

POLICY AND RESOURCES CABINET BOARD

9TH APRIL 2015

REPORT OF THE HEAD OF CORPORATE STRATEGY AND DEMOCRATIC SERVICES – KAREN JONES

CORPORATE STRATEGY AND DEMOCRATIC SERVICES BUSINESS PLAN

MATTERS FOR DECISION

WARDS AFFECTED: ALL

Purpose of Report

To seek endorsement from the Policy and Resources Cabinet Board to the Corporate Strategy and Democratic Services Department Business Plan for 2015/16.

Background

The Council introduced a revised Performance Management Framework in 2014/15. One of the requirements within that framework is the production of business plans by heads of service.

The timetable for finalising business plans covering the financial year 2015/16 is 31st May 2015.

The Plan appended, covers the functions of:

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

Discussions are taking place to determine whether responsibility for the Community Safety Team will continue to sit within the Departmental portfolio. A separate business plan covering the Community Safety Team will be produced in due course once the positioning of that function has been determined.

Equality Impact Assessment

A Screening Assessment has been carried out and that indicates that a full equality impact assessment is not required.

Forward Financial Plan Impacts

The Business Plan has been constructed on the basis of reduced budget allocations to be made available to the department over the period 2015/16-2017/18 as agreed by Council in January 2015.

Recommended

That the Cabinet Board endorses the Corporate Strategy and Democratic Services Department Business Plan for the financial year 2015/16 attached to this report.

Reason for Proposed Decision

To authorise the Corporate Strategy and Democratic Services Departmental Business Plan for 2015/16.

Officer Reporting:

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

Background Papers

- Business Plan 2014/15
- Cabinet – 10th September 2014 – Report of the Director of Finance and Corporate Services “Budget Savings Proposals 2015/16 – Corporate Services”

- Cabinet – 1st October 2014 – Report of the Corporate Directors’ Group “Budget Strategy for 2015/16 and beyond”
- Policy and Resources Scrutiny Committee – 13th October 2014 - joint report of the Chief Executive, Director of Finance and Corporate Services, Heads of Corporate Strategy and Democratic Services; ICT; Financial Service; Legal Services “Budget Strategy Proposals 2015/16”
- Policy and Resources Cabinet Board – 15th January 2015 – report of the Head of Corporate Strategy and Democratic Services “Budget 2015/16 – Corporate Strategy and Democratic Services”
- Council – February 4th 2015 – report of the Corporate Directors’ Group “Budget 2015/16”

COMPLIANCE STATEMENT

CORPORATE STRATEGY AND DEMOCRATIC SERVICES BUSINESS PLAN

(a) Implementation of Decision

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

(b) Sustainability Appraisal

Economic Prosperity	-	Negative
Education & Lifelong Learning	-	Positive
Better Health & Wellbeing	-	Neutral
Environment & Transport	-	Neutral
Crime & Disorder	-	Neutral

Other Impacts

Welsh Language	-	Positive
Sustainable Development	-	Positive
Equalities	-	Positive
Social Inclusion	-	Neutral

(c) Consultation

This item has been subject to external consultation as part of the wider budget proposals for the financial year 2015/16 and the outcome of that consultation has informed this report.

CORPORATE STRATEGY AND DEMOCRATIC SERVICES DEPARTMENT

BUSINESS PLAN 2015/16

INTRODUCTION

This business plan covers the period 1st April 2015 to 31st March 2016. The services and functions within the scope of the Plan are as follows:

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

COMMUNITY AND CORPORATE OBJECTIVES

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

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

The way the Council contributes to the delivery of the Single Integrated Plan is set out in the Corporate Improvement Plan. There are six improvement objectives for 2015/18:

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

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

SERVICE PURPOSE, VISION AND VALUES

The Corporate Strategy and Democratic Services department was formed in September 2013 when a number of functions were combined following a rationalisation of senior management portfolios. The following purpose, vision and values were created with the full involvement of the staff group and having undertaken a “what matters” exercise with key stakeholders.

Purpose:

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

Vision:

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

Values:

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

CONTEXT

The internal and external environments have been assessed in drawing up this plan. Key issues that will affect our service delivery in 2015/16 are as follows:

External

1. The Council will need to deliver further reductions in its net revenue expenditure and the department has been set savings targets of almost 40% in the next three years. Options for delivering CCTV services and Customer Services in more innovative ways at much lower cost will need to be priorities within the business plan in the next twelve months. Other, statutory functions, will need to be delivered at “good enough” standard and lowest cost. Opportunities to generate income will need to be fully explored.
2. Welsh Government is legislating to bring about changes in the operation of the Local Service Board, whilst also changing requirements in relation to Welsh Language and Sustainable Development. The department is responsible for ensuring the Council achieves compliance with these new duties and responsibilities.

