




# The Sustainable Development Principle

The Well-being of Future Generations (Wales) Act 2015 states that, we must carry out sustainable development, improving the economic, social, environmental and cultural well-being of Wales. The *sustainable development principle* is....

*‘... the public body must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.’*


To show that we have applied the sustainable development principle we must demonstrate.....

## The 5 Ways of Working (see Appendix 1)




**Long term**

The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.




**Prevention**

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.




**Integration**

Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.



**Collaboration**

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.



**Involvement**

The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

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# The Purpose of this Plan

This Departmental Business Plan has been produced to give staff, customers, and elected members and partners a guide to the services provided by the department. It translates strategic objectives, to service objectives, to individual staff targets. It provides an open and transparent way of showing what is to be achieved and how we plan to do this.

It shows how resources will be used to achieve objectives and the service implications of budgetary increases or reductions. It shows what we get for what we spend and if we are making the most of what we have. The plan also aims to demonstrate and provide assurance on service standards so that the service can be held to account.

## Executive Board Member/s Foreword



This Business Plan reflects on how Corporate Services maximises its contribution to the Well Being of Future Generations Act, which aims to make public bodies think more about the long term, working better with people, communities and each other and also looks at preventing problems and taking a more joined up approach.

I am satisfied that this Departmental Business Plan provides me with a comprehensive view on the performance of Corporate Services during the past year and its plans for future years.

Cllr David Jenkins – Executive Board Member for Resources

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# 1. Departmental Overview

## Introduction by Chris Moore Director of Corporate Services



The financial position faced by local authorities has had a consistent theme over recent years, with the level of resources available to public services seeing significant reductions, which means that we have less money to invest in services now than we have in the past. Over the last decade we have had to manage reductions in service budgets of around £90 million, whilst at the same time the pressures in the budget have been increasing in terms of demand and expectations. We continue to work with Departments to ensure that the organisation is working as efficiently as possible in order to protect and maintain front line services where possible.

Further financial pressures are likely to arise from such things as increases in the National Living Wage, an increasing number of older people needing services from us and increases in the cost of delivering waste services. There continues to be significant pressure on our capital programme across council services that require significant investment, with a highly uncertain economic outlook as the UK leaves the European Union without any clarity over a future trade relationship.

However, we intend to invest somewhere in the region of an additional £250 million pounds of capital funding in our corporate priorities over the next five years.

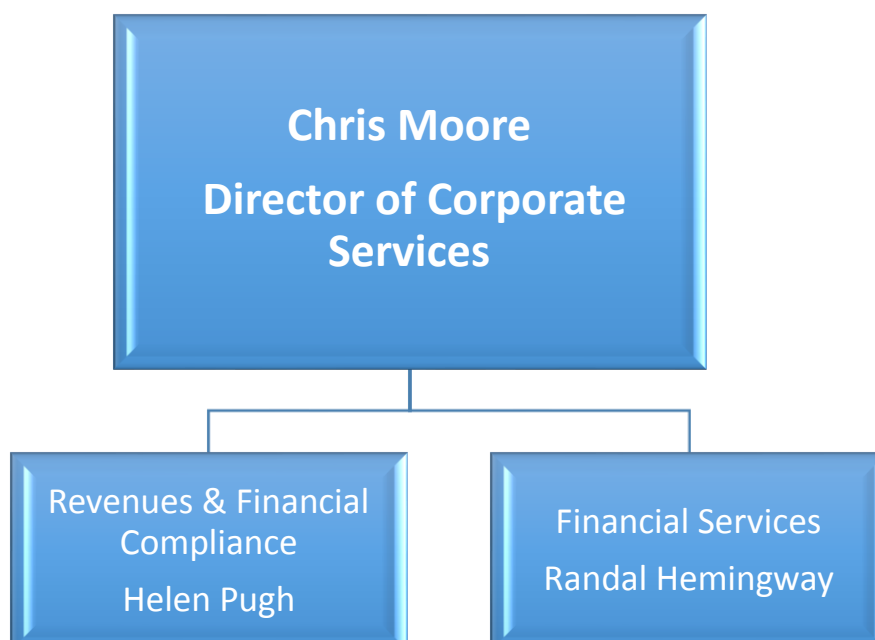
We also provide significant procurement and financial support both to the City Region as a whole and specific projects being delivered within Carmarthenshire.

