

CORPORATE PLAN 2024/2027 6 MONTHLY UPDATE 2024/2025



ENABLING PROGRAMME (Strategy & Corporate Services)

People & Organisational Development

Legal & Democratic Services

Digital Services



Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

PERFORMANCE SUMMARY: 2024/2025 HALF YEAR (APRIL – SEPTEMBER 2024)



Well-being Objective 1 All children have the best in life

Total Number of Strategic Priorities: 12

12 on-track

0 off-track

0 not started

Total Number of Performance Measures: 17

15 on-track

0 off-track

0 not started

2 data not available



Well-being Objective 2 All communities are thriving and sustainable

Total Number of Strategic Priorities: 12

12 on-track

0 off-track

0 not started

Total Number of Performance Measures: 25

24 on-track

0 off-track

1 not started



Well-being Objective 3 Our local environment, culture and heritage can be enjoyed by future generations

Total Number of Strategic Priorities: 13

13 on-track

0 off-track

0 not started

Total Number of Performance Measures: 20

20 on-track

0 off-track

0 not started



Well-being Objective 4 Local people are skilled and access, high quality, green jobs

Total Number of Strategic Priorities: 11

10 on-track

1 off-track

0 not started

Total Number of Performance Measures: 14

7 on-track

1 off-track

6 not started

Since the approval of Corporate Plan 2024/2027: Working towards a more prosperous, fairer and greener NPT, and the setting of the strategic priorities, work across Neath Port Talbot Council to deliver a wide range of statutory and discretionary services.

Nine transformation programmes have been interwoven into the council's four well-being objectives and three year aims. This framework supports transformation across directorates in an effort of minimise impact of budget challenges.

In total we have 48 strategic priorities and 76 qualitative and quantitative performance measures. At this half year point of 2024/2025 Corporate Plan delivery we are on track to achieve our strategic priorities.

Enabling Programme

Underpinning all of the well-being objective progress are the cross-cutting services of the Enabling Programme, which includes:

- People and Organisational Development
- Legal and Democratic Services
- Digital Services

Whilst there aren't clear strategic priorities and measures set out for these areas in the Corporate Plan, resources provided by these services are critical. Critical support services of the day to day running of the council, delivery of services and contribute to the meeting of the obligations of the Corporate Plan

Enabling Programme Executive Summary

The six monthly performance summary against enabling programme delivery plans provide an overview of the key achievements, ongoing work, and performance metrics across People and Organisational Development, Legal and Democratic Services and Digital Services, for the period from April to September 2024.

People & Organisational Development (Pages 4 - 12)

The Strategic Workforce Plan has continued to drive much of progress across People and Organisational Development over the last six months, as we deliver year 2 of the plan and start to identify our priorities for year 3, continuing to develop our employment offer working in social partnership with our recognised trade unions. This work was recognised at the annual UK APSE awards in September, when we were delighted to be shortlisted for the Best Workforce Initiative. We continue to roll out modules of iTrent to assist managers and to allow staff to utilise the self-service functionality. We are also identifying ways we can use advances in technology and robots to increase productivity and streamline processes.

We are progressing the delivery of Thinqi Learning Management System and are currently testing within the service area with a view to start rolling out testing to other areas. This will improve online training accessibility and user experience.

In addition, we are undertaking detailed reviews across the processes and procedures of both our Civil Protection and Preparedness and Customer Services Teams to improve practices and ensure we are aligning to legislation, guidance, and learning from best practice to deliver the best to service citizens of Neath Port Talbot. Enhancing this work is the development of communications, marketing and engagement strategies and the strengthening of our corporate governance arrangements.

Legal & Democratic Services (Pages 13 - 19)

This summary provides assurance of significant progress across legal, procurement, and democratic functions while maintaining a commitment to statutory compliance and strategic priorities. There have been no challenges to decision making, via judicial review or procurement challenge and no sanctions from the Information Commissioner's Office.

As a service we have provided critical support for public law childcare cases, with 24 court proceedings initiated since April 2024. We have assisted with housing obligations, including leases, tenancies, possession orders and advised on regeneration projects, including the Celtic Freeport, Neath Town Centre developments, and strategic planning agreements. This has also included the finalising of the Celtic Freeport Business Case and establishment of the Celtic Freeport Company Limited. With the Celtic Freeport currently awaiting Full Business Case approval.

We have continued to deliver comprehensive governance and monitoring services, with no successful legal challenges to contract awards or decision-making. We have commenced the implementation of the 2024/2028 Procurement Strategy with a focus on sustainability, decarbonisation, and socially responsible procurement.

Officers have supported 121 democratic services meetings, implemented a new scrutiny model, and facilitated task-and-finish groups on diversity in democracy, member harassment and other such areas. Officers have coordinated elections for the South Wales Police and Crime Commissioner and UK Parliament, while preparing for Senedd electoral reforms in 2026.

Lastly, we have maintained high compliance with statutory deadlines, including 98.8% of local land searches registered within 10 days and 100% of Licensing Act applications processed on time. We have fulfilled legal requirements and met targets in respect of registration of births, marriages and death with high praise from the General Register Office for exceeding averages and conducted compliance inspections for premises under licensing and animal welfare regulations.

Digital Services (Pages 20 - 24)

Work across the Digital Services Directorate continues at pace, with solid progress being made against the range of workstreams currently planned and in flight. As per the annual update to Cabinet on the 24 July 2024 ([Agenda item - Neath Port Talbot Digital, Data and Technology Strategy Review 2024: NPT CBC](#)), Digital Services has made considerable progress, providing a robust and sustainable DDaT service and pipeline of digital delivery to underpin council service delivery.

Given the current pressures the council is facing, the importance of digital services in service delivery, transformation and efficiency cannot be underestimated. Through our DDaT strategy, we remain committed to continually investing in the council's DDaT capabilities to ensure we can successfully meet our current and future challenges.

The Division is currently in the process of onboarding a new Digital Transformation Team on an initial 2-year basis. This exciting new team will play a pivotal role in driving business process mapping and optimisation, business transformation, and efficiency improvement initiatives across the council. They will have expertise in analysing highly complex workflows, identifying business opportunities to transform by using the right technology including automation, and documenting ways of working. They will be instrumental in transforming and modernising the council.

General progress across the major programmes of work via the Digital Transformation Pipeline remain largely on track, with almost all business-as-usual performance measures reporting as 'on-track'.