3. The UK Government continues to roll out its welfare benefit reform programme. The Universal Credit programme begins its roll out in NPT during April 2015. The department has a lead role in preparing the borough for the changes and ensuring there is an appropriate corporate and partnership response.
4. Parliamentary elections take place in May 2015 with elections to the Welsh Government the following year. Alongside the introduction of individual electoral registration and the inevitable work that will be generated by any reorganisation of local government in Wales, 2015/16 is the start of a busy period for the Elections Team.
5. The Wales Audit Office Corporate Assessment of the Council in 2014 made a number of proposals for improvement which the department is responsible for implementing. This includes continuing improvements to: democratic arrangements; performance management; risk management and collaborative working. The work has been integrated into the Council's Corporate Improvement Plan to ensure it supports the delivery of the Council's agreed priorities.

Internal

1. The departmental headcount in 2015/16 will be 20% less than 2014/15. There has and will continue to be a focus on identifying the knowledge and skills each member of staff needs to have to carry out their roles – now and into the future. This is essential to ensure that the department retains the resilience to deliver the services and functions it is responsible and accountable for. The departmental staff survey will be enhanced in 2015/16 and the workforce development plan will be updated to reflect changes brought about by the reduction in funding.
2. There will be a renewed focus on understanding the needs and requirements of stakeholders to ensure the department is not over or under providing services within the reduced resource available. We will ensure that advice and support services to internal customers are remodelled so that more people are able to self-serve with a view to ensuring compliance at best value.
3. The importance of effective performance management will be underlined to ensure that staff understand what is expected and are equipped to fulfil those expectations. Performance management arrangements will also ensure the performance consequences of reducing expenditure are clear.

STAKEHOLDERS

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

Our workforce is also a key stakeholder. We will ensure that our workforce is clear as to what is required and supported through the changes that are needed. We have paid a lot of attention to supporting those staff who have left the Council under the Voluntary Redundancy Scheme and other arrangements. We will ensure that we are making the right investment in support for those staff who remain in the Council's employment.

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

ACHIEVEMENTS 2014/15

A review of the business plan for 2014/15 demonstrates that, on the whole, the department delivered the objectives set out in the business plan for the year.

Key achievements included:

- a) Leading the Council through its Corporate Assessment by the Wales Audit Office – the exercise resulted in no statutory recommendations for the Council with the Wales Audit Office endorsing many of the areas for development that the Council already had in train;
- b) Fully realising the savings that were identified from the review of grant funding to the third sector and initiating work to take forward the associated recommendations to improve governance of residual funding arrangements;
- c) A revised performance management framework for the Council was introduced. A suite of business plans were in place for the financial year and a post-implementation review of the arrangements has been completed and used to further strengthen arrangements for 2015/16. Good progress was made in developing report cards and a review of progress has also been commissioned - to report in early 2015/16;

- d) A number of aspects of the Council's democratic arrangements were adjusted during the year and a new committee administration system, Modern.Gov was introduced. A review of progress to date is underway and the outputs from the review will feed into further improvement work over the civic year 2015/16;
- e) A Charter articulating the relationship between the Council and its town and community councils has been established;
- f) A polling station review was completed and a Community Boundary review was substantially completed;
- g) Individual Electronic Registration of electors was implemented in line with Cabinet Office requirements;
- h) The department continued to lead the development of the work to mitigate the impact of Welfare Benefit Reforms. A new "hub" was created at Pontardawe to improve citizens' access to services whilst removing duplication between agencies; improved performance in responding to calls to the Welfare Rights Unit was achieved through the establishment of an advice line; additional support in libraries was provided to those claimants who needed help to access on-line job search services; and preparations for the roll out of Universal Credit were made;
- i) The department monitored and responded to a range of new proposals that affect statutory plans and policies, including: the Wellbeing of Future Generations Bill; Welsh Language Standards; Equalities initiatives; anti-poverty policy initiatives; consultations undertaken by the Older Persons Commissioner; and a range of activities that relate to the Armed Forces Covenant;
- j) Good progress was made in putting more services on-line and supporting administrative reviews in payroll and procurement;
- k) Significant support was given to consultation and engagement on the Council's budget proposals for the financial year 2015/16;
- l) The department met its savings targets -an underspend is being targeted of circa £150k to assist with more demanding targets set for future financial years. This underspend has been possible as grant income has been successfully secured in-year;
- m) The department drew down the full Outcome Agreement grant of £1.4 million.

