people know what they are entitled to receive and what they need to resolve themselves. We found that authorities are not always providing clear, concise and good quality information to help guide people to find the right advice quickly and efficiently (paragraphs 2.12 to 2.17). We recommend that local authorities publish service standards that clearly set out what their responsibilities are and how they will provide services to ensure people know what they are entitled to receive and what they must do for themselves. Service standards should:</p> <ul style="list-style-type: none"> • be written in plain accessible language; • be precise about what applicants can and cannot expect, and when they can expect resolution; • clearly set out the applicant's role in the process and how they can help the process go more smoothly and quickly; • be produced collaboratively with subject experts and include the involvement of people who use the service(s); • effectively integrate with the single assessment process; • offer viable alternatives to the authority's services; and • set out the appeals and complaints processes. These should be based on fairness and equity for all involved and available to all.

Date of report	Title of review	Recommendation
January 2018	How Local Government manages demand – Homelessness	<p>R5 Local authorities need to design services to engage with service users effectively and efficiently, but current standards are too variable to ensure service users are getting access to the advice they need (paragraphs 2.18 to 2.24). To improve current performance we recommend that local authorities make better use of their websites to help manage demand by:</p> <ul style="list-style-type: none"> • testing the usability and effectiveness of current website information using our lines of enquiry set out in Appendix 5; • increasing and improving the range, quality and coverage of web based information; making better use of online applications; and • linking more effectively to information from specialist providers' and advice specialists, such as Citizens Advice. <p>R6 The Housing (Wales) Act 2014 introduces a new duty on social services and housing associations to collaborate with local authority homelessness services in preventing homelessness. We found that these arrangements are not operating effectively and service responses to prevent homelessness and assist homeless people are not always being provided, nor are they consistently effective (paragraphs 3.13 to 3.25). We recommend that local authorities set out and agree their expectations of partners identifying how they will work together to alleviate homelessness. The agreement should be reviewed regularly and all partners' performance reviewed to identify areas for improvement.</p> <p>R7 Local authorities monitoring systems and evaluation approaches to ensure compliance with their responsibility under the Equality Act 2010 and the Public Sector Equality Duty are not working as well as they should (paragraph 3.35 to 3.39). We recommend that local authorities address weaknesses in their equalities monitoring, and ensure that their homelessness service accurately records and evaluates appropriate data to demonstrate equality of access for all service users that the local authority has a duty towards.</p> <p>R8 Managing demand can be challenging for local authorities. There are some clear lessons to be learnt with regard to the implementation of the Housing (Wales) Act 2014 and homelessness prevention duties that can be applied to managing demand in other services (paragraphs 4.24 to 4.27). We recommend that local authorities use the checklist set out in Appendix 10 to undertake a self-assessment on services, to help identify options to improve how they can help manage demand.</p>

Date of report	Title of review	Recommendation
February 2018	Housing Adaptations	<p>The report contained nine recommendations. One of the recommendations was for the Welsh Government, eight of the recommendations were for local authorities and/or delivery organisations:</p> <p>R1 There are many sources of funding and policies for adaptations, which results in disabled and older people receiving very different standards of service (paragraphs 1.5 to 1.9). To address these discrepancies we recommend that the Welsh Government set standards for all adaptations to ensure disabled and older people receive the same standard of service irrespective of where they live, who their landlord is and whether they own their own home.</p> <p>R2 Most public bodies are clear on how their work on adaptations can positively impact on disabled and older people, and have set suitable aims that provide focus for action. For adaptations, having the right strategic goals also establishes a clear basis for decision-making on who should be prioritised for services and how and where to use resources. However, we found that current policy arrangements have a number of deficiencies and public bodies are not maximising the benefit of their investment (paragraphs 3.8 to 3.15). We recommend that local authorities work with partner agencies (health bodies, housing associations and Care and Repair) to strengthen their strategic focus for the provision of adaptations by:</p> <ul style="list-style-type: none"> • setting appropriate strategic objectives for adaptations that focus on wellbeing and independence; • improving the quality of information on the demand for adaptations by using a wide range of data to assess need including drawing on and using information from partners who work in the local-authority area; and • linking the system for managing and delivering adaptations with adapted housing policies and registers to make best use of already adapted homes.

Date of report	Title of review	Recommendation
February 2018	Housing Adaptations	<p>R3 Ensuring that all those who might need an adaptation have all the information they need in order to apply for and receive an adaptation is important. Good-quality and accessible information is therefore essential for delivery organisations to demonstrate fair access and transparency. However, we identified weaknesses in the quality and coverage of public information relating to housing adaptations (paragraphs 2.6 to 2.15). We recommend that delivery organisations provide information on housing adaptations in both Welsh and English, and accessible formats including braille, large fonts, audio versions and other languages. Information should be promoted widely via a range of media including social media, websites and published information, and also through key partners. Preferably, information should be produced jointly and policies aligned between delivery bodies to improve coverage and usage.</p> <p>R4 Given the wide number of routes into services, delivery organisations need to ensure they have robust systems to deal effectively and quickly with applications. However, we found that the processes used by delivery organisations vary widely and often create difficulties for disabled and older people seeking assistance (paragraphs 2.16 to 2.19). We recommend that delivery organisations streamline applications by creating single comprehensive application forms covering all organisations within a local-authority area that are available via partners and online.</p> <p>R5 Delivery of adaptations can be delayed by a variety of factors (paragraphs 2.20 to 2.33). To improve timeliness in delivery we recommend that:</p> <ul style="list-style-type: none"> • the Welsh Government reviews whether local authorities should continue to use the means test for Disabled Facilities Grants (DFGs); • local authorities provide or use home improvement agency services to support disabled and older people to progress their DFG applications efficiently; • delivery organisations work with planning authorities to fast track and streamline adaptations that require approvals; • delivery organisations use Trusted Assessors to undertake less complex adaptation assessments; and • the Welsh Government streamlines its approval processes for Physical Adaptation Grants (PAGs).

Date of report	Title of review	Recommendation
February 2018	Housing Adaptations	<p>R6 Most local authorities, housing associations and Care and Repair agencies have established processes to appoint, oversee and manage builder and/or contractor performance. However, we found wide variations in how delivery organisations arrange, contract and deliver building works (paragraphs 2.37 to 2.44). We recommend that delivery organisations:</p> <ul style="list-style-type: none"> • introduce formal systems for accrediting contractors to undertake adaptations. These should include: <ul style="list-style-type: none"> – standards of customer care such as keeping to appointments, keeping the site tidy, controlling noise etc.; – vetting of financial standing, tax and VAT status; – promoting good health and safety practices; – requiring the use of warranty schemes; – ensuring that adequate insurance is held; and – requiring references. • use framework agreements and partnered contracts to deliver adaptations. • address weaknesses in the contracting of adaptations, updating Schedule of Rates used to tender work and undertaking competitive tendering to support value for money in contracting. • develop effective systems to manage and evaluate contractor performance by: setting an appropriate range of information to judge performance and delivery of works covering timeliness of work; quality of work; applicant/ tenant feedback; cost of work (including variations); health and safety record; and customer feedback; • regularly reporting and evaluating performance to identify opportunities to improve services; and • providing formal feedback to contractors on their performance covering key issues such as client satisfaction, level and acceptability of variations, right first-time work, post-inspection assessment and completion within budget and on time.

Date of report	Title of review	Recommendation
February 2018	Housing Adaptations	<p>R7 Maximising impact and value for money in provision of adaptations requires effective joint working between housing organisations and health and social care services to ensure the needs of often very vulnerable people can be met, and their quality of life improved. However, our findings highlight that delivery organisations continue to have a limited strategic focus on adaptations, concentrating on organisational specific responses rather than how best collectively to meet the needs of disabled or older people (paragraphs 3.16 to 3.21). We recommend that local authorities work with partner agencies (health bodies, housing associations and Care and Repair) to develop and improve joint working to maximise both take-up and the benefits of adaptations in supporting independence by pooling of resources, co-locating staff and creating integrated delivery teams.</p> <p>R8 Most public bodies recognise the value of adaptations in reducing the risk of falls, preventing hospital admissions and speeding up discharge from hospital. However, the importance of adaptations is not always reflected in local partnership arrangements and outside of Occupational Therapists, health professionals noted that the different local-authority and housing-association systems for administering, approving and delivering adaptations are difficult to navigate (paragraphs 3.22 to 3.24). To enhance take-up and usage of adaptations with health bodies we recommend that delivery organisations jointly agree and publish joint service standards for delivery of adaptations within each local-authority area. The service standards should clearly set out how each agency approaches delivery of adaptations and how they will provide services to ensure people know what they are entitled to receive. Service Standards should:</p> <ul style="list-style-type: none"> • be written in plain accessible language; • be precise about what people can and cannot expect to receive; • be produced collaboratively to cover all adaptations services within an area; • set out the eligibility for the different funding streams, application and assessment processes, timescales and review processes; and • offer the viable options and alternatives for adaptations including linking with adapted housing registers to maximise use of already adapted homes.

Date of report	Title of review	Recommendation
February 2018	<u>Housing Adaptations</u>	<p>R9 Having the right performance indicators and regularly reporting performance against these are important for public bodies to manage operational performance, identify areas of improvement and evaluating the positive impact of services. We found that the current range of performance indicator data is extremely limited and not sufficient to enable a full evaluation of performance (paragraphs 4.5 to 4.20). To effectively manage performance and be able to judge the impact of adaptations, we recommend that the Welsh Government and delivery organisations:</p> <ul style="list-style-type: none"> • set appropriate measures to judge both the effectiveness and efficiency of the different systems for delivering adaptations and the impact on wellbeing and independence of those who receive adaptations; • ensure delivery organisations report against their responsibilities in respect of the Equalities Act 2010; • ensure performance information captures the work of all delivery organisations – local authorities, housing associations and Care and Repair agencies; and • annually publish performance for all delivery organisations to enable a whole systems view of delivery and impact to support improvement to be taken.
April 2018	<u>Speak my language: Overcoming language and communication barriers in public services</u>	<p>Ensuring that people who face language and communication barriers can access public services</p> <p>R1 Public bodies are required to ensure that people can access the services they need. To take account of the requirements of the 2010 Equality Act and other legislation, we recommend that public bodies regularly review the accessibility of their services to people who do not speak English or Welsh as a main language including Deaf people who use sign language. This assessment can include using our checklist.</p> <p>Developing interpretation and translation services in Wales</p> <p>R2 Our work with public bodies, interpretation and translation service providers and service users has identified some challenges for interpretation and translation services. We recommend that the Welsh Government work with public bodies, representative groups and other interested parties to make sure that:</p> <ul style="list-style-type: none"> • the supply of interpreters is sufficient especially for languages in high demand such as BSL and Arabic; • interpreters with specialist training are available to work in mental health services and with people who have experienced trauma or violence; and • quality assurance and safeguarding procedures are in place.