People & Organisational Development

Priorities	Half Year Progress	April - September 2024 Summary of Progress
Delivery, monitoring and review of the Future of Work, Strategic Workforce Plan 2022/2027	On-track	Review of Strategic Workforce Plan - Year 2 Delivery Plan is underway and will be presented to CDG on 19th February 2025 and Personnel Committee on 10th March 2025. As well as considering whether we have done what we said we would do, the review will consider the impact of actions, and also what actions we need to take forward into Year 3 of the Strategic Workforce Plan. Key stakeholders will be involved in the review process, including trade unions, employees and managers at all levels. The review will consider the workforce priorities set out in the plan and whether they remain relevant and fit for purpose.
Incident Management Review: Implementation of agreed recommendations	On-track	The review process involved key stakeholders across the council as well as reference to legislation, guidance and best practice. A report has been prepared for presentation at Corporate Directors Group before Christmas, to consider the recommendations for approval at Cabinet.
Delivery, monitoring and review of exercising and training events programme for all command levels across the council and for our partner agencies	On-track	The review process involved key stakeholders across the council as well as reference to legislation, guidance and best practice. A report has been prepared for presentation at Corporate Directors Group before Christmas, to consider the recommendations.
Delivery, monitoring and review of exercising and training events programme for all command levels across the council and for our partner agencies	On-track	The review process involved key stakeholders across the council as well as reference to legislation, guidance and best practice. A report has been prepared for presentation at Corporate Directors Group before Christmas, to consider the recommendations. Delivery of the 'Introduction to Incident Management' course has begun with 8 council services participating as of October 2024.
Delivery, monitoring and review of Business Continuity Strategy	On-track	The review process involved key stakeholders across the council as well as reference to legislation, guidance and best practice. A report has been prepared for presentation at Corporate Directors Group before Christmas, to consider the recommendations for approval at Cabinet. A number of services have requested workshops to support completion, and a session on Business Continuity Management has been added to the 'New and Curious Managers' training course.
Delivery, monitoring and review of Emergency Preparedness and Resilience Strategy	On-track	The review process involved key stakeholders across the council as well as reference to legislation, guidance and best practice. A report has been prepared for presentation at Corporate Directors Group before Christmas, to consider the recommendations for approval at Cabinet.
Delivery, monitoring and review of Protective Security and Preparedness Strategy	On-track	The review process involved key stakeholders across the council as well as reference to legislation, guidance and best practice. A report has been prepared for presentation at Corporate Directors Group before Christmas, to consider the recommendations for approval at Cabinet.

People & Organisational Development

Priorities	Half Year Progress	April - September 2024 Summary of Progress
Ongoing development of iTrent, to improve employee management processes, data collection and reporting.	On-track	Manager Self Service for Sickness absence has been deployed across the council. This has resulted in access to up to date and real time data in relation to sickness absence. Further automation within iTrent surrounding iTrent sickness absence notifications/prompts is planned to be in place by the end of Quarter 4 2024/2025. Annual Leave management via iTrent is also being deployed to sections on a first come first served basis.
Implementation of PowerBi to support the development of our People Analytics capability and evidence based employment strategies.	On-track	The People Analytics team have all received training in Power BI. The team are beginning to use Power BI to present data in dashboard form. There are plans to utilise the People Analytics platform to analyse workforce data in decision making processes.
Delivery, monitoring and review of the Talent Management Forward Work Programme	On-track	The forward work programme was signed off by Corporate Director Group in April 2024, link provided below. Talent Management Team Forward Work Programme
Review of the HR Operating Model and development of HR Business Partnering	On-track	Initial discussions on how we can move to the Business Partner model have commenced.
Review of Sickness Policy and Processes and digitalisation of associated resources	On-track	Feedback has been gathered from managers, trade union representatives, HR and Occupational Health Officers. Relevant policy or procedural changes have been drafted in response to the views gathered. The proposed procedural changes have been discussed with the trade unions as well as occupational health prior to meeting with the management representatives. Meeting to be held November/December.
Implementation of actions recommended by external Equal Pay Audit	Not Started	This work has not yet commenced.
Delivery, monitoring and review of an action plan to improve data collection and provision of training across the Regional Social Care Workforce Development Partnership	On-track	Meeting held in Quarter 1 with partners to improve data on training activity and training needs across the sector. Action Plan has now been produced and is being implemented during quarter 2. Meeting planned in Q3 to feedback on progress to date. Social Care Wales Data Collection exercise has been delayed.
Delivery, monitoring and review of Thingi Learning Management System	On-track	On-going team testing and system preparation – due to go out for wider testing in quarter 3.

People & Organisational Development

Priorities	Half Year Progress	April - September 2024 Summary of Progress
Delivery, monitoring and review of the council's internal apprenticeship programme.	On-track	<p>Delivery of internal Modern Apprenticeships progressing well.</p> <p>Quarter 1: 17 new starts, of which 8 are employed staff upskilling using apprentice funding and 9 new apprentices.</p> <p>Quarter 2: 25 new starts, of which 3 are new Apprentices (SPF) and 22 internal staff upskilling.</p> <p>NB. This includes 12 MAs, funded via SPF ACHIEVERS 1 x Project Management Level 4 – Education, Leisure and LL 2 x Management Level 5 - SWTRA 1 x Business Admin Level 4 - Environment & Regeneration.</p>
Delivery, monitoring and review of health and safety management information	On-track	<p>Data is continually being recorded, monitored and reviewed by the Health and Safety team. Health and Safety management information is now being made available on a quarterly basis via the Workforce Information Teams channel. Accident statistics are provided to Senior Management Teams in each Directorate as well as being shared with Trade Unions and Managers at Joint Consultative Groups (JCG's) and Health and Safety Committees.</p>
Review Responsible Persons in partnership with the Facilities Team	On-track	<p>The Responsible Persons Health and Safety Procedure was reviewed in August. The list of Responsible Persons throughout the Authority is currently being updated by Property and Regeneration and Heads of Service have been asked to ensure appointment letters are issued and signed, which will demonstrate that the Responsible Person for each building acknowledges their duties and undertakes the necessary training to be able to fulfil their role.</p>
Develop a Health and Well-being Strategy for the council	On-track	<p>Work on this Strategy has commenced with ongoing dialogue with all contributing sections.</p>
Embed a health and safety culture through the delivery of an awareness campaign	On-track	<p>Awareness campaign to commence in the new financial year.</p>
Delivery, monitoring and review of the council's Communications and Marketing function to support the development and implementation of a Communications and Marketing Strategy	On-track	<p>To deliver this priority, due to the lack of capacity in house, we have appointed Westco to undertake the review. Westco, is a trading company of Westminster City Council and works in public sector communications and has conducted more than 40 reviews across central and local government, fire authorities, the NHS, and police forces. The purpose of this review is to set out a clear roadmap for improvement with the aim of delivering a corporate approach (council wide) to Communications and Marketing.</p> <p>The key outputs of the review will be:</p> <ul style="list-style-type: none"> • recommendations for a council wide communications and marketing function which is sustainable, effective and provides value for money • a communications and marketing strategy which is fully aligned with the council's Corporate Plan <p>The work started in September and is scheduled to be completed by the end of May 2025.</p>