Areas where performance was below expectation included:

- a) Performance in answering telephone calls in the Corporate Contact Centre – a significant increase in the volume of calls was experienced in summer 2014/15 and this affected response times and abandonment rates. Remedial action was taken and improvements have been secured over the remainder of the year, although the service remains sensitive to unplanned staff absences and unexpected call volumes. This needs to be a focus for improvement work in 2015/16;

- b) There were higher than expected levels of staff sickness absence. This was accounted for by a small number of staff with long term health conditions and affected the Communications Team and CCTV service in particular. All staff involved have been supported in line with the Council’s Maximising Attendance Policy and staff absence levels are expected to reduce again in 2015/16;
- c) We transferred the CCTV service into the department in summer 2014 from the Environment Directorate. However, due to staff absence, we experienced difficulty in covering the reduced shifts on some occasions and we have initiated a further review of the service to ensure it is resilient and sustainable;
- d) Progress in reviewing the now out—of-date Strategic Equalities Plan has been slower than anticipated due to the pressure of other work. This has been identified as a priority for 2015/16.

SERVICE OBJECTIVES 2015/16

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

Service Development Priorities:

Objectives	Key Milestones	Timescale
Identify ongoing purpose of CCTV service and options for sustaining required service whilst achieving £160k savings	Consult on options	February - July 2015
	Produce options appraisal report	End September 2015
	Prepare business plan and integrate with forward financial plan	January 2016
Update the Council Access to Services Strategy to increase the number of services available on-line and reducing demand for other, more expensive channels such as face to face and telephone contact	Consult on draft Strategy	June 2015
	Identify priority projects	June 2015
	Implement plan to deliver priority projects	June 2015 – March 2016

Complete the programme of work to modernise and strengthen democratic services	Further strengthen Forward Work Plans	May 2015-May 2016
	Replace existing agenda planning meetings with more effective and efficient arrangements	May 2015
	Introduce enhanced Member development programme	May 2015
	Deliver revised Member ICT scheme	May 2015
	Strengthen budget and performance scrutiny	March 2015 – March 2016
	Complete review of outside body representation	July 2015
	Clarify relationship between scrutiny committees and audit committee	June 2015
	Complete roll out of Modern.gov	March 2016
Complete the review of corporate arrangements for grant aiding the third sector	Consultation on proposed new Scheme	June 2015
	New Scheme approved	July 2015
	Applications under new Scheme received	October 2015
	Grant applicants notified of decision on applications	December 2015
Review arrangements for the management of long term sickness absence cases across the Council	In co-operation with the Head of Human Resources and the Director of Environment, complete the work of the task force and review impact	December 2015
Update the Council's Strategic Equality Plan to ensure it is aligned with the Corporate Improvement Plan, Community Cohesion Strategy and Forward Financial Plan	Consult on draft Plan	May 2015
	Approve revised Plan	October 2015
	Incorporate into Corporate Improvement Plan	March 2016
Assess the impact and implications of the Wellbeing of Future Generations Act and the Welsh Language Standards and plan for compliance	Awaiting statutory guidance and timetables before more detailed planning can be undertaken	

Ensure the Corporate Assessment Action Plan is implemented	% actions fully completed in line with timetable set out in the action plan
Ensure the Council and its partners are well prepared for the roll out of Universal Credit and other welfare benefit changes	Implement the Partnership Delivery Agreement Identify opportunities to strengthen support for people on low incomes across the county borough, building on the experience of the Pontardawe Hub

Service Delivery:

Objectives	Performance Indicators	2014/15 Performance*	Critical Success Factors	Performance Outlook 2015/16
Customer Services				
Answer telephone calls to the Corporate Contact Centre within 20 seconds	% calls answered within 20 seconds	52-89%	Customers needs are met	Improve
	% calls abandoned	3-20%		Improve
	% callers dealt with "one stop"	New		Improve
Respond to customers to the One Stop Shops "one stop" within 10 minutes	% callers dealt with "one stop"	32-84%	Customer needs are met	Improve
	% callers walking off before seen	0.01-0.2%		Maintain
	Average waiting times	2-23 minutes		Reduce

Democratic Services				
Administer the Council's committees	No of meetings cancelled/rearranged following agreement of the meeting Cycle	New	Council meetings are conducted efficiently and effectively	Baseline
	% agendas/reports published within 3 clear days of the meeting	New		Baseline
	% minutes produced within 5 working days of the relevant meeting	New		Baseline
Support elected Members in their roles	% Member agreed development needs met	New	Members have the skills and knowledge to undertake their roles	Baseline
Maintain the electoral register and administer the Parliamentary election and any bye elections	No. electors registered	105,597	The Council's elections arrangements are efficient and effective	Improve
	No. electors removed from the register following section 9 review	1,413		Maintain
	% electors registered as a result of data matching	92%		Maintain
	% performance standards met/above standard	100%		Maintain
Arrange and support mayoral engagements	No of engagements arranged	534	The mayor is supported effectively in his/her role as first citizen of the borough	Maintain
	£s raised in support of charitable causes	£20,000 (est)		Maintain
Support the Council's scrutiny committees	No of recommendations made to the Executive by scrutiny committees	New	The Executive is held to account and scrutiny adds value to the conduct of Council business	Baseline
	No of recommendations accepted by the Executive for implementation	New		Baseline
	No of recommendations implemented by the Executive	New		Baseline