Date of report	Title of review	Recommendation
May 2018	<u>Reflecting on Year One: How Have Public Bodies Responded to the Well-being of Future Generations</u>	<p>The report did not include any recommendations or proposals for improvement.</p>
May 2018	<u>Strategic Commissioning of Accommodation Services for Adults with Learning Disabilities</u>	<p>R1 People with a learning disability have a right to live independently. The last 50 years have seen significant changes in the provision of accommodation and support. Service provision has moved to a model that enables people to live in the community in ordinary houses throughout Wales (paragraphs 1.3 to 1.10). We recommend that local authorities continue to focus on preventing people becoming dependent on more expensive placements in care homes by providing effective support at home and a range of step up accommodation by:</p> <ul style="list-style-type: none"> • improving the evaluation of prevention activity so local authorities understand what works well and why; • utilising the mapping of prevention services under the Social Services and Well-being (Wales) Act 2014 that covers other agencies and service providers; • improving the signposting of additional help so carers and support networks can be more resilient and self-reliant. This should include encouraging carers to make long-term plans for care to maintain and protect their dependant’s wellbeing; and • sharing risk analysis and long term planning data with other local authorities, service providers, and partners to agree a shared understanding of the range of options. <p>R2 Population projections show that the number of people with a learning disability will increase in the future, and those aged over 65 and those with a moderate or severe learning disability will rise significantly (paragraphs 1.3 to 1.10). We recommend that local authorities improve their approach to planning services for people with learning disabilities by building on the Regional Partnership Boards population assessments for people with learning disabilities and agreeing future priorities.</p>

Date of report	Title of review	Recommendation
May 2018	<u>Strategic Commissioning of Accommodation Services for Adults with Learning Disabilities</u>	<p>R3 Welsh Government produced guidance to local authorities, entitled 'developing a commissioning strategy for people with a learning disability' to support authorities in producing strategic plans for the commissioning of learning disability services. In conjunction with codes of practice developed following the Social Services and Well-being (Wales) Act 2014, Welsh Government requires local authorities to develop integrated commissioning options with Local Health Board services. The aim is to provide a joined-up and cost-effective approach to the commissioning of services but our review highlighted weaknesses in current arrangements (paragraph 2.4 to 2.12). We recommend that local authorities do more to integrate commissioning arrangements with partners and providers and take account of the work of the National Commissioning Board by:</p> <ul style="list-style-type: none"> • understanding the barriers that exist in stopping or hindering further integration; • improving the quality of joint strategic plans for learning disability services (see also paragraphs 3.11-3.14); • establishing investment models and sustainable financial structures, joint workforce planning and multi-year budgeting; and • developing appropriate governance and data sharing frameworks with key local partners that include a clear process for managing risk and failure. <p>R4 Local authorities' engagement with people with learning disabilities and their carers is variable. Whilst many authority services have positive relationships with advocacy groups, some are less successful in involving these groups and carers in evaluating the quality of services (paragraph 2.18 to 2.20). We recommend that local authorities do more to involve people with learning disabilities and their carers in care planning and agreeing pathways to further independence by:</p> <ul style="list-style-type: none"> • consistently including people with learning disabilities and their carers in the writing, monitoring and development of care plans; • systematically involving carers and advocacy groups in evaluating the quality of services; • involving people with learning disabilities in procurement processes; and • ensuring communications are written in accessible and appropriate language to improve the understanding and impact of guidance and information.

Date of report	Title of review	Recommendation
May 2018	<u>Strategic Commissioning of Accommodation Services for Adults with Learning Disabilities</u>	<p>R5 Local Authorities could do more to involve service providers in commissioning and make the tendering process more effective by making it easier to navigate and more outcome focused. However, providers are not as effectively engaged as they should be (paragraph 2.28 to 2.38). We recommend that local authorities collaborate with providers, the third sector and suppliers in understanding challenges, sharing data, and pooling expertise by:</p> <ul style="list-style-type: none"> • improving the quality range, and accessibility of tendering information; and • working with providers to shape local markets by coming to a common understanding of the opportunities, risks, and future priorities in providing learning disabilities services. <p>R6 Most local authorities do not have effective arrangements to monitor and evaluate their commissioning of learning disability services (paragraphs 3.3 to 3.15). We recommend that local authorities develop a more appropriate set of performance indicators and measures of success that make it easier to monitor and demonstrate the impact of service activity by:</p> <ul style="list-style-type: none"> • co-designing measures, service and contract performance indicators with service providers, people with learning disabilities and their carers; • ensure commissioners have sufficient cost and qualitative information on the full range of placement and care options available; • equipping commissioners with data to demonstrate the long term financial benefits of commissioning choices, this includes having the right systems and technology; • integrating the outcomes and learning from reviews of care plans into performance measures; • evaluating and then learning from different types of interventions and placements; and • including learning disability services in local authority scrutiny reviews to challenge performance and identify improvements.

Wales Audit Office
24 Cathedral Road
Cardiff CF11 9LJ

Tel: 029 2032 0500

Fax: 029 2032 0600

Textphone: 029 2032 0660

E-mail: info@audit.wales

Website: www.audit.wales

Swyddfa Archwilio Cymru

24 Heol y Gadeirlan

Caerdydd CF11 9LJ

Ffôn: 029 2032 0500

Ffacs: 029 2032 0600

Ffôn Testun: 029 2032 0660

E-bost: post@archwilio.cymru

Gwefan: www.archwilio.cymru

Progress on Proposals for Improvement - Wales Audit Office Annual Improvement Report (2016-17)

Local work		
Work area	Proposal for improvement	Progress
Governance: The review of the Council's governance arrangements for significant service change concluded they are proportionate to their scale and complexity but the evaluation of their impact is inconsistent	P1: The Council should further develop guidance for officers to reinforce what is required in terms of conducting and reporting options appraisals on service change proposals and other information	Achieved
	P2: The Council should set out arrangements for monitoring the impact of service changes at the point of decision	Achieved
	P3: The Council should strengthen its systems to ensure monitoring reports requested by scrutiny committees are routinely provided	Achieved
Use of Resources: The review of the Council's financial savings arrangements concluded that whilst the Council lacks indicative savings plans for future years it has a sound financial planning framework which supports future financial resilience	P1: Strengthen financial planning arrangements by developing longer terms savings plans to cover the period of the Medium Term Financial Plan	Work in progress We have asked Directors/Heads of Service for longer term savings plans and these are being worked on as part of the 19/20 budget setting process
Local risk-based performance audit: 1. The review of Third Sector roles in supporting welfare reform advice concluded access to welfare advice in Neath Port Talbot varies and there are examples of duplication	P1: The Council would benefit from investigating the extent of duplication and the potential to better align provision and improve coverage across the County Borough	Achieved

Local work		
Work area	Proposal for improvement	Progress
2. The review of the Council's Corporate Risk Register found the structure of the risk register and strategic risk management procedures were appropriate but the corporate register was detailed or clear enough to support effective risk management	P1: Establish clear procedures about how to identify, categorise and mitigate corporate risks by including more relevant detail within the Corporate Risk Register	Achieved (new policy in place)
	P2: Ensure that mitigating actions have established timeframes, milestones and sufficient detail to allow effective scrutiny to take place	Achieved (via new corporate performance management system)
3. The review of Performance Management arrangements in the Social Services, Health and Housing Directorate concluded the directorate is learning from improvements to performance management arrangements in children's services but needs to produce its business plans earlier and further strengthen arrangements in adult services	P1: The Social Services, Health and Housing Directorate in future years produce business plans in readiness for sign off by the relevant Cabinet Member before the Council's Annual General Meeting in May	Achieved (via new corporate performance management system)
	P2: The Social Services, Health and Housing Directorate learns from the experience in children's services and continues to work to develop and agree a comprehensive suite of performance management information for the directorate that is visible and that actively assists the service in driving improvement	Achieved (via new corporate performance management system)

Progress on Proposals for Improvement / Recommendations - Wales Audit Office Annual Improvement Report (2017-18)

Local work 2017-18						
Work area / issue date	Brief description	Proposal for improvement	Officer	Accepted	Not accepted	Not formally considered
Overview and Scrutiny: Fit For the Future? July 2018 Page 221	Review of how well placed Councils' overview and scrutiny functions are to respond to current and future challenges	P1 The Council's scrutiny committees should ensure that, where appropriate, Cabinet members rather than council officers are held to account for the efficient exercise of executive functions in accordance with statutory guidance (<i>National Assembly for Wales, Guidance For County And County Borough Councils In Wales On Executive And Alternative Arrangements 2006, July 2006, Paragraph 2.1.8</i>)	KJ	P1 to P6: Meeting scheduled 30.08.18 to discuss way forward on proposals with the relevant scrutiny champion Member		
		P2 The Council should consider the intended role of scrutiny committees in pre-decision scrutiny activity and ensure current arrangements enable sufficient time for scrutiny				
		P3 The Council should review its arrangements for planning and undertaking scrutiny, and consider different ways of working that best suit the topic area and desired outcome				
		P4 The Council should strengthen scrutiny committee ownership of forward work programmes, ensuring that there is a clear rationale for topic selection				
		P5 The Council should strengthen the arrangements for engaging the public in scrutiny				

Local work 2017-18						
Work area / issue date	Brief description	Proposal for improvement	Officer	Accepted	Not accepted	Not formally considered
		P6 The Council should put in place arrangements for assessing the effectiveness and impact of overview and scrutiny				