People & Organisational Development

Priorities	Half Year Progress	April - September 2024 Summary of Progress
Phase 2 review of Customer Services	On-track	<p>The Customer Services Team deal with calls from colleagues relating to Building Maintenance. These are from council owned establishments/buildings (including schools, libraries, leisure centres, civic centres, business centres, car parks etc). reporting that repairs are required.</p> <p>On average the team deal with 4,500 such calls per year.</p> <p>Demand and process analysis identified an opportunity to make improvements around this process.</p> <p>A business case was put forward to look at this piece of work and the team have been working with the Digital and Building Services teams to identify a solution. The primary aim is to reduce the number of telephone calls, both inbound calls logging new requests and outbound follow-up calls. This will eventually create capacity to respond to missed calls, currently averaging at around 600 per month. The first phase of this work is a self-service approach to reduce inbound calls i.e. contact from colleagues reporting repairs. The customer services team are currently trialling a new online form approach, with estimated implementation in December.</p> <p>The second phase will be about developing a solution to reduce outbound chaser call contact where customer services staff have to liaise with external contractors.</p>
Development, delivery, monitoring and review of a Consultation and Engagement Strategy	On-track	<p>Work has begun on developing a Consultation and Engagement Strategy for the council, together with an employee toolkit, which will set working standards for consultation and engagement activity.</p> <p>This has not progressed at the anticipated pace due to the lack of capacity and the delivery of other priorities within team. However, with a recent appointment into the role of Senior Corporate Engagement Officer it is anticipated that this work will be delivered by 31st March 2025. The strategy and toolkit are being developed with input from the NPT Community of Practice (CoP) on Involvement and Engagement. Earlier in the year, CoP members took part in a workshop to scope the contents for both the strategy and toolkit. The CoP has also undertaken an exercise to produce an updated stakeholder map to be included as part of the toolkit.</p> <p>An important element of the strategy and toolkit will be to support officers undertaking consultation and engagement work on behalf of the council to meet statutory obligations and gather relevant information to inform our Integrated Impact Assessment tool, including Welsh Language Standards. Two training sessions took place in October 2024 on Consultation and the Welsh language. The sessions completed the enforcement actions in the decision notice on complaint CS114 (proposed establishment of an English medium school in the Swansea Valley).</p>

People & Organisational Development

Priorities	Half Year Progress	April - September 2024 Summary of Progress
<p>Review of the council's Corporate Performance Management Framework, implementing arrangements that ensure the council is able to demonstrate delivery of the Corporate Plan</p>	<p>On-track</p>	<p>Good progress has been made in establishing a revised framework. This has included the formation of a Strategic Planning & Performance Group chaired by the Director of Strategy and Corporate Services which has been established to:</p> <ul style="list-style-type: none"> strengthen our approach to corporate planning and performance management across the council. ensure Directorate Management Teams and accountable managers are fully informed and engaged on the corporate planning and performance management requirements and timescales. ensure there is an effective and streamlined performance management framework that meets the needs of all directorates and all of our statutory obligations. <p>The membership of the Group is senior officers who sit on the respective Directorates Management Teams. A key output from the work highlighted above is a 6 monthly progress report demonstrating delivery of the council's Corporate Plan which will be presented to Cabinet and Scrutiny Committees during November and December 2024.</p>
<p>Review of the council's approach to self-assessment for 2024 / 2025</p>	<p>On-track</p>	<p>This work has been delayed due to lack of capacity and other priorities to be delivered by the Corporate Policy, Performance and Engagement Team. However, following the appointment of additional capacity this work will be a priority in early 2025 to inform the approach to the council's self-assessment for 2024/2025.</p>
<p>Review of Strategic Risk Management</p>	<p>On-track</p>	<p>As part of the review of the council's approach to Strategic Risk Management, a number of improvements have been made to the format of the Strategic Risk Register. To enable ease of monitoring each risk is now set out on its own page, setting out the risk description, mitigating actions, owner's comments and both the inherent and revised risk scoring. To further strengthen the risk register the set of mitigating actions have been split into risk controls and mitigating actions.</p> <p>In addition, a Risk Appetite Statement has been developed. The council recognises that to achieve the ambitions set out in its Corporate Plan it will need to take risks. The Risk Appetite Statement acknowledges this fact, setting out how the council balances the risks and opportunities in pursuit of delivering the well-being objectives and strategic priorities and associated plans and strategies contained within the Corporate Plan.</p> <p>The Risk Appetite Statement is a key element of the council's Code of Corporate Governance and the Strategic Risk Register has been updated to reflect the risk appetite set out in the Statement.</p>