Corporate Strategy				
Corporate plans and policies are relevant and compliant	% corporate plans and policies published within timescales	100%	The Council's priorities are clear, we communicated and legally compliant	Maintain
	% plans and policies compliant with statutory requirements	100%		Maintain
	% actions within plans and policies implemented within published timescales	New		Baseline
Corporate public engagement mechanisms are efficient, effective and inclusive	No. meetings held with groups of people who have protected characteristics	New	Citizens are supported to have their say on prospective decisions that affect their lives	Improve
	No of responses received to the Budget and Corporate Improvement Plan proposals			Improve
Performance management reports are clear, accurate and timely	% performance reports produced to timetable	100%	Performance reports promote public accountability and decision making	Maintain
	On-line performance management resource is established	New		Improve
Communications and Digital Services				
Respond to media enquiries within deadlines	% responses provided within deadline	90%	The Council's reputation is protected and the public have easy access to information about the Council's work and services	Improve
	% press articles with positive tone	37.5%		Maintain
Issue proactive press releases	No of proactive press releases issues	300		Customer choice is increased, service access is improved and costs are
	% press articles with positive tone	90%	Improve	
	No of followers on Twitter, no of friends on Facebook account	6,255 (Twitter) 3,541 (Facebook)	Improve	
Ensure website content is accessible and up to date	% web pages updated	60%		Improve

			reduced	
Increase no of transactional services available on line	% web pages bi lingual	60%		Improve
	No of website hits	240,000		Improve
	No of new transactional services available on line	6		Improve
	% customers using digital service channel	24.5-58%		Improve

Note:

- 1) measures for CCTV are in development. Further refinement of measures will be undertaken in 2015/16.
- 2) measures for community safety will be developed if the function remains within the portfolio of the department.

Financial:

Objectives	Performance Indicators	2014/15 Performance*	Key Success Factor	Performance Outlook 2015/16
Deliver savings targets set for 2015/16	% savings at risk	Nil	Meet Financial Targets	Maintain
Contain Budget within cash limit	% revenue expenditure within Budget	100%		Maintain
Identify strategies to deliver future years' savings targets	% savings solutions identified/savings target	100%		Maintain
Reduce preventable demand	Ratio of preventable: value demand	New		Baseline

Workforce:

Objectives	Performance Indicators	2014/15 Performance*	Key Success Factor	Performance Outlook 2015/16
Reduce sickness absence levels to below council average	No. of working days lost/FTE	10 (est)	Maximise the potential of people remaining in the workforce	Improve
Ensure all staff receive a PDR in each twelve month period	% staff receiving PDR in last twelve month period	100%		Maintain
Meet identified learning and development needs	% learning and development needs met	100%		Maintain
Administer revised staff survey to measure levels of staff engagement and satisfaction	Staff survey administered by 31/3/2016	n/a		Achieve target
	% Staff very engaged/engaged in their work	New		Baseline
	% staff satisfied/very satisfied in their work	62%		Improve
Minimise number of unplanned staff departures	No of staff leaving on an unplanned basis	Nil		Maintain
Staff identify and implement service innovations	No of staff ideas generated	New		Baseline
	% staff ideas implemented	New		Baseline

Customers:

Objectives	Performance Indicators	2014/15 Performance*	Key Success Factor	Performance Outlook 2015/16
Process complaints efficiently and effectively and resolve complaints	No. of complaints received	5	Do what matters for customers	Maintain
	No. of compliments received	171		Maintain
	% Complaints upheld stage 1	0		Maintain
	% complaints upheld stage 2	2		Improve
	Ave time taken to respond to complaints	New		Baseline
Deliver what matters to customers	% customers satisfied/very satisfied with service	95.93%*		Maintain

* Customer satisfaction measured for customer services only. Measures to be extended to other service areas in 2015/16. Estimates of outturn.