Reviews by inspection and regulation bodies 2017-18

Regulation body / date	Brief description	Recommendation	Officer	Accepted	Not accepted	Not formally considered
Estyn December 2017	Estyn inspection of local authority education services for children and young people	R1 Improve standards in primary schools	CM	Yes Progress has been reported in June		
		R2 Improve the quality of self-evaluation, improvement planning and risk management across all education services				
		R3 Ensure that pupils in key stage 4 follow suitable learning pathways that enable them to progress into appropriate further education, employment or training				
		R4 Take action to address the safeguarding management issues identified during the inspection				

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
<p>October 2017</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 224</p>	<p>Public Procurement in Wales</p>	<p>R3 Review procurement strategies and policies during 2017-18 and on an annual basis thereafter to ensure that they reflect wider policy and legislative changes (e.g. WBFG (Wales) Act 2015) and support continuous improvement</p>	<p>GG</p>	<p>The Corporate Procurement Unit are presently implementing such a review.</p> <ul style="list-style-type: none"> • To date the Council has complied with Welsh Government Procurement Policy and wellbeing provisions, for example, by ensuring that contracts over the value of £1,000,000 include community benefits clauses • In line with good practice, when embarking on tender exercises via Sell2Wales, consideration is now being given for all tenders to determine whether community benefits should be utilised and can be generated for the type of contract being considered thereby ensuring benefits to the organisation, society and economy • Consideration is given to all contracts now advertised on Sell2Wales as to whether contracts should be split into “Lots” or smaller arrangements to facilitate the opportunity for smaller organisations to bid for elements of contracts if they are unable to 		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
Page 225				<p>bid for larger packages, thereby enabling smaller and local organisations to play an active role in procurement processes and allow more development to SME's and local organisations</p> <ul style="list-style-type: none"> • Also contracts and tender documents have now been simplified to allow all organisations regardless of size and experience in tendering to have the opportunity to take part in processes • During 2018/2019 and onwards, a review of the Contract Procedure Rules will be undertaken to ensure compliance with all legislative and policy requirements, which the Council are to date complying with but need to document the processes and ensure standing orders are up to date • A procurement strategy will also be developed setting out the Council's strategic objectives for corporate procurement and ensuring compliance with all policy/legislative requirements 		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
<p>January 2018</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 226</p>	<p><u>How Local Government manages demand – Homelessness</u></p>	<p>R1 We recommend that local authorities:</p> <ul style="list-style-type: none"> • Ensure their staff are sufficiently skilled to deal with the new demands of mediating, problem solving, negotiating and influencing with homeless people; and • Review and reconfigure their services to engage more effectively with homeless and potentially homeless people to prevent homelessness 	<p>AT</p>	<p>A review of how we are preventing and responding to homelessness has been undertaken and a consultation on our draft homelessness strategy is underway</p> <p>This recommendation will be taken forward as part of the action plan</p>		
		<p>R2 Review funding of homelessness services to ensure that they can continue to provide the widest possible preventative approach needed. Reviews should consider use of Supporting People as well as General Council fund monies to support delivery of the authority’s homelessness duties</p>	<p>AT</p>	<p>A review of how we are preventing and responding to homelessness has been undertaken and a consultation on our draft homelessness strategy is underway</p> <p>This review included Supporting People services. R2 will be taken forward as part of the action plan, additional RSG has been allocated to the service to provide more resource to help to support the growing demand for the service</p>		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
Page 227	<u>How Local Government manages demand – Homelessness</u>	<p>R3 We recommend that local authorities:</p> <ul style="list-style-type: none"> • Design services to ensure there is early contact with service users • Use ‘triage’ approaches to identify and filter individuals seeking help to determine the most appropriate response to address their needs • Test the effectiveness of first point of contact services to ensure they are fit for purpose 	AT	<p>A review of how we are preventing and responding to homelessness has been undertaken and a consultation on our draft homelessness strategy is underway</p> <p>Taking into account the new strategy findings and proposals the service will be working with external organisations and partners, trying to prevent more cases needing support from the service by means of earlier intervention</p> <p>The service runs a duty service which is regularly reviewed and discussed with staff to ensure it is running effectively and efficiently</p>		
		<p>R4 We recommend that local authorities publish service standards that clearly set out what their responsibilities are and how they will provide services to ensure people know what they are entitled to receive and what they must do for themselves. Service</p>	AT	<p>Service standards are due to be reviewed, updated and re published.</p>		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
Page 228		<p>standards should:</p> <ul style="list-style-type: none"> • Be written in plain accessible language • Be precise about what applicants can and cannot expect, and when they can expect resolution • Clearly set out the applicant’s role in the process and how they can help the process go more smoothly and quickly • Be produced collaboratively with subject experts and include the involvement of people who use the service(s) • Effectively integrate with the single assessment process • Offer viable alternatives to the authority’s services • Set out the appeals and complaints processes. These should be based on fairness and equity for all 				

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
		involved and available to all				
Page 229	<u>How Local Government manages demand – Homelessness</u>	<p>R5 To improve current performance we recommend that local authorities make better use of their websites to help manage demand by:</p> <ul style="list-style-type: none"> • Testing the usability and effectiveness of current website information using our lines of enquiry set out in Appendix 5 • increasing and improving the range, quality and coverage of web based information • Making better use of online applications • Linking more effectively to information from specialist providers' and advice specialists, such as Citizens Advice 	AT	<p>Current web site pages and external housing website to be reviewed and updated</p> <p>On line applications to be added to the website</p> <p>Links to be added to website of partners and support organisations</p>		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
Page 230		R6 We recommend that local authorities set out and agree their expectations of partners identifying how they will work together to alleviate homelessness. The agreement should be reviewed regularly and all partners' performance reviewed to identify areas for improvement	AT	<p>A review of how we are preventing and responding to homelessness has been undertaken and a consultation on our draft homelessness strategy is underway.</p> <p>An action plan with key partners will be developed to take forward the recommendations of the review once the homelessness strategy has been agreed</p>		
	<u>How Local Government manages demand – Homelessness</u>	R7 We recommend that local authorities address weaknesses in their equalities monitoring, and ensure that their homelessness service accurately records and evaluates appropriate data to demonstrate equality of access for all service users that the local authority has a duty towards	AT	<p>Accurate records are kept of every service user, information includes, gender, disabilities, ethnicity</p> <p>Records to be updated to include religion, sexual orientation and national identity</p>		
		R8 We recommend that local authorities use the checklist set out in Appendix 10 to undertake a self-assessment on services, to help identify options to improve how they	AT	The checklist will be used periodically to assist the development of the service and help to identify where improvements are needed		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
		can help manage demand				
February 2018 Page 231	<u>Housing Adaptations</u>	<p>R2 We recommend that local authorities work with partner agencies (health bodies, housing associations and Care and Repair) to strengthen their strategic focus for the provision of adaptations by:</p> <ul style="list-style-type: none"> • setting appropriate strategic objectives for adaptations that focus on wellbeing and independence • Improving the quality of information on the demand for adaptations by using a wide range of data to assess need including drawing on and using information from partners who work in the local-authority area • Linking the system for managing and delivering adaptations with adapted housing policies and registers to make best use 	AT	<p>The service works closely with health in providing grants to assist and speed up discharges</p> <p>A number of different grants are available from very low value - quick service to high value grants - more complex</p> <p>Additional funding has been secured to invest in quick preventative works helping the home owner to remain in their homes for longer and maintain their independence</p> <p>NPT does not have its own council stock, therefore we do not hold a register of adapted houses</p>		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
Page 232		of already adapted homes				
	Housing Adaptations	R3 We recommend that delivery organisations provide information on housing adaptations in both Welsh and English, and accessible formats including braille, large fonts, audio versions and other languages. Information should be promoted widely via a range of media including social media, websites and published information, and also through key partners. Preferably, information should be produced jointly and policies aligned between delivery bodies to improve coverage and usage	AT	<p>All information is available in alternative formats on request</p> <p>Services are advertised on websites and posters and leaflets are located at doctor's surgeries, and other community buildings</p>		
		R4 We recommend that delivery organisations streamline applications by creating single comprehensive application forms covering all organisations within a local-authority area that are available via partners and online	AT	<p>The application form for a DFG and process has been reviewed and streamlined, on receiving a referral the adaptation team gather and complete the required information for the applicant</p> <p>A single form covering all grants is not a suitable option as varying grants have different conditions and values</p>		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
Page 233				A DFG form is required by legislation, which is not necessary the case for other grants		
		<p>R5 We recommend that:</p> <ul style="list-style-type: none"> Local authorities provide or use home improvement agency services to support disabled and older people to progress their DFG applications efficiently Delivery organisations work with planning authorities to fast track and streamline adaptations that require approvals Delivery organisations use Trusted Assessors to undertake less complex adaptation assessments 	AT	<p>The adaptation service carries out the whole DFG process in-house with a single point of contact for continuity. This person will carry out all the required paperwork including any drawings that may be required, cost the works and supervise the works when on site</p> <p>The service works closely with planning and building control to streamline as much as possible the process and the biggest delay is dealing with Welsh Water.</p> <p>Working closely with Care & Repair, minor adaptations are assessed and installed using the agencies Trusted Assessors and handy man service</p>		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
<p>Page 234</p>	<p>Housing Adaptations</p>	<p>R6 We recommend that delivery organisations:</p> <ul style="list-style-type: none"> • Introduce formal systems for accrediting contractors to undertake adaptations. <p>These should include:</p> <ul style="list-style-type: none"> • Standards of customer care such as keeping to appointments, keeping the site tidy, controlling noise etc. • Vetting of financial standing, tax and VAT status • Promoting good health and safety practices • Requiring the use of warranty schemes • Ensuring that adequate insurance is held • Requiring references • Use framework agreements and partnered contracts to deliver adaptations 	<p>AT</p>	<p>The service holds a “select list” of contractors to deliver the adaptation works</p> <p>All contractors have been through an application process and vetted in the key areas</p> <p>Up to date and valid insurance documents are requested annually when due</p> <p>Each contractor is closely supervised and any issues such as quality or customer service are discussed with the contractor immediately</p>		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
Page 235		<ul style="list-style-type: none"> • Address weaknesses in the contracting of adaptations, updating Schedule of Rates used to tender work and undertaking competitive tendering to support value for money in contracting • Develop effective systems to manage and evaluate contractor performance by: setting an appropriate range of information to judge performance and delivery of works covering timeliness of work; quality of work; applicant/ tenant feedback; cost of work (including variations); health and safety record; and customer feedback • Regularly reporting and evaluating performance to identify opportunities to improve services • Providing formal feedback to contractors on their 				