People & Organisational Development

Priorities	Half Year Progress	April - September 2024 Summary of Progress
Delivery, monitoring and review of the Code of Corporate Governance	On-track	<p>The purpose of the Code of Corporate Governance is to state the importance to the council of good corporate governance and sets out the council's approach, systems, documents and processes in place to achieve and maintain good corporate governance.</p> <p>This Code demonstrates the council's recognition of the fact that effective local government relies upon establishing and maintaining the confidence and trust of local people which is built and maintained through competence, reliability and honesty, as well as the building of genuine and sound relationships between the council and the communities it serves across Neath Port Talbot.</p> <p>The council's Corporate Governance Group has a key role in overseeing and promoting good governance practices. The Group is made up of senior officers from across the council and is chaired by the Director of Strategy and Corporate Services. The Code provides the Corporate Governance Group with a framework to monitor, review and update key governance documents and processes whilst assessing effectiveness of governance practices, monitoring compliance and providing recommendations for further improvement.</p> <p>To facilitate the above, a control sheet has been developed which lists all the systems, documents and processes in place across the council. Work is underway with members of the Corporate Governance Group to determine when the listed systems, documents and processes were last reviewed to inform a programme of review work to ensure they remain up to date and fit for purpose.</p>
Conclude the review of the 3rd Sector Compact	On-track	<p>Good progress has been made in reviewing the Compact between the council and the Voluntary and Community Sector. The review has been undertaken in collaboration with the 3rd sector and a draft revised Compact has been developed. Over the next few months, further work will be undertaken on the draft with a final version in place by 31st March 2025.</p>
Review of the oversight arrangements that support the delivery of the council's Strategic Equality Plan 2024/2028	On-track	<p>Good progress has been made in reviewing the Compact between the council and the Voluntary and Community Sector. The review has been undertaken in collaboration with the 3rd sector and a draft revised Compact has been developed. Over the next few months, further work will be undertaken on the draft with a final version in place by 31st March 2025.</p>

People & Organisational Development

Priorities	Half Year Progress	April - September 2024 Summary of Progress
<p>Develop Cost of Living / Poverty Prevention Partnership Action Plan, to deliver actions that produce tangible impact</p>	<p>On-track</p>	<p>The Cost of Living & Poverty Prevention Partnership’s (COL&PPP) Steering Group are currently developing an Action Plan, which reflects the wider Partnership’s spring workshop participant feedback (obtained via a horizon scanning exercise).</p> <p>The Action Plan is framed around The Bevan Foundation solutions from the NPT Poverty Report (January 2020) and currently has four focus areas. Steering Group Partners are now proposing actions they could take to deliver on these focus areas. Actions include maximising income (e.g. utilising comms channels to raise awareness of the help and support available, targeted Low Income Family Tracker (LIFT) campaigns to increase benefit take-up – see example provided below) and reducing living costs (e.g. providing advice on how households can save money).</p> <p>The plan is being supported by a Swansea Bay University Health Board Public Health Consultant, utilising the Shaping Places for Well-being in Wales thinking methodologies (e.g., context mapping), so that partners are identifying and committing to a series of medium to long-term actions they can take within their ‘sphere of influence’ to tackle poverty in the county borough.</p> <p>Example - The LIFT database has been used successfully in 2024 to undertake a targeted Pension Credit campaign. Utilising the data, policy officers have written directly to individuals identified as eligible for Pension Credit but not yet claiming the benefit; the letter encourages these individuals to contact the council’s Welfare Rights Team to make a claim. To date (end of Sep-24), the LIFT database can identify successful Pension Credit claims worth a total of over £278k each year.</p>

People & Organisational Development

Performance Measures	Half Year Progress	2024/2025			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of new employees joining the council	On-track	195	297	N/A	N/A
Employee Turnover rate	On-track	1.4%	4.2%	N/A	N/A
% of employees who leave the council whether on a voluntary or involuntary basis during the year	On-track	2.7%	4.5%	N/A	N/A
% of employees who leave the council during the year, initiated by the council	On-track	31%	27%	N/A	N/A
% of temporary employees who leave the council during the year, initiated by the council	On-track	22%	42%	N/A	N/A
% of temporary employees who leave the council during the year, initiated by the employee	On-track	78%	58%	N/A	N/A
% of permanent employees who leave the council during the year, initiated by the council	On-track	34%	19%	N/A	N/A
% of permanent employees who leave the council during the year, initiated by the employee	On-track	66%	81%	N/A	N/A
Number of employees (excluding teachers) on formal recognised apprenticeship schemes	On-track	230	255	N/A	N/A
Number of employees (excluding teachers) on formal recognised apprenticeship schemes	On-track	58%			
% of employees that would agree / strongly agree that they will recommend NPT Council as a great place to work (annual employee engagement survey)	On-track	67%			
Number of Mental Health First Aid Champions across the Authority	On-track	33	33	N/A	N/A
Number of Accidents/Incidents reported	On-track	211	165	N/A	N/A
Number of lost time Accidents reported	On-track	19	14	N/A	N/A
Increase % of accountable managers who have an up-to-date Business Continuity Plan in place (a plan reviewed / updated within the last 12-month period)	On-track	23%	45%	N/A	N/A
Increase % of employees who have completed mandatory training courses (cumulative as at 'end of period') * GDPR Health and Safety Manual Handling Prevent Duty Training Safeguarding VAWDASV Welsh Language Awareness	On-track	53% 11% 37% 20% 70% 48% 24%	58% 16% 44% 23% 83% 53% 30%	N/A	N/A

People & Organisational Development

Performance Measures	Half Year Progress	2024/2025			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of employees who self-report as fluent or fairly fluent Welsh speaker / writer.	On-track	182	191	N/A	N/A
Number of employees who self-report as fluent or fairly fluent Welsh speaker.	On-track	129	130	N/A	N/A
Number of employees who self-report as a Welsh learner.	On-track	807	806	N/A	N/A
Number of employees who self-report as little or no knowledge of the Welsh language	On-track	3954	3900	N/A	N/A
Number of employees who prefer not to say or have not reported their welsh language status	On-track	440	451	N/A	N/A
Number of Welsh Language Complaints received by the council via the Welsh Language Commissioner	On-track	0	0	N/A	N/A
Reduce average time (seconds) to answer calls in Welsh	Off-track	45	77	N/A	N/A
Reduce average time (seconds) to answer calls in English	Off-track	50	81	N/A	N/A