RISK ANALYSIS

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

Ref	Description of Risk	Existing Score	Mitigating Actions	Owner	Revised Score
1	Insufficient numbers of staff to deliver the work	25	Set realistic objectives that take full account of reduced headcount	Service Managers	15
2	Staff do not have the knowledge and skills to	20	Implement workforce development	Service	15

	undertake their roles		plan	Managers	
3	Savings strategies are not implemented	25	Robust service and financial monitoring through report cards	Service Managers	15
3	Strategies are not identified for balance of savings targets	25	Income generating measures to be explored	Service Managers	15
4	Additional workloads are created for the department which have not been foreseen	20	Continuous environmental scanning to identify potential workloads. Re-negotiate existing Plan priorities with Chief Executive in the event of new workloads	Head of Service	10
5	Stakeholders resist proposals for changes to service delivery	25	Early and full stakeholder engagement plan to be established in support of each change project	Head of Service and Service Managers	15

MONITORING AND REVIEW

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

Forward Financial Plan – Extract of Savings to be delivered by Corporate Strategy and Democratic Services Department

Forward Financial Plan Savings Targets (as approved by Council January 2015)

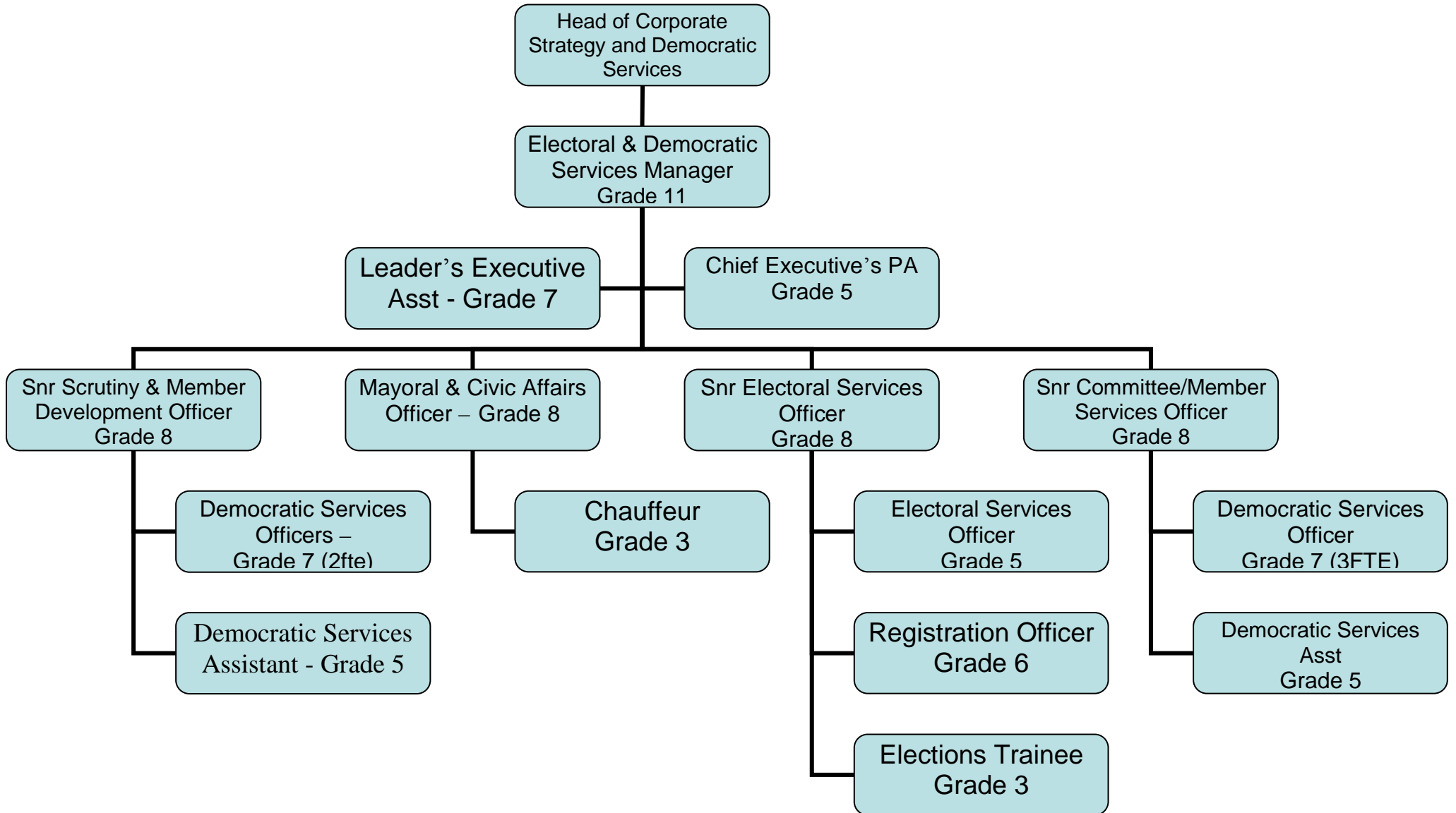
New Ref	Board	Description	Lead	Main Impacts	2015/16	2016/17	2017/18	2018/19	2019/20	<i>est staff</i>
					£000	£000	£000	£000	£000	
CORP534	PRB	Electoral	K Jones	Income generated through introduction of individual electoral registration	20					
CORP538	PRB	Democratic Services	K Jones	Reduce stationery budget - streamlined committee administration and greater reliance on electronic methods of working for both officers and elected members	10					
CORP542	PRB	Democratic Services	K Jones	Stop courier service for members	10					
CORP571	PRB	Performance Audit Fees	K Jones	Reduced cost of WAO performance audit fees	26					
CORP572	PRB	Reduce Elections Team Staffing Resource	K Jones	Less resilience within elections team.	7					1.0
CORP573	PRB	Income Target for Division	K Jones	Seek out income opportunities, mainly grant funding, to reduce pressure on council revenue budget	15					
CORP574	PRB	Complete winding up of Change Management and Innovation Unit	K Jones	No dedicated corporate capacity to support the council's change agenda	170					5.0