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
Page 236		performance covering key issues such as client satisfaction, level and acceptability of variations, right first-time work, post-inspection assessment and completion within budget and on time				
	Housing Adaptations	R7 We recommend that local authorities work with partner agencies (health bodies, housing associations and Care and Repair) to develop and improve joint working to maximise both take-up and the benefits of adaptations in supporting independence by pooling of resources, co-locating staff and creating integrated delivery teams	AT	<p>The service works closely with ABMU, RSL's and Care & Repair ensuring best use of all adaptation budgets</p> <p>Demand for the DFG's is far higher than the budget allocated to deliver DFG's</p> <p>Additional budgets are used to deflect smaller adaptations away from DFG's. These budgets are intended to assist with hospital discharges, providing quick small adaptations to allow a service user to remain independent in their own homes for longer</p>		
		R8 We recommend that delivery organisations jointly agree and publish joint service standards for delivery of adaptations within each local	AT	The service has service standards with ABMU and Care & Repair for the delivery of minor adaption work		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
Page 237		<p>authority area. The service standards should clearly set out how each agency approaches delivery of adaptations and how they will provide services to ensure people know what they are entitled to receive. Service Standards should:</p> <ul style="list-style-type: none"> • Be written in plain accessible language • Be precise about what people can and cannot expect to receive • Be produced collaboratively to cover all adaptations services within an area • Set out the eligibility for the different funding streams, application and assessment processes, timescales and review processes • Offer the viable options and alternatives for adaptations including linking with adapted housing registers 				

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
		to maximise use of already adapted homes				
Page 238	Housing Adaptations	<p>R9 We recommend that the Welsh Government and delivery organisations:</p> <ul style="list-style-type: none"> • Set appropriate measures to judge both the effectiveness and efficiency of the different systems for delivering adaptations and the impact on wellbeing and independence of those who receive adaptations • Ensure delivery organisations report against their responsibilities in respect of the Equalities Act 2010 • Ensure performance information captures the work of all delivery organisations – local authorities, housing associations and Care and Repair agencies • Annually publish 	AT	<p>The service reports on the performance of all of the different type of grants that are offered. This information includes, end to end time, average cost of works and amount of jobs carried out for the allocated budget</p> <p>A satisfaction survey is also sent to the grant recipient</p> <p>Care & Repair provide regular updates on performance for the grants they administer on behalf of the service</p>		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
		performance for all delivery organisations to enable a whole systems view of delivery and impact to support improvement to be taken				
April 2018 Page 239	<u>Speak my language: Overcoming language and communication barriers in public services</u>	R1 We recommend that public bodies regularly review the accessibility of their services to people who do not speak English or Welsh as a main language including Deaf people who use sign language. This assessment can include using our checklist	Equalities & Community Cohesion Group	<ul style="list-style-type: none"> • We are a member of the Welsh Interpretation and Translation Service (WITS), which provides access to BSL and other language interpreters • Language Line - all services can access Language Line through the Social Services or Access to Services 'gatekeepers'. There has been a slight change as this service is now accessed through WITS and so an access code is provided to the 'gatekeepers' for contacting the interpretation service. Nothing has changed for services requiring this service • Further promotion of the other WITS services is required • Community Profile – this has been undertaken by the BME Community Association and a number of issues in accessing services including the language 		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
				<p>barrier were identified. An 'access card' has been developed by the BME Community Association, which will identify the language required, ease the request for a language and provide more accessible services as well as building confidence amongst BME communities to access services independently</p>		
<p>Page 240 May 18</p>	<p><u>Strategic Commissioning of Accommodation Services for Adults with Learning Disabilities</u></p>	<p>R1 We recommend that local authorities continue to focus on preventing people becoming dependent on more expensive placements in care homes by providing effective support at home and a range of step up accommodation by:</p> <ul style="list-style-type: none"> Improving the evaluation of prevention activity so local authorities understand what works well and why Utilising the mapping of prevention services under the Social Services and Well-being (Wales) Act 2014 that covers other agencies and service 	<p>AT</p>	<p>We have published a learning disability delivery plan setting out how we intend to meet the needs of people with a learning disability. This includes focusing on preventing people from becoming dependant on more expensive placements in care homes</p> <p>We have established a new 'outcome focussed assessment team' who will be reviewing our more complex packages of support to help identify ways of supporting them to progress into greater levels of independence. This includes monitoring how providers are supporting service users to achieve outcomes and develop</p>		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
<p>Page 241</p>		<p>providers</p> <ul style="list-style-type: none"> • Improving the signposting of additional help so carers and support networks can be more resilient and self-reliant. This should include encouraging carers to make long-term plans for care to maintain and protect their dependant’s wellbeing • Sharing risk analysis and long term planning data with other local authorities, service providers, and partners to agree a shared understanding of the range of options 		<p>independence</p> <p>We will be developing a market position statement for learning disability services over the next 18 months. This will include market mapping of services that will prevent people from being dependant on more expensive placements in care homes. Market mapping also informed our learning disability delivery plan</p> <p>We have commissioned an information and advice officer for carers.</p> <p>The Commissioning for Complex Care Western Bay sub-group has been established to discuss commissioning activity</p> <p>Commissioners frequently meet and share information on planning and risks and work together to resolve shared issues. Good lines of communication and joint working are already established</p> <p>We have submitted an Integrated</p>		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
Page 242				<p>Care Fund bid to Welsh Government to develop a new supported living scheme that will support people to move from residential homes.</p> <p>In addition we are actively working with providers and RSLs to develop new models that reduce the need for residential care</p>		
	<p><u>Strategic Commissioning of Accommodation Services for Adults with Learning Disabilities</u></p>	<p>R2 We recommend that local authorities improve their approach to planning services for people with learning disabilities by building on the Regional Partnership Boards population assessments for people with learning disabilities and agreeing future priorities</p>	<p>AT</p>	<p>The Western Bay Area Plan and Action plan is a response to the local population needs assessment and has been agreed by all Western Bay local authorities.</p> <p>Bids for Integrated Care Fund monies are based on supporting the priorities of the Area Plan</p> <p>The Western Bay Commissioning for Complex Care sub-group supports a regional approach to commissioning and planning</p>		
		<p>R3 We recommend that local authorities do more to integrate commissioning arrangements with partners and providers and take account of the work</p>	<p>AT</p>	<p>The Commissioning for Complex Care Western Bay sub-group supports integration of commissioning and exploring opportunities for joint</p>		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
Page 243		<p>of the National Commissioning Board by:</p> <ul style="list-style-type: none"> • Understanding the barriers that exist in stopping or hindering further integration • Improving the quality of joint strategic plans for learning disability services (see also paragraphs 3.11-3.14) • Establishing investment models and sustainable financial structures, joint workforce planning and multi-year budgeting • Developing appropriate governance and data sharing frameworks with key local partners that include a clear process for managing risk and failure 		<p>commissioning. This also includes understanding and exploring barriers for further integration.</p> <p>The Western Bay Area Plan and Action plan is a response to the local population needs assessment and has been agreed by all local authorities.</p> <p>Although we are not currently progressing integrated investment models or financial structures in learning disability services, we are progressing exploration of this area for older people care homes and are open to considering progression of this in learning disability services where this may be appropriate</p> <p>The Commissioning for Complex Care Western Bay sub-group has been established to discuss commissioning activity, including risks. Outside of this sub-group, commissioners frequently meet and share information on planning and risks and work together to resolve shared issues when they arise.</p>		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
Page 244				Good lines of communication and joint working are already established and we have a history of developing joint risk management/market failure plans where applicable		
	Strategic Commissioning of Accommodation Services for Adults with Learning Disabilities	<p>R4 We recommend that local authorities do more to involve people with learning disabilities and their carers in care planning and agreeing pathways to further independence by:</p> <ul style="list-style-type: none"> • Consistently including people with learning disabilities and their carers in the writing, monitoring and development of care plans • Systematically involving carers and advocacy groups in evaluating the quality of services • Involving people with learning disabilities in procurement processes • Ensuring communications 	AT	<p>All staff have been on 'outcome focused' training to ensure meaningful conversations with those that require services when developing and reviewing care plans</p> <p>Service users are asked for feedback on services as part of our contract monitoring, we are developing a new range of quality standards for all our services by April 2019 and will explore how we can involve carers and advocacy services in the evaluation of quality</p> <p>We will engage with people that use services whenever we undertake commissioning exercises to inform the procurement process and service modelling</p> <p>We are currently consulting on our</p>		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
Page 245		<p>are written in accessible and appropriate language to improve the understanding and impact of guidance and information</p>		<p>plans for adult social services and children and young people services</p> <p>We have developed easy read versions of these documents as well as Welsh language versions</p>		
		<p>R5 We recommend that local authorities collaborate with providers, the third sector and suppliers in understanding challenges, sharing data, and pooling expertise by:</p> <ul style="list-style-type: none"> • Improving the quality range, and accessibility of tendering information • Working with providers to shape local markets by coming to a common understanding of the opportunities, risks, and future priorities in providing learning disabilities services 	<p>AT</p>	<p>Quarterly provider meetings are already established to discuss intelligence and information in order to shape the local market. Regular meetings with individual providers are also undertaken to discuss service delivery and service developments as part of the market management process</p> <p>We are intending to publish a market position statement for learning disability services in the next 18 months</p> <p>Market engagement events are always undertaken as part of any procurement exercise in order to shape the tender and to provide information to potential bidders regarding the tender</p>		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
Page 246	<u>Strategic Commissioning of Accommodation Services for Adults with Learning Disabilities</u>	<p>R6 We recommend that local authorities develop a more appropriate set of performance indicators and measures of success that make it easier to monitor and demonstrate the impact of service activity by:</p> <ul style="list-style-type: none"> • Co-designing measures, service and contract performance indicators with service providers, people with learning disabilities and their carers • Ensure commissioners have sufficient cost and qualitative information on the full range of placement and care options available • Equipping commissioners with data to demonstrate the long term financial benefits of commissioning choices, this includes having the right systems and technology • Integrating the outcomes and learning from reviews 	AT	<p>We are in the process of developing new quality standards for the services we commission and will explore how to take forward R6 as part of this process</p> <p>Commissioners evaluate tenders based on cost and quality as part of the procurement process. We are looking to establish a framework for learning disability services in the next 18 months</p> <p>The commissioning unit includes a performance analyst who gathers this information to inform commissioning so that business cases, including the financial benefits, are developed as part of the commissioning process</p> <p>We have agreed a delivery plan for learning disability services, performance against this plan will be reported to scrutiny</p>		