Our Corporate Strategy 2018-23 sets out the direction for the Local Authority over the next five years, incorporating our improvement and well-being objectives. As part of this strategy we have detailed how as a public body we will ensure that resources all allocated annually to meet our Well Being Objectives.

Chris Moore – Director of Corporate Services

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## CORPORATE SERVICES STRUCTURE:



<ul style="list-style-type: none"> <li>• Internal Audit</li> <li>• Risk Management</li> <li>• Corporate Procurement</li> <li>• Business Development</li> <li>• Council Tax and Business Rates</li> <li>• Housing Benefit Assessment</li> <li>• Housing Benefit Appeals and Overpayment</li> <li>• Sundry Debtors</li> <li>• Revenue Controls</li> <li>• Cashiers</li> </ul>	<ul style="list-style-type: none"> <li>• Accountancy</li> <li>• Pensions Administration</li> <li>• Payroll Control</li> <li>• Accounts Payable and Administration</li> <li>• Treasury Management and Pensions Investments</li> <li>• Host Wales Pension Partnership</li> </ul>
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## 2. Strategic Context

### 2.1 National Well-being Goals

For the first time in Wales, the Well-being of Future Generations (Wales) Act 2015, provides a shared vision for all public bodies to work towards. See **Appendix 1** for an ABC guide to the Act. Our well-being objectives, which are incorporated in our Corporate Strategy, are designed to maximise our contribution to the national shared vision goals.

### 2.2 The Council's [Corporate Strategy 2018-23](#) (incorporating Our Well-being Objectives 2019/20)

- Bringing Plans Together: the Corporate Strategy consolidates four plans into one document
- In particular the Department supports the following Well-being Objectives :-

Well- Being Objective	Helen Pugh	Randal hemingway
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Start Well		
1. Help to give every child the best start in life and improve their early life experiences		
2. Help children live healthy lifestyles		
3. Support and improve progress and achievement for all learners		
4. Ensure all young people are in Education, Employment or Training (EET) and are following productive learning and career pathways		
Live Well		
5. Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty	✓	
6. Creating more jobs and growth throughout the county		
7. Increase the availability of rented and affordable homes		
8. Help people live healthy lives (tackling risky behaviour and obesity		
9. Supporting good connections with friends, family and safer communities		
Age Well		
10. Support the growing numbers of older people to maintain dignity and independence in their later years		
11. A Council wide approach to supporting Ageing Well in Carmarthenshire		
In a Healthy and Safe Environment		
12. Looking after the environment now and for the future		
13. Improving the highway and transport infrastructure and connectivity		
14. Promoting Welsh Language and Culture		
In addition a Corporate Objective		
15. Better Governance and Use of Resources	✓	✓

## 2.3 The County of Carmarthenshire Well-being Plan - The Carmarthenshire We Want (2018-23)

### ***How is the Department contributing to the Public Sector Board's Well-being Plan?***

*The Well-being Objectives of the Carmarthenshire PSB are not intended to address the core services and provision of the individual partners, rather they are to enhance and add value through collective action. The statutory partners of the PSB (Council, Health Board, Fire & Rescue Service and Natural Resources Wales) each have to publish their own Well-being Objectives*

**Healthy Habits:** people have a good quality of life, and make healthy choices about their lives and environment

- We have supported staff in their health and well being

**Early Intervention:** to make sure that people have the right help at the right time; as and when they need it

- All line managers have attend a stress in the workplace course and are encouraged to attend the positive mental health in the workplace course.
- We have a Well being Champion who has been recently trained and will now be working to encourage and motivate colleagues in Corporate Services to improve mental and physical health and well being.

**Strong Connections:** strongly connected people, places and organisations that are able to adapt to change

- We are working collaborately with the Public Services Board, and have strong relationships with our stakeholders.
- We administer the Dyfed Pension Fund and provide payment solutions to a number of external clients.

**Prosperous People and Places:** to maximise opportunities for people and places in both urban and rural parts of our county

- We have held numerous Procurement Surgeries where we involve our suppliers.
- We involve our supply base through early market engagement events.