CORP575	PRB	Reduce capacity in customer services	K Jones	Reduction in service performance	40		2.0
CORP576	PRB	Introduce revised access to service policy across council	K Jones	Move to a digital by default policy. This will mean minimising the public information printed with people expected to use downloadable information; increasing the number of service available on line and increasing public take up of those services; introducing new technologies in the corporate contact centre to minimise the number of call handling staff required there.	200	100	10.0
CORP577	PRB	Further review of CCTV operation to further reduce costs	K Jones	Options could include reducing the availability of the service further, recharging the cost to partners with a view to full cost recovery or transferring the service to another provider at no/minimal cost to the council	80	80	8.0
CORP578	PRB	Further streamlining of democratic and corporate support following completion of modernisation programme	K Jones	Efficiency savings from modernisation programme		50	1.0

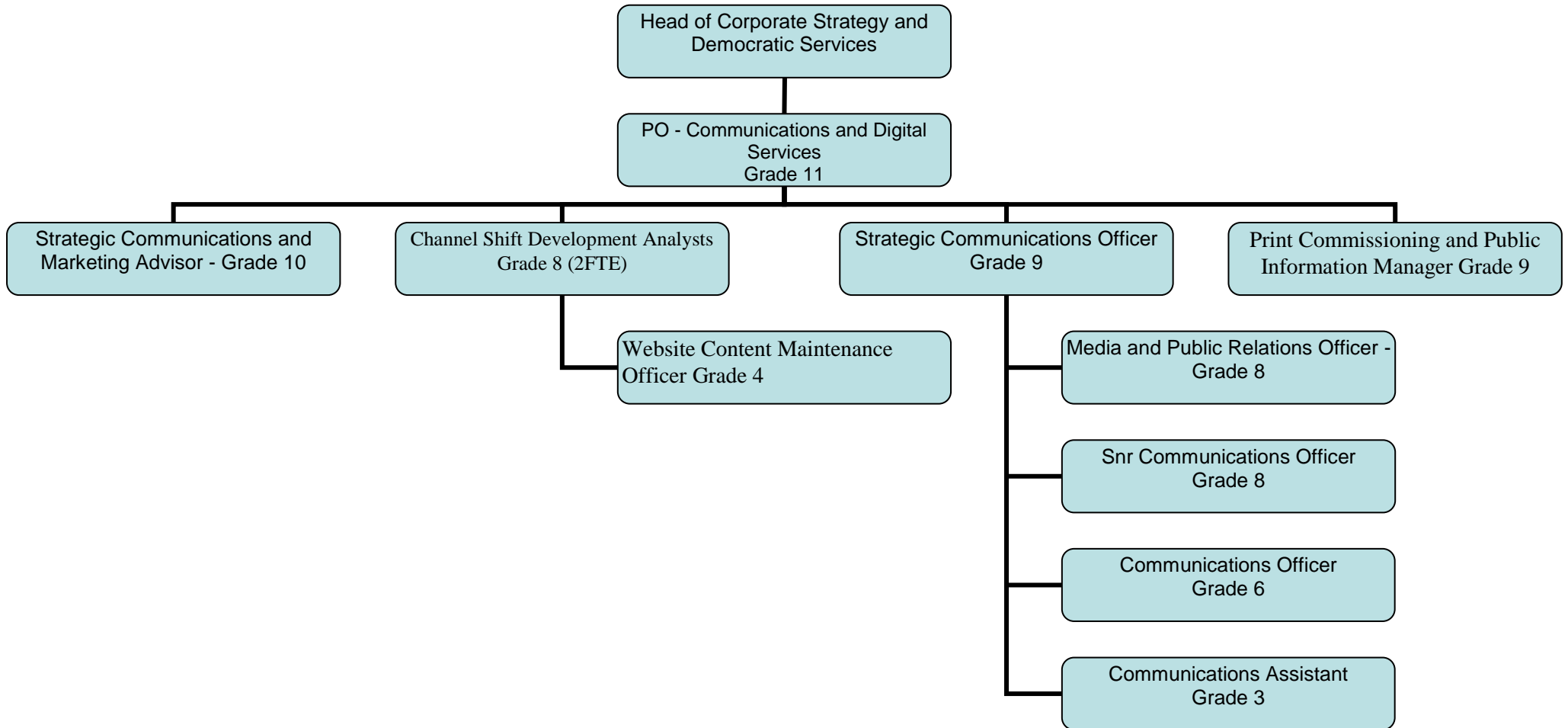
CORP579	PRB	Use of 2014/15 underspend to meet savings target in 2015/16.	K Jones	The 2015/16 shortfall will be met in 2016/17.	121	-121				
CORP580	PRB	Strategies to be identified	K Jones			95	20			
					419	254	250	0	0	27.0