National report recommendations 2017-18

Date of report	Title of review	Recommendation	Officer	Accepted	Not accepted	Not formally considered
		of care plans into performance measures <ul style="list-style-type: none"> • Evaluating and then learning from different types of interventions and placements • Including learning disability services in local authority scrutiny reviews to challenge performance and identify improvements 				

This page is intentionally left blank

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

CABINET

12th September, 2018

Report of Assistant Chief Executive and Chief Digital Officer K. Jones

Matter for: Monitoring

Wards Affected: All

Report Title

1. Corporate Plan Key Performance Indicators 2018/2019 – Quarter 1 Performance (1st April 2018 – 30th June 2018)

Purpose of the Report

2. To report quarter 1 performance for the Council's Corporate Plan Key Performance Indicators (KPI's) for the period 1st April 2018 to 30th June 2018 to Cabinet. Relevant Corporate Plan KPI's are also being reported to relevant Cabinet Boards i.e. Education, Skills and Culture, Social Care Health and Wellbeing, Street Scene and Engineering and Regeneration and Sustainable Development Cabinet Boards.

Executive Summary

3. Appendix 1 and 2 are new reports from the new Corporate Performance Management System (CPMS), which went live in August 2018.
4. A list of quarter 1 Corporate Plan KPI's with progress comments on each indicator are attached as appendix 1, these do not include those KPI's collected on an annual basis, these will be reported in quarter 4. The full suite of Corporate Plan KPI's can be found in the [Corporate Plan 2018-2022](#).
5. KPI's that have improved on or achieved target are GREEN status, KPI's that have not achieved target but performance is within 5% are AMBER status and KPI's that are 5% or more below target are RED status.

6. Where available, appendix 1 provides performance data for quarter 1 performance for each of the last two years plus current year, and a quarter 1 target for 2018/19.
7. Appendix 2 provides quarter 1 information for Compliments and Complaints data, collected in line with the [Council's Comments, Compliments & Complaints Policy](#) for Cabinet and relevant Cabinet Board purviews.

Background

8. The role of scrutiny committees was amended at the Annual Meeting of Council in May 2010 to reflect the changes introduced by the Local Government (Wales) Measure 2009:
 - Scrutinise the service improvement set out in the Corporate Plan which fall within the committee's purview;
 - Scrutinise the performance of all services within its purview and the extent to which services are continuously improving;
 - Ensure performance measures are in place for each service and that the measures reflect what matters to local citizens;
 - Commission and participate in systems reviews through appropriate mechanisms and report onwards to the Executive;
 - Monitor implementation by the Executive of responses to the conclusions and recommendations of the Council's external regulators; and
 - Promote innovation by challenging the status quo and encourage different ways of thinking and options for service delivery.

Financial Impact

9. The performance described in the Report is being delivered against a challenging financial backdrop.

Equality Impact Assessment

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

Workforce Impacts

11. The Council's workforce continues to contract as financial resources continue to reduce. In recognition of the scale of change affecting the workforce, a new Corporate Workforce Plan was developed over the period

to support the workforce to adapt to the changes that delivery of the Corporate Plan will introduce.

Legal Impacts

12. This Report is prepared under:

- 1) 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".
- 2) Well-being of Future Generations (Wales) Act 2015
- 3) The Neath Port Talbot County Borough Council Constitution requires each cabinet committee to monitor quarterly budgets and performance in securing continuous improvement of all the functions within its purview.

Risk Management

13. Failure to produce a compliant report within the timescales can lead to non-compliance with our Constitution. Also, failure to have robust performance monitoring arrangements could result in poor performance going undetected.

Consultation

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

Recommendation

15. For members to monitor performance contained within this report.

Reasons for Proposed Decision

16. Matter for monitoring. No decision required.

Implementation of Decision

17. Matter for monitoring. No decision required.

Appendices

18. Appendix 1 – Corporate Plan Key Performance Indicators 2018/2019 – Quarter 1 Performance (1st April 2018 – 30th June 2018).

19. Appendix 2 - Compliments and Complaints information – Quarter 1
2018/2019

Officer Contact

20. Karen Jones, Assistant Chief Executive and Chief Digital Officer.
Telephone: 01639 763284. E-Mail: k.jones3@npt.gov.uk




21. Shaun Davies, Performance Management Officer. Telephone: 01639
763172. E-Mail: a.s.davies@npt.gov.uk





Performance Indicators





Neath Port Talbot Council

Cabinet - Corporate Plan Key Performance Indicators





How will we know we are making a difference (01/04/2018 to 30/06/2018)?					
PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
1 Well-being Objective 1 - To improve the well-being of children and young people					
CP/002 - Number of full day childcare places provided (measured over the financial year - quarterly)	2581.00	2303.00	2236.00	2350.00	 Amber
There is a slight fall in the number of full day childcare places due to two childminders and one After School club deregistering in this first Quarter.					
CP/006 - PAM/008 - Percentage of pupil attendance in secondary schools	93.72	93.64	93.48	94.00	 Amber
<p>Academic Year 2017-18 : 147,951 missed half day sessions of 2,325,867 in Quarter 1 2017-18 compared to 151,041 missed half day sessions of 2,316,937 in Quarter 1 2018-19. Attendance fell marginally during the academic year compared to the previous year. This corresponds to an increase in the number of unauthorised absences since schools have taken a tougher stance on the authorisation of term-time holidays and for illness related absences. Unauthorised absences opens the way for the authority to issue a greater number of fixed penalty notices or commence prosecution via the Courts. The number of fixed penalty notices and Court prosecutions have increased from previous years in an effort to secure the attendance of some of our more vulnerable pupils.</p>					
CP/007 - PAM/033 - Percentage of pupils assessed in Welsh at the end of Foundation phase	16.65	16.16	15.78		
<p>Academic Year 2017-18 : New Indicator - Data for previous years has been obtained but no target set. This is an objective in the Welsh in Education Strategic Plan (WESP) and links with Objective 1 which is: More seven-year-old children being taught through the medium of Welsh. This will be done in a number of ways including:-</p> <ul style="list-style-type: none"> • To increase the capacity of Welsh-medium pre-school provision • Provide information for parents/carers that promotes the benefits of a bilingual education • Work with Mudiad Meithrin to ensure expansion of pre-school provision and support the sector to recruit suitably skilled Welsh language care workers • Improve the support for parents/pupils and schools to move along the linguistic continuum • Authority is opening a second Welsh medium (WM) secondary campus in the south-east in September 2018 with a capacity for 650 pupils aged 11-16. It is expected, based on parental responses, that this will stimulate interest and growth in WM primary provision in the areas of Port Talbot, Neath, Llandarcy, Briton Ferry and the Afan Valley in subsequent years. It is reasonable, based on known current capacity, to assume a minimum 2% growth in numbers accessing WM provision. 					
CP/011 - PAM/028 - Measure 24 - Percentage of child assessments completed on time	99.18	92.31	90.70	98.00	 Red
252 of 273 in Quarter 1 2017-18 compared to 478 of 527 in Quarter 1 2018-19. Although performance has decreased when compared to the same period 2017/18 (96.9%), it still remains very much in line with the All Wales Average (90.8%). Work is currently underway by the Service to determine the reason/s why performance has decreased with a view to implementing steps to ensure future performance is more in line with what is expected.					

How will we know we are making a difference (01/04/2018 to 30/06/2018)?





PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
CP/012 - Number of apprenticeship, traineeship and work placement opportunities made available each year within the Council	4.00	16.00	86.00	83.00	 Green
78 placements have been carried forward from the previous year and 8 new placements commenced on the 1st April 2018. The 86 can be broken down into the following: 55 apprenticeships, 15 traineeships (of which 13 were looked after children) and 16 work placements.					
CP/014 - Percentage of 11 - 19 year olds in contact with the Youth Service (measured cumulatively over the financial year - quarterly)	9.91	12.25	12.88	12.25	 Green
1,703 of 13,897 in Quarter 1 2017-18 compared to 1,855 of 14,406 in Quarter 1 2018-19. This increase can be attributed to the increase in Authority Wide provision such as lunch clubs and Sexual Relationship Education both based within schools. There has also been an increase in the number of young people worked with by the Communities First Legacy Youth Workers who are based within the schools who work with young people who have been identified as being at risk of being Not in Education Employment or Training (NEET). There has also been a notable increase in the post 16 young people worked with as part of the Keeping in Touch (KIT) Team.					
CP/015 - Percentage of schools that have adopted suitable programmes to address VAWDASV			12.12		
Quarter 1: 8 of 66 schools. New indicator - no comparable data or target. Hafan Cymru's Spectrum Programme delivers age appropriate Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV) lessons, but it is currently at each school's discretion as to whether they decide to offer these lessons or not. There will be an increased focus on ensuring take-up of this service, particularly due to the partnership work of the VAWDASV Children and Young People's Group and the Relationship and Sex Education Group, focusing on lesson packs for all schools.					
CP/016 - Percentage of children and young people who have participated in a suitable programme that addresses VAWDASV			9.23		
New Indicator - no comparable data or target. 300 of 3,250 in Quarter 1 2018-19. During 2018/19, this programme is delivered to year 6 and year 8 pupils. Secondary schools: 'It's your World' was a pilot event held at Ysgol Bae Baglan only, delivering safety messages to Year 8 pupils on five key topics. The aim is to roll out this event across other comprehensive schools over time. As a result, this figure should increase each time reported, providing schools are on board and willing to host. Primary schools: The Crucial Crew event is held for year 6 pupils but takes place in July and data from this even will be reported in quarter 2.					
CP/017 - Percentage of year 6 children and young people who have participated in a suitable programme to address cyber-crime			0.00		
New Indicator - no comparable data or target. This work is carried out each year in July, therefore progress for this performance indicator will be reported in Quarter 2.					