Legal & Democratic Services

Priorities	Half Year Progress	April - September 2024 Summary of Progress
Provide support to Transport colleagues and undertake procurement advice and support in respect of home to school transport contracts	On-track	Officers of the procurement directorate have facilitated the tender processing on Sell2Wales to enable the recent procurement activities to go ahead.
Provide legal advice to Education Directorate and oversee contract delivery of new build schools.	On-track	Work continues to be undertaken with a focus on contractual arrangements for new programmes as well as advising on Strategic School Improve Plan and the ongoing School Reorganisation Code amendments which are presently out for consultation.
Undertake prosecution work on behalf of Education Directorate in respect of non-attendance at schools.	On-track	<p>The Education Act 1996 states that parents must ensure that their children of compulsory school age receive appropriate full-time education according to their age, ability and aptitude. Under the Section 576 of the Education Act, any person who has care of a child – whether or not they are the parent – or who has parental responsibility, is deemed to be 'a parent' and is therefore responsible for ensuring regular school attendance.</p> <p>In the last six months, 27 prosecutions have been considered and actioned by Legal and Democratic Services. Work continues in this area to support Children Services, as of the 30th October 2024, there are currently 24 cases considered in the last 6 months which have seen court proceedings considered or issued. The nature of the work however is that there is ongoing support and provision of legal advice to children's services as part of meeting their legal obligations.</p>
Provide legal support to Housing and Community Safety in respect of housing obligations and undertake any conveyancing work appropriate to meeting needs.	On-track	Work ongoing with further development of processes in respect of provision of homelessness support with advice being provided on the establishment of appropriate documentation templates and general advisory work
Provide legal support to social services directorate and undertake any adult safeguarding legal work as required.	On-track	Work continues to support social services in their transformation programme work, which has included support in respect of contractual, property and safeguarding matters.
Provide legal support in respect of the acquisition of land, highways work, planning work to meet regeneration obligations	On-track	Officers continue to advise on all aspects of regeneration work, which included works projects in respect of Homes as Power Stations (City Deal), the Celtic Freeport Business Case, Neath Town Centre developments and associated property acquisition and leases as well as a number of planning agreements and highways agreements in respect of developments in the Neath Port Talbot locality.

Legal & Democratic Services

Priorities	Half Year Progress	April - September 2024 Summary of Progress
<p>Ensure a procurement strategy and delivery plan are in place to ensure sustainability and decarbonisation is at the heart of procurement processes</p>	<p>On-track</p>	<p>Officers have overseen the agreement and implementation of the Procurement Strategy agreed in September 2024, which aims to provide an overarching framework to ensure a joined up consistent approach to the delivery of our procurement goals and ensuring sustainable procurement that is socially responsible and that encapsulates the national, regional and Neath Port Talbot strategic drivers. Seven key priorities and socially responsible procurement objectives have been identified that represent our values and beliefs and ensure we are improving the economic, social, environmental, and cultural wellbeing of our community. The Procurement Strategy Delivery Plan for 2024-2025 is the first delivery plan for the delivery and implementation of the new procurement strategy 2024-2028. It includes the actions which are required to introduce a new way of working associated with procurement reforms. Update reports will be brought to members in Spring 2025.</p> <p>The delivery plan for 2024-2025 focuses on the formation of an operational model to outline how our activities, resources and processes will function to deliver on the socially responsible procurement objectives.</p>
<p>Provide legal advice and support to all service areas in respect of contractual advice, property advice, regulatory advice and general governance advice to achieve a strong tourism, leisure and culture offer</p>	<p>On-track</p>	<p>Work has been ongoing in this area to support the development of a strong, tourism, leisure and culture offer. This has included advising on council related policies and protocols, providing bespoke agreements for events within the Neath Port Talbot area (i.e. Aberavon Seafront and Neath Fair) and providing a range of templates agreements for event management.</p> <p>Ongoing support is given to our Safety Advisory Team in respect of legal obligations whilst at the same time generic advice is provided to officers in respect of all aspects of service delivery.</p> <p>Specific programmes of work have included advising on the Celtic Leisure contractual arrangements following the recent decision taken by Cabinet to pursue an option for an extension</p>
<p>Oversee the legal arrangements necessary to establish the Celtic Freeport and its operation.</p>	<p>On-track</p>	<p>Significant work has been undertaken over the last six months to conclude the Outline Business Case and Full Business Case which required significant legal involvement. Celtic Freeport Company Limited has also been incorporated and established and we now await approval of the Full Business Case before the delivery can begin.</p> <p>A Public Funds Committee and Scrutiny Committee has also been established to oversee the public investment opportunities that the Freeport programme brings.</p> <p>Work continues to ensure Neath Port Talbot Council can fulfil its role as Accountable Body.</p>
<p>Provide legal advice and act as Monitoring Officer to the South West Wales Corporate Joint Committee</p>	<p>On-track</p>	<p>The monitoring officer is a statutory officer responsible for the legal governance of a corporate joint committee and the Head of Legal Services of Neath Port Talbot fulfils the role for the South West Wales Corporate Joint Committee.</p> <p>The fundamental purpose during this current financial year has to been to ensure appropriate governance arrangements and the constitution of the Corporate Joint Committee remains legally sound to enable delivery of strategic objectives to be set.</p>

Legal & Democratic Services

Priorities	Half Year Progress	April - September 2024 Summary of Progress
Provide ongoing democratic services support to the South West Wales Corporate Joint Committee and City Deal Scrutiny Committee	On-track	<p>Democratic Services works to ensure that the democratic process is administered correctly in the South West Wales Corporate Joint Committee. This includes meeting both local and legal requirements. The team have continued to:</p> <ul style="list-style-type: none"> • Provide information for members of the public about councillors and our meetings. • Give advice to the CJC about the formal decision-making process. This includes maintaining a Forward Plan of future decisions. • Support the Overview and Scrutiny function which looks at CJC decisions and keeps an overview of what the CJC does. <p>16 meetings have been serviced in the last six months.</p>
Provision of Legal advice and support to all areas of council services to ensure legal compliance can be achieved in meeting wellbeing objectives	On-track	<p>In the last six months advice has been provided in a wide number of areas along with specific transactional work in all service areas amounting to 438 files opened. There are currently ongoing 2,765 specific files opened with work ongoing (though some are historic).</p> <p>These figures though do not take into general adhoc advisory work.</p>
Provision of a Democratic Services function to ensure decision making is taken in a legal manner and meets democratic requirements and members are supported to ensure they can take decisions at the appropriate time that are safe and legal.	On-track	<p>The team have continued to:</p> <ul style="list-style-type: none"> • Provide information for members of the public about councillors and our meetings. • Process questions from the public for Full Council. • Give advice to councillors and officers about the formal decision-making process. This includes maintaining a Forward Plan of future decisions. • Support the Overview and Scrutiny function which looks at Cabinet decisions and keeps an overview of what the Council does. • Maintain and update our Constitution. This helps govern how the elected councillors and the Council interact. • Support councillors, including directing to other services and external bodies. <p>121 meetings have been serviced in the last six months, representing a combination of cabinet/council/committees and member seminars.</p> <p>The team have implemented the changes to the scrutiny model agreed at Full Council in May 2024 and will facilitate a review moving into 2025.</p> <p>The team have also undertaken two task and finish groups in respect of diversity in democracy (continuing at present) and member harassment and support.</p>
Provision of a statutory licensing, commons and rights of way of service to ensure legal obligations are met and safeguarding is paramount in activities	On-track	<p>The team have overseen all aspects of regulatory work in respect of licensing, commons and rights of way in the last six months, processing 477 applications in various areas such as taxi licences, special procedures, and alcohol licences.</p> <p>As well as they have been implementing the forthcoming special procedure legislative changes to ensure appropriate systems are in place.</p> <p>The team have also undertaken a series of regulatory inspections in major events such as InItTogether and other public events to monitor compliance.</p>