Staffing Structure from 1st April 2015

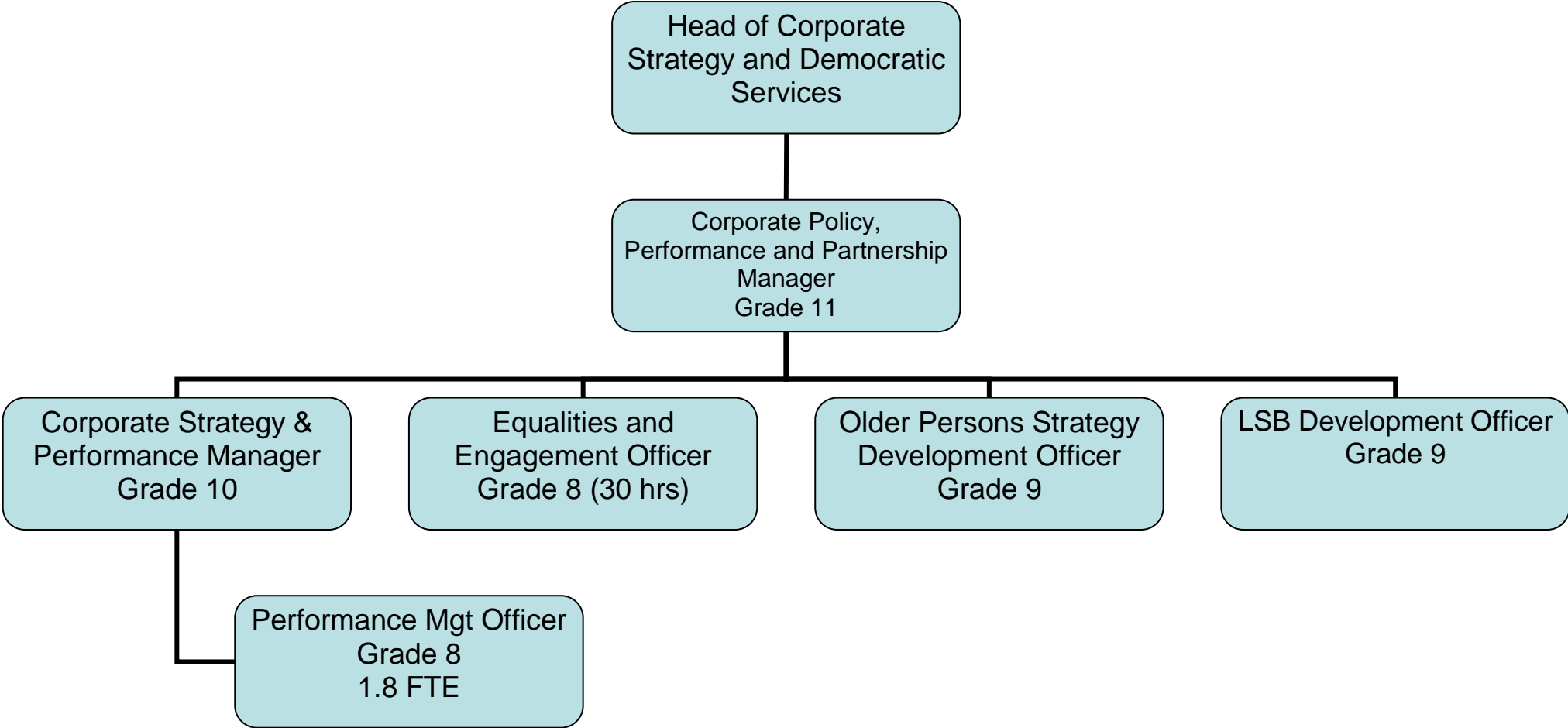
Electoral and Democratic Services 2015/16



