

Service Report Card 2016-2017

Corporate Strategy Service

Quarter 1 Update - (1st April 2016 - 30th June 2016)

Section 1: Brief description of the service

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

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

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

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

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

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

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

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

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

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	<ul style="list-style-type: none"> • Work with the BME Forum and NPTCVS to recruit a development worker to support, promote and sustain projects in the BME community • Re-establish the Welsh Language Office Group to oversee implementation of the Welsh Language Standards • Present the Neath Port Talbot County Borough Council Welsh Language Standards 2016-2017 document produced in accordance with the Welsh Language Standards (No.1) Regulations 2015 to Members. • Brief senior managers across the Council on the standards accepted by the Council. 		<p>September 2016</p> <p>April 2016</p> <p>April 2016</p> <p>May 2016</p>	<p>officers is improved</p> <ul style="list-style-type: none"> • There are few upheld complaints/investigations related to Welsh Language Compliance • The Council secures support from the WLC to modify the Compliance Notice • Existing equality networks are strengthened • Number of meetings held with groups of people who have protected characteristics
5. Older Persons Council	<ul style="list-style-type: none"> • Undertake a recruitment campaign, targeting those localities and diverse communities currently under represented. 	GH	December 2016	<ul style="list-style-type: none"> • Older Persons Council recruitment is completed and membership is back up to quota • Number of meetings held with groups of people who have protected characteristics
6. Ensure Compliance with the Wellbeing of Future Generations (Wales) Act 2015	<ul style="list-style-type: none"> • Establish the Public Services Board • Prepare proposals for bringing corporate planning into alignment with the Act • Prepare plan for delivering the well-being assessment and Wellbeing Plan within the statutory timetable • Complete the well-being assessment • Develop a revised performance management framework to ensure compliance with the Act and officers/Members understand how to operate the framework • Roll out a training programme to ensure staff and elected members understand how to comply with the duty to act in accordance with 	<p>HL/CF</p> <p>CF</p> <p>CF</p> <p>CF/HL/FCP</p> <p>CF</p> <p>CF</p>	<p>May 2016</p> <p>Sept 2016</p> <p>July 2016</p> <p>March 2017</p> <p>March 2017</p> <p>September</p>	<ul style="list-style-type: none"> • Full compliance with the Wellbeing of Future Generations Act 2015 is achieved

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

Section 4:
Service Performance Quadrant
1st April 2016 - 30th June 2016

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

Priority 1 - Provide the programme management for Digital by Choice

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

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

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

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

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

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

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

Priority 5 - Older Persons Council

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

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

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

Priority 7 - Further refine and strengthen performance management arrangements

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

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

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

Priority 9 - Armed Forces Community Covenant

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

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

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

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Measure	2014-15 Actual	2015-16 Actual	Comparative Performance	2015-16 Qtr. 1 cumulative	2016-17 Qtr. 1 cumulative
Service measure 1: No. meetings held with groups of people who have protected characteristics (Priority 4)	New	20	N/a	5	5
Service Measure 2: % corporate plans and policies published within timescales (Priority 4,5,6 & 7)	100%	100%	N/a	100%	100% (2 of 2)
Service Measure 3: % plans and policies compliant with statutory requirements (Priority 4,5,6 & 7)	100%	100%	N/a	100%	100% (3 of 3)
Service Measure 4: No of responses received to the Budget and Corporate Improvement Plan proposals (priority 7)	N/a	125	N/a	Consultation planned to be undertaken during October - December2016	
Service Measure 5: On-line performance management resource is established(priority 7)	N/a New	Estab Sept 2015	N/a	Established September 2015, updated and improved on an ongoing basis.	
Corporate measure (CM01): a) Number of transactional services fully web enabled	N/a New	N/a New	N/a New	N/a New	0
b) Number of transactional services partially web enabled	N/a New	N/a New	N/a New	N/a New	0*

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

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

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

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

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

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

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

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

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

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

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

0

0

0

Section 7 : Customer Quadrant 2016-17

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

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

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