Legal & Democratic Services

Priorities	Half Year Progress	April - September 2024 Summary of Progress
Provision of an electoral registration service to ensure local people are able to participate in democratic service processes	On-track	<p>The programme of work over the last six months has been to focus on meeting key obligations in respect of the South Wales Police and Crime Commissioner Elections (to which Neath Port Talbot Council acted as the Regional Coordinators) and the UK Parliamentary Elections in 2024.</p> <p>Officers have also engaged in the annual canvas to ensure all those eligible to vote are afforded the opportunity to be registered.</p> <p>At the same time officers have contributed to preparing the Council for Electoral Reform in respect of the Senedd Elections in 2026 whilst contributing to council priorities such as Diversity in Democracy, Local Democracy Week and the Participation Strategy.</p>
Provision of a procurement service to ensure commissioning achieves corporate aims and is legally compliance	On-track	<p>Officers have overseen the agreement and implementation of the Procurement Strategy agreed in September 2024. The Procurement Strategy Delivery Plan for 2024-2025 is the first delivery plan for the delivery and implementation of the new procurement strategy 2024-2028. It includes the actions which are required to introduce a new way of working associated with procurement reforms. Update reports will be brought to members in Spring 2025.</p>
Provision of a local land charge service to meet legal requirements and help facilities regeneration and conveyancing processes in the county borough	On-track	<p>The cumulative figures for Quarter 2 (April to September) are 647 searches undertaken with received with 639 completed within target. Overall 98.80 % completed in time. This was a very slight improvement on the percentage for the same period for 2023/2024 where 581 out of 590 searches were completed within 10 working days. (98.50%)</p> <p>An average of 3 working days return time was achieved this year, the same response time as for same period last year. Numbers of requests have increased slightly possibly due to the current housing market climate and the first two quarters reported on are over the Spring/ summer time.</p> <p>At the same time officers are working with Digital Services Colleagues as part of the implementation of a new system to record environmental information.</p>
Provision of a statutory registration service to meet legal obligations and ensure individuals are afforded a choice in respect of services in respect of birth, death and marriage registration	On-track	<p>7 births registered; all were registered within 42 days – 100% The number remained very low due to Neath Port Talbot Birthing Centre remaining closed until beginning of September 2024. However, the birthing centre has now reopened, and we are again beginning to register more births within NPT district.</p> <p>207 deaths registered with no coronial involvement (of which, 120 deaths were registered within 5 days of death). Delays occurred due to late issue of paperwork from GP's (predominantly due to part-time doctors/leave/time pressures) and following initial phased introduction of the Medical Examiners Service delays related to additional scrutiny from the Medical Examiners Service before GP/Medical Doctor was permitted to issue paperwork.</p> <p>Following the statutory introduction of the Medical Examiners Service (9th September 2024) under new processes there is a requirement for all deaths to be scrutinised by the Medical Examiner before issue of paperwork to the registrar (with the exception of deaths referred to HM Coroner for post-mortem/ for either open investigation by HM Coroner or Inquest into the death). The KPI/measure previously applicable to death registration related to registration of a death within 5 days of the death, the new KPI/measure related to 'The date Medical Examiners report received by the register office (date issued by Medical Examiners)'</p>

Legal & Democratic Services

Priorities	Half Year Progress	April - September 2024 Summary of Progress
<p>Provision of a statutory registration service to meet legal obligations and ensure individuals are afforded a choice in respect of services in respect of birth, death and marriage registration - <i>continued</i></p>		<p>This is a more achievable measure and will see improved statistics for the local registration service, however typically the date of registration now , is around 2 weeks after death, causing delay in the death journey process for bereaved families</p> <p>248 marriage ceremonies have also taken place in the Register Office and our Approved Premises with 3 additional Approved Premises becoming available in the last 6 months.</p> <p>Officers continue to work on enhancing service provision through creating a larger marriage room (facilitating income generation) and further development our celebrant services.</p>
<p>Provision of a Monitoring Officer service to ensure legal compliance and ethical behaviours in decision making</p>	<p>On-track</p>	<p>The Monitoring Officer is a statutory officer responsible for ensuring legal compliance and ethical behaviours in decision making"</p> <p>To date no reports have been issued pursuant to these matters relating to maladministration or illegal/unlawful activities. Ongoing advice is provided to elected members and officers, along with advising the Standards Committee to ensure appropriate standards of behaviour are met.</p>
<p>Provision of a Data Protection Officer to ensure legal compliance in respect of the processing and handling of personal data by the council</p>	<p>On-track</p>	<p>Work of Data Protection Officer for the six month period has included:</p> <ul style="list-style-type: none"> • input to the development of corporate training and overseeing training for officers. • advice on policy review • reviewing DPIAs and signing them off • receiving notifications of data breaches, advising and overseeing investigations and adjudicating upon any reporting to the Information Commissioner’s Office • Information Commissioner’s Office liaison and correspondence with complainants • Providing ad hoc guidance, support, challenge and input to new issues • ‘Project’ input for example into new Social Services systems and Environmental Information systems • Developing and undertaking a programme of independent assurance work