## **2.4 Department Specific Acts**

- |   |   |
|---|---|
| ❖ Local Government Finance Act 1992 & subsequent enabling and amending Council Tax Regulations                            | ❖ Funding Strategy Statement                      |
| ❖ Local Government Finance Act 1989 & subsequent enabling and amending non-domestic rating regulations                    | ❖ Administration Strategy                         |
| ❖ The Housing Benefit Regulations 2006 & subsequent amending regulations  | ❖ Communications Strategy                         |
| ❖ Council Tax Reduction Schemes and prescribed Requirements (Wales) Regulations 2013, and subsequent amending regulations | ❖ Corporate Risk Register                         |
| ❖ Revenue Budget Strategy   | ❖ Governance Policy                               |
| ❖ 5 Year Capital Programme  | ❖ Business Plan                                   |
| ❖ Treasury Management Policy and Strategy   | ❖ Statement of Investment Principles              |
| ❖ Dyfed Pension Fund – <a href="http://www.dyfedpensionfund.org.uk">www.dyfedpensionfund.org.uk</a>                       | ❖ Welsh Government Procurement Policy Statement   |
|   | ❖ Audit Charter                                   |
|   | ❖ Audit Plan                                      |
|   | ❖ Financial Procedural Rules (Under Review)       |
|   | ❖ Anti Fraud and Anti Corruption Strategy 2018-23 |
|   | ❖ Procurement Strategy 2018-22                    |
|   | ❖ Risk Management Strategy 2018-22                |

### 3. Summary Divisional Plans

The following Summary Divisional Plans are included:

#### Revenue and Financial Compliance Summary Divisional Plan – Helen Pugh


##### Divisional Profile:



This Division includes:

- Revenue Services – responsible for the administration, billing and recovery of Council Tax and Non Domestic Rates. This service also undertakes the billing, collection and recovery of miscellaneous income as well as having the responsibility for operating the Councils three full time cash offices, self service kiosks and other income processing functions. In addition, Revenue Services is responsible for the administration of Council Tax Reduction and Housing Benefit Schemes which help low income households meet their rent and/or Council Tax. Also embedded within the service is a fraud investigation officer and personal budgeting support officer.
- Internal Audit – Audit provides an ongoing review of the Authorities systems and operations to minimise risk of loss from error, fraud, waste or extravagance.
- Risk Management ensures that strategic and operational risks are fully identified and managed by the Authority and aims to minimise overall losses to the Authority.
- Corporate Procurement – monitors and supports the delivery of strategic procurement issues across the Authority. The procurement function balances value for money factors with community and political preferences, resource and investment needs, equality, employment, workforce, environmental and sustainability considerations in line with the Welsh Governments Wales Procurement Policy Statement.
- Business Development – promotes and supports a culture of performance management.

## Major Current Strengths

1. We are pro-active in service improvement and development exploring opportunities for the introduction and expansion of digital transactions and electronic contacts. In 2019-20 there was an xx% increase of 'Do it online' payments from 34,494 to xx,xxx transactions and we are working with IT Services and other stakeholders in the introduction of functionality whereby customers will have the ability to access their Council Tax and Rates Accounts electronically.
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2. Half yearly figures show that we have collected 57.81% of domestic rates for the financial year 2019/20 and have achieved the half year target set at 56% (PI Measure CFH/007)
  3. Half yearly figures show we have achieved our half yearly target of 60% of non-domestic rates due for the financial year by collecting 62.65% (PI Measure CFH/008)
  4. Half yearly figures show that the Housing benefit Performance Indicators achieved their targets which work towards the Well Being Objective Tackle Poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty.
  5. Community Benefits, we are committed to:
    - ❖ Contributing to the social, economic and environmental well-being of the wider community;
    - ❖ Asking tenderers to deliver Community Benefits in our tendering activities through the delivery of the contracts or frameworks awarded;
    - ❖ Maximising the value for every pound we spend, applying a Community Benefits approach to any tender valued over £1 million, and;
    - ❖ Capturing and recording Community Benefits utilising Welsh Governments Benefits Measurement Tool.
  6. The Ethical Employment Policy and Annual Modern Slavery Statement is in draft format and has been endorsed by the working group and sent to the Executive Board member for Resources for consideration.
  7. Resources are allocated to risk management, we have insurance reserve provisions and invest money in Risk Management initiatives which enables long term benefits. For example, we are funding the mental health co-ordinator from the Risk Management Fund and have also funded several HR and Welsh language Initiatives together with Conflict Management Training.
  8. The Anti-Fraud and Anti-Corruption Strategy has been reviewed with the revised document in draft format.