Communications and Digital Services 2015/16

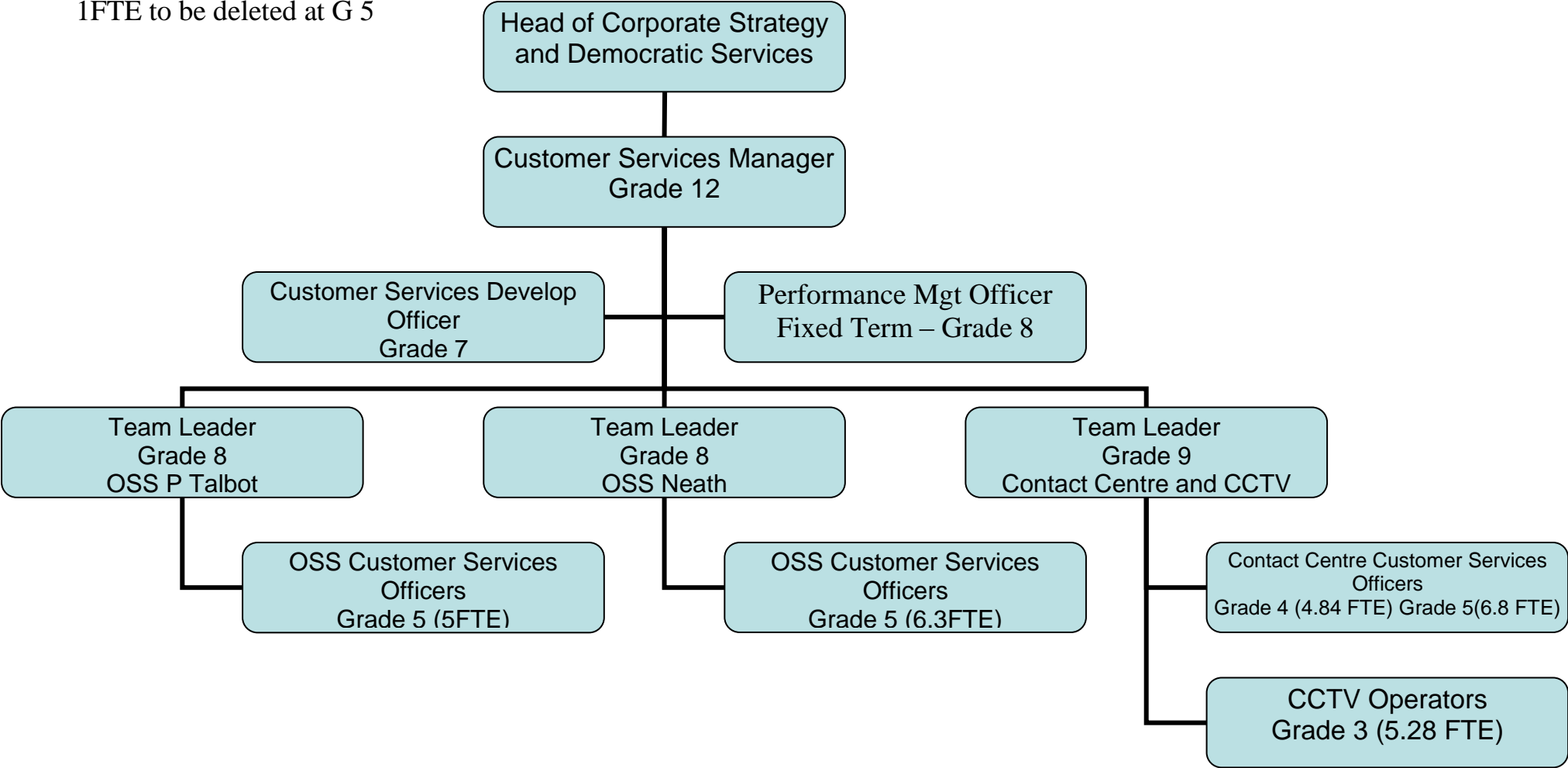


Corporate Strategy and Performance Management – 2015/16



Customer Services and CCTV 2015/16

Note: 0.65FTE at G 5 & 1.31FTE at G 4 plus 0.81FTE G 3 frozen to fund access to services development work
1FTE to be deleted at G 5



Stakeholder Analysis

OTHER EXTERNAL STAKEHOLDERS

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

KEY STAKEHOLDERS

- Leader / Chief Exec
- Corporate Directors / Heads of Service
- All Elected Members(inc Cabinet)
- Trade Unions
- Local Service Board
- Wales Audit Office
- NPT CVS/Third Sector

INDIVIDUALS

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

NETWORKS

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