Legal & Democratic Services

Performance Measures	Half Year Progress	2024/2025			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of successful judicial reviews or challenges to decision making	On-track	0	0	N/A	N/A
Number of successful legal challenges in the Courts to contract awards made by the council	On-track	0	0	N/A	N/A
Response to Freedom of Information requests dealt with by the Chief Executives Directorate and Subject Access Requests within the statutory defined periods <i>Note: Freedom of Information and Subject Access Requests which were outside of timescale were due to the requirement for a large volume of data to be collated from various sources resulting in delays, as well as one instance of staff absence which caused a delay in response.</i>	On-track	234 Freedom of Information requests received, of which: <ul style="list-style-type: none"> 193 were responded to within 20 days, (82% response rate within the 20 days). 32 responded to outside of the 20 days. 7 yet to be responded to. 7 Subject Access Requests were dealt with, of which: <ul style="list-style-type: none"> 4 dealt with within timescale 3 outside of timescale This gives 57% which were dealt with within timescales. 4 of the requests were coordinated responses.		N/A	N/A
Percentage of Local Government Electors (via routes) verified and registered to vote Route 1 – DWP and local data matching Route 2- Unmatched properties Route 3 – Properties of multiple occupation i.e. residential care homes and student accommodation	On-track	Annual Measure Total Number of Residential Properties - 69,352 Route 1 - 53,714 (77.45%) Route 2 - 13,432 (19.36%) Route 3 - 2,206 (3.20%)			
Percentage of standard searches carried out within 10 working days Target - 96%	On-track	647 searches received 639 completed 98.80%	<i>Average of 3 working days return time</i>	N/A	N/A
Number of fines imposed by the Information Commissioners Office in respect of data breaches	On-track	0	0	N/A	N/A
Percentage of births registered within 42 days <i>Note: The number remained very low due to NPT Birthing Centre remaining closed until beginning of September 2024. However, the birthing centre has now reopened, and we are again beginning to register more births within NPT district – It is anticipated that birth numbers will increase due to the continued pressure on Singleton consultant led maternity department and temporary closure of the Princess of Wales maternity department, due to current refurbishment</i>	On-track	7 births registered 100% within 42 days		N/A	N/A
Percentage of still births registered within 42 days <i>Note: mothers typically will deliver stillborn babies within a consultant led maternity department (Singleton/Bridgend)</i>	On-track	0		N/A	N/A
Percentage of deaths (with no coronial involvement) registered within 5 days <i>Note: Explanation included on page ? in relation to delays</i>	On-track	207 deaths registered, of which, 120 deaths were registered within 5 days of death		N/A	N/A
Percentage of Licensing Act 2003 applications completed within statutory timescales.	On-track	100% (211 applications completed) New premises - 9 Vary premises - 3 Vary DPS - 37 Transfers - 15 Minor Variations - 4 TENS - 143		N/A	N/A

Legal & Democratic Services

Performance Measures	Half Year Progress	2024/2025				Scrutiny Committee
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Percentage of premises licensed under the Gambling Act 2005 receiving at least one compliance inspection	On-track	Annual Measure with inspections taking place in spring 2025				Community, Finance & Strategic Leadership
Percentage of premises authorised for firework storage receiving at least one compliance inspection	On-track	Annual Measure with inspections taking place throughout the year				
Percentage of animal welfare (dog breeding, animal boarding, pet shops, riding establishments) licensed premises receiving at least one compliance inspection	On-track	Annual Measure with inspections taking place throughout the year - There were 6 inspections carried out between April and September out of 58 registered premises which would be due a compliance inspection. Registrations are renewed annually therefore most will be coming up for inspection in the following quarter.				

Digital Services

Projects	Half Year Progress	April - September 2024 Summary of Progress
Think Family partnership - system replacement (DTB-00082)	On-track	<p>Information - Actions that result in the improvement in the collection, collation, classification and storage of the council's Information/data (i.e. adding predefined drop down selections for data entry, reducing keying errors).</p> <p>Service - Where there is a direct improvement in service to Residents, Businesses, Elected members, staff or visitors (i.e. the ability for residents to apply for or access a service online).</p>
Digital Services Service Desk review and reset - including Incident, Change and Problem, along with Asset management (DTB-00019)	On-track	<p>FTE - Service/Call Handling' Single Source of Data; Improved Data Capture; ' Cloud Hosted Infrastructure; Streamlined Services; Self Service System; Integrated Working' Rationalise On-Premise Infrastructure' Improved IG; Cyber Security Risk mitigation;</p>
On Premise Data Centre Infrastructure Modernisation Programme (DTB-00020)	On-track	<p>Reduced On-Premise running costs' ' Cloud Hosted Infrastructure (where appropriate); Leverage technology capability' Rationalise On-Premise Infrastructure; Modernise On-Premise Infrastructure' Improved IG; Cyber Security Risk mitigation; Hardware/Software Risk Mitigation; Support Compliance</p>
NPT unified comms business case and roadmap (DTB-00043)	On-track	<p>FTE - Service/Call Handling' Improved data capture; Improved reporting' Cloud Hosted Infrastructure (Contact Centre); Integrated Working' Rationalise On-Premise Infrastructure' Improved call flow and handling; Improved Citizen Experience; Improved IG</p>
Freedom of Information streamlining (DTB-00048)	On-track	<p>A Single database to hold all requests , Analysis , Data Quality , Lean process , User centred design, adherence to the TOM and standards. , Proactive sharing of data</p>
Training - Learning Management System (DTB-00120)	On-track	<p>Providing support for the implementation of a new learning management system that will be integrated within the existing HR platform.</p>
Implementation of GOV.UK Pay to replace existing online payments (DTB-00046)	On-track	<p>Standardised Processes, Streamlined Processes , Do more with existing resources / the same with reduced resources.</p>
Blue Badges - Platform Modernisation and Automation (DTB-00060)	On-track	<p>Information - Actions that result in the improvement in the collection, collation, classification and storage of the council's Information/data (i.e. adding predefined drop down selections for data entry, reducing keying errors).</p> <p>Service - Where there is a direct improvement in service to residents, businesses, elected members, staff or visitors (i.e. the ability for residents to apply for or access a service online).</p> <p>Reputational - Actions that remove or reduce the threat to the good name or standing of the council either directly, as the result of the actions of the council, indirectly, due to the actions of staff, or third party partners / suppliers (i.e. introducing cyber security measures to prevent the unauthorised access to information).</p>

Digital Services

Projects	Half Year Progress	April - September 2024 Summary of Progress
Think Family partnership - data linkage (DTB-00021)	On-track	Data linkage, efficiency and improved customer experience
SAB Enforcement and Appeals (PAID) (DTB-00004)	On-track	Improved data capture, standardised processes, improved compliance, streamlined processes, self-service systems, rationalised systems, improved process automation