How will we know we are making a difference (01/04/2018 to 30/06/2018)?					
PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
2 Well-being Objective 2 - To improve the Well-being of all adults who live in the county borough					
CP/021 - Number of new business start-up enquiries assisted	98.00	49.00	70.00	90.00	 Red
There continues to be a steady flow of requests for business start-up information, advice and support. It is anticipated that targets set for this financial year will be achieved.					
CP/022 - Number of enterprise events held			3.00	3.00	 Green
Three Enterprise Club events, providing local residents with free support and advice on setting up and running a small business, have been organised. This activity is on track to deliver targets set for the year.					
CP/023 - Workways + - Number of local people in training, volunteering or employment			30.00	11.00	 Green
The EU funded Workways+ Project which provides training, paid work experience opportunities and support to economically inactive and long-term unemployed people to help them take their first steps to re-engage or enter into the labour market, is exceeding its targets and outputs.					
CP/024 - Communities for work - Number of local people in training, volunteering or employment	27.00	97.00	64.00	84.00	 Red
<ul style="list-style-type: none"> • During Quarter 1 a member of staff was on long term absence and another member of staff resigned from her post. Recruitment to fill this post took place and an existing staff member moved into this post, mid-April and the post they left was staffed by the end of June. • During Quarter 4 (2017-18) Welsh Government (WG) acknowledged that they had lower take up by participants, Wales wide, which has continued in to Quarter 1 (2018-19). This is possibly due to the changeover to Universal Credits. • There are at least 10 participants that we are waiting for proof of eligibility which, when received, will be added to the figures. • The C4W programme is ESF (European Social Fund) funded and cannot work with any individual that is receiving support from another ESF programme. • The C4W programme is basically split in to two types of participants, those who are job ready and those who will need support – in most cases significant support. Those who are job ready are supported by Department for Work and Pensions C4W Advisors, the other participants are supported by the Authority C4W Mentors (figures stated above). Where the Advisor identifies that the participant they are dealing with needs more support they are transferred to the Mentors but cannot be recorded as an engagement start. • Although the programme is not mandatory, it does have strict eligibility criteria that individuals must meet before receiving support, especially the 25+ participants. 					





How will we know we are making a difference (01/04/2018 to 30/06/2018)?

PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
CP/025 - Number of compulsory redundancies made by the Council	11.00	0.00	1.00		
There was one compulsory redundancy during the period. Our aim is to minimise compulsory redundancies as much as possible.					
CP/026 - Number of local people helped to get back to work through regeneration projects			28.00	18.00	 Green
By including Community Benefit clauses in our corporate infrastructure projects, including the 21st Century Schools programme, we are helping support local people to get back into work and are on track to deliver outputs for this activity.					
CP/027 - Number of completed training weeks for apprenticeship, traineeships and work experience			494.00	1000.00	 Red
As part of our corporate commitment to ensuring that infrastructure projects within Neath Port Talbot contribute to the social, economic and environmental well-being of the wider community through the use of Community Benefits, we work with contractors to encourage training weeks for apprenticeships, traineeships and work experience opportunities. This output is anticipated to increase next Quarter as further projects are completed.					
CP/031 - PAM/012 - Percentage of households successfully prevented from becoming homeless			61.02	41.00	 Green
No data previously reported for quarter 1 2016/17 and 2017/18. Successful prevention has increased to 61%. This is due to increasing involvement from third sector agencies who can support the clients to try and prevent the homelessness. One example of this would be budgeting support if there are arrears which are likely to result in action and potentially eviction. Support would be provided to liaise with the landlord with regard to a payment plan, possibly attend court in relation to the possession order. Also working intensively with the client on their budget to improve their knowledge and skills relating to income and expenditure, priority and non-priority bills which will enable them to maintain the tenancy.					
CP/032 - PAM/015 - Average calendar days taken to deliver a Disabled Facilities Grant	206.00	213.97	259.88	230.00	 Red
The average number of calendar days has increased during this period. This is attributed to a number of applications being placed on a waiting list from Quarter 3 of last financial year due to the limited budget. The increase is also due to the rising demand for more complex and expensive adaptations in the DFG process which puts more pressure on the budget. In order to try and mitigate this increasing demand smaller low cost adaptations are being dealt with through other budgets where possible. The increase in complex cases has resulted in the overall average end to end time and the average cost of the grant increasing.					
CP/033 - Number of incidents of VAWDASV where the risk is considered low or medium			1777.00		
New Indicator - no comparable data or target. A total of 1,895 incidents were recorded in the first Quarter, of which 118 were assessed as high risk.					



How will we know we are making a difference (01/04/2018 to 30/06/2018)?

PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
CP/034 - Percentage of incidents of domestic abuse where people are repeat victims - IDVA (Council) - highest risk victims			38.14	34.00	 Red
This performance indicator is reported Quarterly with effect from 2018/19. Full year comparison with previous year's data will be available in Quarter 4. There is a slight increase on the target because more vulnerable people are seeking advice and support.					
CP/036 - Percentage of vulnerable people whose vulnerability is reduced via the vulnerable persons MARAC (Multi Agency Risk Assessment Conference)			18.18		
4 of 22 for quarter 1 2018/19. New Indicator - no comparable data or target. During Quarter 1, four people classed as street vulnerable were supported off the streets into local accommodation or were supported to avoid eviction and maintain their existing accommodation.					
CP/037 - Number of repeat anti-social behaviour victims			3.00	2.00	 Red
A repeat anti-social behaviour victim is a person who has reported three incidents in a six month period and an action plan is put in place to support the victim. These figures are low as the early interventions put in place are generally effective.					
CP/042 - PAM 023 - Percentage of food establishments that meet food hygiene standards	92.73	94.98	95.09	95.00	 Green
1,059 of 1,115 in Quarter 1 2017-18 compared to 1,008 of 1,060 in Quarter 1 2018-19. 1,008 of 1,060 premises were broadly compliant with food hygiene requirements. Food hygiene inspections and interventions are a priority for the service, and we are currently on target.					
CP/043 - The percentage of detected breaches in animal health, feed and food standards that have been rectified	0.00	60.00	28.57	80.00	 Red
2 out of 7 detected breaches were rectified. The larger proportion of the investigations are ongoing. It is expected that this ratio will improve by the next Quarter.					
CP/044 - Number of breaches in consumer fraud investigations successfully concluded			20.00		
New Indicator - no comparable data or target. Early in the financial year the department detected a number of breaches that are still being investigated. Additionally, there have been a number of breaches detected that are not reportable in this return, and these have required resources to investigate.					





How will we know we are making a difference (01/04/2018 to 30/06/2018)?

PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
CP/045 - Average value of consumer fraud investigations concluded			15.00		
New Indicator - no comparable data or target. Few consumer fraud investigations have been concluded and, of those, the value has been low.					
CP/046 - Percentage of correctly granted benefit against total granted	99.96	99.97	99.93	99.95	 Amber
16,460,928 of 16,466,502 in Quarter 1 2017-18 compared to 11,270,823 of 11,278,798 in Quarter 1 2018-19. The percentage remains high and variation is within expected limits.					
CP/047 - Average days taken for new claims and changes of circumstances – application to assessment	7.34	6.92	5.72	6.00	 Green
167,931 claims / 11,886 days for Quarter 1 2018-19. The number of days to process new claims from application to assessment is within target and has improved from the same period last year. This performance can fluctuate, and this reduction is within expected limits.					
CP/048 - PAM/025 - Measure 19 - Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+	1.51	0.32	0.87	0.63	 Red
The increase in the number of people waiting in hospital for social care reasons is linked in part to the difficulties the department is experiencing sourcing domiciliary care packages for some people. The commissioning team are working closely with independent domiciliary care providers and the Local Authority Homecare service to find solutions to address the demand for domiciliary care in certain parts of the county.					
CP/049 - Number of carers assessments completed		78.00	72.00		
No target set for this indicator. Carers assessments are undertaken by the social work teams as well as Neath Port Talbot Carers Service on behalf of the Local Authority. Carers are offered an assessment and those who accept the offer do receive an assessment. For those carers who opt not to have an assessment they do still have access to information, advice and assistance as well as services provided by Neath Port Talbot Carers service.					
CP/050 - Percentage of adults who completed a period of re-ablement and have a reduced package of care and support 6 months later	0.00	5.88	11.49	28.00	 Green
1 of 17 in 2017-18 compared to 10 of 87 in Quarter 1 2018-19.					






How will we know we are making a difference (01/04/2018 to 30/06/2018)?

PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
3 Well-being Objective 3 - To develop the local economy and environment so that the well-being of people can be improved					
CP/057 - Number of visitors to our town centres			1163044.00		
New Indicator - no comparable data or target. This figure is recorded by footfall counters installed by Neath BID (Business Improvement District), and therefore only represents Neath Town Centre. Similar information is unfortunately not available for other towns.					
CP/058 - Number of established and new events e.g. the Neath Food and Drink Festival			1.00		
New Indicator - no comparable data or target. This was primarily a Neath BID project.					
CP/059 - Develop quality manufacturing, R&D and office space - a) Vacancy Rates			0.00		
New Indicator - no comparable data or target. There are a number of projects programmed for this year, but which have not transpired in this first Quarter. For example, Port Talbot Magistrates Court and Baglan Bay Innovation Building (CENG).					
CP/060 - Develop quality manufacturing, R&D and office space - b) Square footage			0.00		
New Indicator - no comparable data or target. There are a number of projects programmed for this year, but which have not transpired in this first Quarter. For example Port Talbot Magistrates Court and Baglan Bay Innovation Building (CENG).					
CP/061 - Develop quality manufacturing, R&D and office space - c) Back to use			0.00		
New Indicator - no comparable data or target. There are a number of projects programmed for this year, but which have not transpired in this first Quarter. For example Port Talbot Magistrates Court and Baglan Bay Innovation Building (CENG).					
CP/062 - Number of business enquires assisted resulting in advice, information or financial support being given to existing companies through Business Services	139.00	150.00	123.00	160.00	 Red
The team is dealing with a variety of enquiries from local businesses, such as requests about available property, funding, training support, etc. and we anticipate that this will continue throughout the year, thereby achieving targets set.					
CP/063 - The number of jobs created/safeguarded as a result of financial support by the local authority	28.00	6.00	57.00	72.00	 Red
Funding applications are progressing well and this activity is on track to deliver targets set for the year.					




How will we know we are making a difference (01/04/2018 to 30/06/2018)?

PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
CP/064 - Number of investment enquiries			20.00	9.00	 Green
The first Quarter of the year has been particularly busy in terms of dealing with enquiries from new inward investment and business expansions and if this level continues, it is anticipated that targets set for the year will be exceeded.					
CP/067- PAM 030 - Percentage of waste, reused, recycled or composted	62.77	65.58	60.71	61.00	 Amber
In July this year Members approved an updated Waste Strategy. This Strategy contains several measures aimed at achieving the Welsh Government's statutory target of 64% by 2019/20 and to work towards the 70% target of 2024/25					
CP/068 - PAM 043 - Kilograms of residual waste generated per person			54.39		
This is a new indicator introduced this year and therefore does not currently have a set target (data from this year will set the base line for future years). The updated Waste Strategy does, however, also contain measures to reduce residual waste					
CP/071 - Number of visitors to attractions (to be reported using visitor counters throughout the County Borough)			N/a		
New Indicator - no comparable data or target. The visitor figures sourced from visitor counters throughout the County are available on a six monthly basis, the half year figures will be reported in January 2019.					
CP/072 - Number of visits to our theatres (measured cumulatively over the financial year - quarterly)	42022.00	55641.00	51715.00		
This is a new indicator for 2018-19 Data for previous years has been obtained but due to a cut in the budget of 50% over the previous years no target has been set.					
CP/074 - PAM/017 - Number of visits to leisure centres per 1,000 population	1773.15	1830.87	2261.98	2000.00	 Green
Visitors to local authority sports and leisure centres who participate in physical activity have increased in quarter 1 (2018-19) by over 20 percent when compared to quarter 1 (2017-18) mainly due to the popularity of the "Aberavon Leisure and Fitness Centre" and the hire of "Ysgol Bae Baglan" facilities by the general public.					
CP/075 - Number of tourism operators supported by the Council			8.00	5.00	 Green
New Indicator - no comparable data. The RDP (Rural Development Programme) funded Tourism Development in Neath Port Talbot project continued to operate in the rural wards. Assistance was provided for tourism operators from non-rural wards via the business development team.					




How will we know we are making a difference (01/04/2018 to 30/06/2018)?

PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
CP/076 - Number of Destination Management Plan actions delivered			7.00	0.00	 Green
A series of Task and Finish Groups co-ordinated by NPTCBC and attended by local tourism stakeholders continued to meet quarterly. Actions delivered include (for example) securing designs for two brown signage schemes, a marketing campaign focusing on Aberavon Seafront and coordinating a multi-agency response to tackling motor cross issues in Afan Forest Park. Targets to follow.					
CP/077 - Number of biodiversity rich areas protected and/or enhanced	37.00	46.00	43.00	48.00	 Red
This figure is based on the current list of nature conservation sites, which includes Local Nature Reserves, 'Working With Nature' sites and areas that have previously been managed as part of the conservation verge/area scheme. Following a review, a number of sites have been removed, hence a reduction from the 2017/18 figure.					
CP/078 - Number of PM10 breaches in the Air Quality Management Area (Port Talbot / Taibach)	8.00	17.00	0.00	9.00	 Green
Breaches are measured from Port Talbot Fire Station, which is the official monitoring station for reporting on the air quality objective.					
CP/079 - Percentage of Private Water Supplies operating in accordance with drinking water requirements			0.00	100.00	 Red
New Indicator - no comparable data. Under Regulation 6, 4 risk assessments are required in 2018 at the beginning of April. However, the service is aware of one new supply that will also require an assessment since April. No risk assessments have been carried out to date. However, they are scheduled to take place later on in the year.					
CP/080 - Number of improvement projects carried out in the Public Rights of way network	4.00	6.00	0.00	0.00	 Green
Spring/Summer is generally the season where clearance/cutting back of overgrown vegetation occurs along the Public Rights of Way network, with project improvement works completed during Autumn and Winter.					






How will we know we are making a difference (01/04/2018 to 30/06/2018)?

PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
CP/081 - Number of accessible routes increases (by KM) in accordance with the Existing Route Map and Integrated Network Map - Pedestrian routes	0.00	0.00	0.00	0.00	 Green
Target for 2018/19 to increase by 2 KM by March 2019. Accessible routes in KM as at 30 th June 2018 are 47.14 KM. In the main, the allocation of Welsh Government funding for the 2018/19 financial year is restricted to pre-works activities in relation to the development of routes identified on the Integrated Network Map, including: feasibility studies/option development; scheme design; land purchase; and consultation/engagement. Alternative funding opportunities to deliver improvements on the ground will, however, continue to be sought.					
CP/082 - Number of accessible routes increases (by KM) in accordance with the Existing Route Map and Integrated Network Map - Cycle routes	0.57	0.00	0.00	0.00	 Green
Target for 2018/19 to increase by 2 KM by March 2019. Accessible routes in KM as at 30 th June 2018 are 36.4 KM. In the main, the allocation of Welsh Government funding for the 2018/19 financial year is restricted to pre-works activities in relation to the development of routes identified on the Integrated Network Map, including: feasibility studies/option development; scheme design; land purchase; and consultation/engagement. Alternative funding opportunities to deliver improvements on the ground will, however, continue to be sought.					
4 Governance and Resources (cross cutting) - To ensure the business of the Council is managed to maximise the long term benefit for the citizens of Neath Port Talbot					
CP/086 - PAM/001 - Number of working days lost to sickness absence per employee - Sickness FTE days lost	2.40	2.28	2.23	2.30	 Green
Managing sickness absence continues to be a key priority for Heads of Service and their Accountable Managers. Additional HR resources supporting the Long Term Sickness Absence Taskforce continue to be available to support managers through a strategy of early intervention and effective communication. Quarter 1 shows a slight improvement on last year's performance, and it is encouraging that the reduction in absence continues. However, there is still room for more improvement in our sickness absence rates.					
CP/089 - Percentage of key performance indicators (National Public Accountability Measures) that were either at maximum performance or which improved compared to the previous year			41.18		
Revised data set therefore no comparable data or target set for this measure. 7 of 17 of 2017/18 comparable measures available as at 6th August 2018 improved. This year, no measures achieved maximum performance. 9 of the 27 measures will not be comparable to our previous year's data as 7 are new measures and 2 are not suitable for comparison. The Council has maintained performance across the areas covered by the national indicators compared to 2016-2017, with a small number showing improvement and a small number showing a reduction in performance. However, performance compared to other local authorities has declined across a range of indicators. Given the cuts in financial and human resources over a sustained period of time this is considered to be a good performance. The All Wales Waste data will be published on 1 st October 2018 and the Social Care data will be published at a date to be confirmed.					



How will we know we are making a difference (01/04/2018 to 30/06/2018)?

PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
CP/091 - Percentage of complaints at stage 1 that were upheld/partially upheld	20.00	10.71	14.71		
3 of 28 in Quarter 1 2017-18 compared to 5 of 34 in Quarter 1 2018-19. A breakdown of the data with comments per Cabinet Board is attached to this report as appendix 2.					
CP/092 - Percentage of complaints at stage 2 that were upheld/partially upheld	0.00	25.00	0.00		
2 of 8 in Quarter 1 2017-18 compared to 0 of 7 in Quarter 1 2018-19. A breakdown of the data with comments per Cabinet Board is attached to this report as appendix 2.					
CP/093 - Percentage of complaints dealt with by the Public Services Ombudsman that were upheld/partially upheld	0.00	0.00	0.00		
0 of 1 in Quarter 1 2017-18 compared to 0 of 0 in Quarter 1 2018-19. More information per Cabinet Board is attached to this report as appendix 2.					
CP/094 - Number of compliments received from the public	80.00	69.00	76.00		
breakdown of the data with comments per Cabinet Board is attached to this report as appendix 2.					
CP/098 - CS/004 - Percentage of customers leaving before being seen	0.11	0.07	0.11	0.10	 Red
20 of 16,046 in Quarter 1 2017-18 compared to 18 of 16,972 in Quarter 1 2018-19.					
CP/099 - CS/003a - Percentage of telephone calls in Welsh abandoned after 5 seconds	15.63	16.60	15.98	3.00	 Red
39 of 235 in Quarter 1 2017-18 compared to 58 of 363 in Quarter 1 2018-19. This figure is likely to be higher compared to the English line response as there are several more English speaking staff compared to the bilingual staff answering calls to the Contact Centre.					
CP/100 - CS/003b - Percentage of telephone calls in English abandoned after 5 seconds	5.56	3.73	3.46	3.00	 Red
1,275 of 34,139 in Quarter 1 2017-18 compared to 1,048 of 30,313 in Quarter 1. There has been a slight increase in abandoned calls. Due to a recent loss of staff there have been occasions where abandoned calls have been slightly higher than usual at certain times which has resulted in an increased percentage. We have been recruiting for replacement staff to improve resilience.					

How will we know we are making a difference (01/04/2018 to 30/06/2018)?

PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
CP/101 - CS/002a - Average time (seconds) to answer telephone calls in Welsh	30.00	28.00	18.00	20.00	 Green
We have seen a small decrease in incoming calls in Quarter 1 which has meant that generally our overall ability to answer calls quickly has improved.					
CP/102 - CS/002b - Average time (seconds) to answer telephone calls in English	28.00	22.00	20.00	20.00	 Green
We have seen a small decrease in incoming calls in Quarter 1 which has meant that generally our overall ability to answer calls quickly has improved.					
CP/103 - DBC/001 - Percentage of transactions completed on-line (new on-line services)	65.22	72.74	75.45	75.00	 Green
17,624 of 24,230 in Quarter 1 2017-18 compared to 22,2796 of 29,523 in Quarter 1 2018-19. Data for this measure includes information for the following services: bulks, refuse and recycling equipment requests, location based reporting for dog bins, grit bins and missed waste collections reporting. Pest control appointment booking, and van permits can also be requested on-line. A new suite of measures to be developed to support the Draft Smart and Connect Strategy (which is due to be consulted on for a 12 week period).					
CP/104 - 7.7(L) - Percentage of standard searches carried out within 10 working days	85.75	96.04	97.21	96.00	 Green
388 of 404 in Quarter 1 2018-19 compared to 383 of 394 in Quarter 1 2018-19. There has been a slight increase from last year; this is due to continued speedy response times from internal departments and the efficient working practices of the Land Charges staff.					
CP/105 - CFH/008 - Percentage of non-domestic rates due for the financial year which were received by the local authority	36.90	34.24	33.89	34.20	 Amber
13,020,344 of 38,028,096 in Quarter 1 2017-18 compared to 14,518,007.20 of 42,832,376.18 in Quarter 1 2018-19. Collection is less than the target figure, however it is anticipated that this will improve as we progress recovery and enforcement action.					

How will we know we are making a difference (01/04/2018 to 30/06/2018)?

PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
CP/106 - PAY/001 - Percentage of invoices paid within 30 days	0.00	94.78	94.72	95.00	 Amber
24,912 of 26,283 in Quarter 1 2017-18 compared to 26,664 of 28,150 in Quarter 1 2018-19. Performance is marginally below the target of 95%, but is within the expected level of performance. Interest paid to suppliers is NIL - we have not identified any interest requested by suppliers for late payment. The total amount of interest that the authority was liable to pay is £11,288.04 - The potential interest paid is calculated using the Direct Government website method based using a calculator of 8% plus Bank of England Base Rate.					
CP/107 - CFH/007 - Percentage of council tax due for the financial year which was received by the authority	29.30	29.52	29.33	29.50	 Amber
19,307,271 of 65,406,349 in Quarter 1 2017-18 compared to 20,122,126.67 of 68,609,124.87 in Quarter 1 2018-19. There has been a slight reduction in collection rate but there are recovery processes in operation to collect outstanding payments.					



Page 267

Performance Indicators

Neath Port Talbot Council

Cabinet - Compliments and Complaints - All Cabinet Board's Purview

How will we know we are making a difference (01/04/2018 to 30/06/2018)?					
PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
Cabinet					
PI/252 - Chief Executive's Directorate/ Finance & Corporate Services Directorate - % of stage 1 complaints upheld/partially upheld	33.33	11.11	27.27		
3 of 11 complaints for quarter 1 2018/19 compared 1 of 9 complaints for quarter 1 2017/18. Of the 3 complaints upheld: - one was in connection with the Registration Service where a complaint was received on various issues in respect of the service provided at a wedding ceremony, an apology was given and procedures established to enable information to be double checked if required thereafter and; - two were received in connection with Customer Services responsibilities. One where a blue badge record was cancelled in error, this was rectified and an apology given and the other was in respect of incorrect information provided in relation to scanning microchips of deceased cats, a reminder was given to all staff of the correct information to be relayed when queries were received in this respect.					
PI/253 -Chief Executive's Directorate/ Finance & Corporate Services Directorate - % of complaints at stage 2 that were upheld/partially upheld	0.00	100.00	0.00		
1 of 1 complaints for quarter 1 2018/19 and 1 of 1 complaint was partially upheld for quarter 1 2017/18					
PI/254 - Chief Executive's Directorate/ Finance & Corporate Services Directorate - % of complaints dealt with by the Public Services Ombudsman that were upheld/partially upheld	0.00	0.00	0.00		
Zero Ombudsman investigations for services within this purview for each of the quarter 1 periods over the last three years.					
PI/255 - Chief Executive's Directorate/ Finance & Corporate Services Directorate - Number of compliments received from the public	41.00	41.00	24.00		
The compliments received in the period can be broken down as follows: 3 – Training – excellent training provided 1 – Registrars – Fantastic service provided at wedding ceremony 7 – Community Safety – excellent advice, talks and fantastic work in keeping young people safe 1 - Anti Social Behaviour – Appreciative of advice given 3 – Customer Services and Contact Centre – Thanks to staff for help and being diligent and for providing a friendly quick service 1 – Benefits – on the way staff dealt with a query 8 – Licensing – thanks to staff for guidance, assistance, excellent service, understanding and quick response.					
Education, Skills and Culture Cabinet Board					
PI/256 - Education, Leisure & Lifelong Learning Directorate-- % of complaints at stage 1 that were upheld	0.00	0.00	0.00		
Zero upheld/partially upheld of 2 complaints.					

How will we know we are making a difference (01/04/2018 to 30/06/2018)?

PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
PI/257 -Education, Leisure & Lifelong Learning Directorate - % of complaints at stage 2 that were upheld/partially upheld	0.00	0.00	0.00		
No stage 2 complaints					
PI/258 -Education, Leisure & Lifelong Learning Directorate - % of complaints dealt with by the Public Services Ombudsman that were upheld/partially upheld	0.00	0.00	0.00		
No complaints were referred to the Ombudsman.					
PI/259 - Education, Leisure & Lifelong Learning Directorate - Number of compliments received from the public	3.00	0.00	5.00		
Social Care, Health and Wellbeing Cabinet Board					
PI/260 - Children & Young Peoples Services - % of complaints at Stage 1 that were upheld/partially upheld	33.33	25.00	12.50		
1 of 4 in Quarter 1 2017-18 compared to 1 of 8 in Quarter 1 2018-19. Despite an increase in the number of complaints received during the 1st quarter 2018/19 (when compared to 2017/18) from 4 to 8, numbers still remain relatively low. The Complaints Team continue to work closely with front line teams to manage complaints appropriately.					
PI/261 - Children & Young Peoples Services - % of complaints at Stage 2 that were upheld	0.00	0.00	0.00		
0 of 1 in Quarter 1 2017-18 compared to 0 of 2 in Quarter 1 2018-19. There has been an increase on the previous year (from 1 to 2). There continues to be a stronger emphasis on a speedier resolution at 'local' and 'Stage 1' levels.					
PI/262 -Children & Young People Services - % of complaints dealt with by the Public Services Ombudsman that were upheld	0.00	0.00	0.00		
PI/263 - Children & Young People Services- Number of compliments received from the public	4.00	4.00	13.00		
The number of compliments has increased when compared to the same period 2017/18; this can be attributed to an improvement in reporting from services receiving praise & thanks. The Complaints Team will continue to raise the profile for the need to report such incidences.					
PI/264 - Social Services, Health and Housing (excluding CYPS) - % of complaints at Stage 1 that were upheld/partially upheld	30.00	33.33	14.29		
Despite an increase in the number of complaints received during the 1st quarter 2018/19 (when compared to 2017/18) from 3 to 7, the Complaints Team continue to work closely with front line teams to manage complaints appropriately. No stage 1 complaints were upheld and one stage 1 complaint was partially upheld.					

How will we know we are making a difference (01/04/2018 to 30/06/2018)?

PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
PI/265 - Social Services, Health and Housing (excluding CYPS) - % of complaints at Stage 2 that were upheld/partially upheld	0.00	100.00	0.00		
Levels remain the same as the previous year at 1 during the 1st quarter; there continues to be a stronger emphasis on a speedier resolution at 'local' and 'Stage 1' levels.					
PI/266 -Social Services, Health and Housing (excluding CYPS) - % of complaints dealt with by the Public Services Ombudsman that were upheld	0.00	0.00	0.00		
There were no Ombudsman investigations during this period.					
PI/267 - Social Services, Health and Housing (excluding CYPS) - Number of compliments received from the public	1.00	13.00	17.00		
The number of compliments has increased; this can be attributed to an improvement in reporting from services receiving praise and thanks. The Complaints Team will continue to raise the profile for the need to report such incidences.					
Regeneration and Sustainable Development Cabinet Board					
PI/268 - Regeneration and Sustainable Development - % of complaints at Stage 1 that were upheld/partially upheld	0.00	0.00	0.00		
No Stage 1 complaints were received this quarter. This is compared to 1 complaint received for the same quarter last year which was not upheld					
PI/269 - Regeneration and Sustainable Development - % of complaints at Stage 2 that were upheld/partially upheld	0.00	0.00	0.00		
Out of the 2 Stage 2 complaints received this quarter, none were upheld. This is comparable with the same quarter last year					
PI/270 - Regeneration and Sustainable Development - % of complaints dealt with by the Public Services Ombudsman that were upheld/partially upheld	0.00	0.00	0.00		
No Ombudsman investigations have been undertaken in quarter 1. One was undertaken in the same quarter last year, but this was not upheld					
PI/271 - Regeneration and sustainable development - number of compliments received from the public	0.00	4.00	1.00		
The number of compliments received in this quarter is lower than for the same period last year					

How will we know we are making a difference (01/04/2018 to 30/06/2018)?

PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
Streetscene and Engineering Cabinet Board					
PI/272 - Streetscene and Engineering - % of complaints at Stage 1 that were upheld/partially upheld	12.50	0.00	16.67		
Out of the 6 Stage 1 complaints received in quarter 1, only 1 complaint was upheld, compared to quarter 1 last year when 3 complaints were received but none were upheld.					
PI/273 -Streetscene and Engineering - % of complaints at stage 2 that were upheld/partially upheld	0.00	0.00	0.00		
Only one Stage 2 complaint was received this quarter, but it was not upheld. This is compared to 3 complaints received in quarter 1 last year, but none were upheld.					
PI/274 -Streetscene and Engineering - % of complaints dealt with by the Public Services Ombudsman that were upheld/partially upheld	0.00	0.00	0.00		
No Ombudsman investigations were received this quarter, as per the same quarter last year					
PI/275 - Streetscene and Engineering - Number of compliments received from the public	31.00	7.00	21.00		
The number of compliments has trebled this quarter compared to the same quarter last year					

This page is intentionally left blank