Digital Services

Performance Measures	Half Year Progress	2024/2025			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
<p>Core System availability within core hours</p> <p>Target: 99.90%</p>	On-track	<p>99.9%</p> <p>The 0.1% differential relates to a controlled maintenance window within core time. This is necessary, to ensure the hosting servers are fully secured, patched and compliant. To achieve this, a designated hosting server will seamlessly migrate whatever back-office systems and services currently running on it, to a cluster of servers. During this time, council staff may experience a very slight performance degradation but there will be no system outage whilst it gets patched and reloaded.</p>		N/A	N/A
<p>NPT corporate Website User Satisfaction score</p> <p>Target: 90%</p>	On-track	<p>87.09%</p> <p>As part of our migration to a new website platform and template there has been a slight drop in user satisfaction whilst this major transformation project has taken place. We have also introduced a new reporting system Gov Metric during this quarter which has changed how user satisfaction is captured and measured which is also reflected in the lower than quarterly target score.</p>	<p>90.32%</p> <p>Satisfaction scores continue to increase following the introduction of Gov Metric which is providing far more detailed reporting across our website. The continued transformation of our website is slightly affecting our satisfaction score during this period, but this is estimated to reach the quarterly target following completion.</p>	N/A	N/A
<p>WCAG (Web Content Accessibility Guidelines) accessibility compliance score against 'AA' standard</p> <p>Target: 90%</p> <p>Note: New public sector accessibility regulations mean that all public sector websites must meet the 'AA standard'. The AA standard is part of the internationally recognised Web Content Accessibility Guidelines (known as WCAG 2.1) which sets recommendations for improving web accessibility.</p>	On-track	<p>98.66%</p> <p>Our website meets this AA standard. We use best practice accessibility tools to monitor our website for accessibility issues. All new digital services will meet accessibility standards.</p>	<p>99.4%</p> <p>Our ongoing commitment to ensure that our website meets accessibility compliance against the 'AA' standard is being highlighted as best practice with our council ranked in the top 20 most accessible council websites across the UK.</p>	N/A	N/A

Digital Services

Performance Measures	Half Year Progress	2024/2025			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
<p>NPT website Content score (Quality of content on the website)</p> <p>Target: 75%</p>	On-track	<p>89.93%</p> <p>We continue to write/develop website content that is easy to understand following guidance set by UK Government digital standards.</p>	<p>90.37%</p> <p>We have a program of work underway to ensure that all website content is written in a user centred way and follows UK Gov and Welsh Gov digital standards</p>	N/A	N/A
<p>Core Network availability within core hours</p> <p>Target: 99.90%</p>	On-track	<p>99.9%</p> <p>Even though we migrated to a new platform in June, core networking services remained fully operational, and all other systems have operated within 99.9% tolerance in this reporting quarter.</p>	<p>99.97%</p> <p>Since migration, core networking services remained fully operational, and all other systems have operated withing 99.9% tolerance in this reporting quarter.</p>	N/A	N/A
<p>Mean time to resolve Cyber Incident investigations - Suspicious activity</p> <p>Target: 20 hours</p>	On-track	<p>Multiple attacks attempted against our VPN and core routing services. The perimeter and associated protective technology blocked and quarantined all attacks, maintaining complete system and network integrity. No further incidents reported.</p>		N/A	N/A
<p>Percentage of all Digital Services Incidents resolved within 5 working days</p> <p>Target: 90%</p> <p>Note: We are currently working with our ITSM provider to enable reporting by incident priority to allow further performance analysis</p>	On-track	<p>91.3%</p> <p>The Service Desk managed a total of 5,334 incidents, of which 4,870 (91.3%) were resolved within 5 working days.</p>	<p>99.97%</p> <p>The Service Desk managed a total of 5,035 incidents, of which 4,718 (93.99%) were resolved within 5 working days.</p>	N/A	N/A
<p>Corporate website availability</p> <p>Target: 95%</p> <p>Note: The 0.1% differential for both quarters relates to a controlled maintenance window within core time. This is necessary, to ensure the hosting servers are fully secured, patched and compliant.</p>	On-track	<p>99.9%</p> <p>All component systems have operated within 99.9% tolerance.</p>	<p>99.9%</p> <p>Even though a hosting service was off-air for 30 mins, all remaining component systems have operated within 99.9% tolerance.</p>	N/A	N/A

Digital Services

Performance Measures	Half Year Progress	2024/2025			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
<p>NPT website Content score (Quality of content on the website)</p> <p>Target: 75%</p>	On-track	<p>89.93%</p> <p>We continue to write/develop website content that is easy to understand following guidance set by UK Government digital standards.</p>	<p>90.37%</p> <p>We have a program of work underway to ensure that all website content is written in a user centred way and follows UK Gov and Welsh Gov digital standards</p>	N/A	N/A
<p>Data outputs in the form of data analysis, data visualisation, data linkage, data quality assessments and action plans.</p>	On-track	<p>Activities include: completed an extensive data quality assessment and recommendations for the EIP team; provided social services with a list of demographic standards for various data elements and gave them a list of poor quality addresses that included telephone numbers for them to cleanse; data cleansing with street and address custodian, providing a file with discrepancies in address data to correct; carried out a data quality assessment of public health funerals data, with a data quality improvement plan and a view ready to be shared with the public</p>	<p>Activities include: Supporting significant reactive project to support Chief Executive undertake Sustainability Reviews (text analysis); analysed and reported on the DS staff survey; prepared reporting dashboards for social services as part of the new Social Care Case Management Platform; and developed a draft dashboard for address data quality and integration of CT and NNDR data with LLPG.</p>	N/A	N/A
<p>Service area satisfaction surveys</p> <p>Target: 80%</p> <p>Note: Continuously review how we are performing for our customers is showing overall good satisfaction for our performance.</p>	On-track	100%	95%	N/A	N/A
<p>Digital Services staff satisfaction survey</p> <p>Target: 95%</p>	On-track	<p>Annual activity conducted in April. This year's survey showed a slight reduction of 6% from 2023 this has been highlighted as staff wanting to be kept more informed and wanting more clarity on how their work delivers the new Digital Strategy. This is being addressed with a series of communications from the Chief Digital Officer and then continued throughout the year by the area heads and section managers.</p>			