## Key Areas for Improvement:

1. Awaiting the new upgrade to the JCAD system with the opportunity to re-launch risk management as part of the training process.
2. We will address the recommendations/proposals for improvement arising from the Wales Audit Office review of risk management arrangements.
3. Consideration to be given to including 'root cause' section on test summaries to ensure the root cause is considered when undertaking audit reviews.
4. Further embed in our procurement documentation the Well Being of Future Generations (Wales) Act.

## Key Divisional Risks

Risk Ref	Rating	Identified Risk	Mitigating Action Ref
CSV130001	Medium Risk	Failure to sufficiently influence Managers across the Authority to support and move towards a category management approach to spend and therefore the identification and deliver of efficiencies	TBC when new actions raised within PIMS
CSV130002	Medium Risk	Unsuccessful tenderer/supplier mounting a challenge to our award decision/procurement practices due to a failure to comply with external Procurement Regulations and internal CPR's	TBC when new actions raised within PIMS
CSV130003	High Risk	Difficulty in recruiting experienced and/or qualified personnel with corporate procurement	TBC when new actions raised within PIMS
CSV130007	Medium Risk	Wider Policy/Legislative implications impacting upon procurement exercises i.e GDPR, Welsh Language Standards, Code of Practice – ethical employment in supply chains, TUPE,DBS etc	TBC when new actions raised within PIMS
CSV330005	Significant Risk	Potential pressure on the Discretionary Housing Payment funding provided by the DWP in the event of future reductions in the fund and/or future increased demand due to welfare reforms	TBC when new actions raised within PIMS
CSV340002	Significant Risk	Insufficient resources (within IT and Departments) to progress identified service improvements and system changes – Agresso/Debtors systems	TBC when new actions raised within PIMS
CSV340003	Significant Risk	Insufficient resources (within IT) to progress identified system changes – Northgate Server/Revenues and Benefits System.	TBC when new actions raised within PIMS
CSV new Risk	High Risk	Digital Transformation Grant approved for chip and pin facilities at Customer Contact Centre. Risk of lack of customer footfall to cash desk and payments received.	TBC when new actions raised within PIMS

## 5 Ways of Working ([Self-Assessment Review Scorecard](#) / [FG Framework](#))

<b>1. Long Term</b>	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet <b>long term</b> needs</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	We think long term for example we are embracing the whole life cycle and our procurement officers are heavily involved in Well being of our Future Generations with the Swansea Bay City Deal and the life science and well being village at Delta Lakes in Llanelli. Our Corporate and Service Risks are long term and we also have Business Continuity Plans and plan for the future via our working groups such as Risk Management Steering Group, Contingency Planning Working Group, Property and Liability Risks Working Group, Transport Risks Working Group.
What difference have we made? (as a result of WFG Act)	Resources are allocated to the long term, we have insurance reserves provisions and invest money in risk management initiatives which enables long term benefits. We are open to a new way of doing things looking at the long term in our contracts.
Planned Improvement for 20/21 - we will: (link to action plan)	We will further embed the whole life cycle approach to all contracts, ensuring long term use.
<b>2. Prevention</b>	<i>How acting to <b>prevent</b> problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	Resilience of business – we ensure frameworks have reserves and carry out credit checks. There are accountability arrangements in place. We are pro-active rather than re-active and we also have political support of our Executive Board Member Cllr David Jenkins. We continuously review our practices and policies to ensure that we address issues affecting our customers. For example, we have reviewed our Income and Debtors system and have simplified information to ensure they understand the implications of non-payment and the options open to them.
What difference have we made? (as a result of WFG Act)	Pro-active to target customers who are entitled to Council Tax Reductions Scheme. Pro-active in simplifying information to our customers especially in Revenue Services in a complex area of work. Internal Audit allocate resources to preventative action that is likely to contribute to better outcomes and use of resources. We have held supplier engagement events and work with our suppliers. The Risk Management Fund supports initiatives to reduce risk and prevent future losses.
Planned Improvement for 20/21 - we will: (link to action plan)	Consideration to be given to include 'root cause' section on Internal Audit test summaries to ensure the root cause is considered when undertaking reviews and identifying problems. Awaiting the upgrade to the Risk Management System JCAD to use as a tool for analysing data as a preventative measurement tool.
<b>3. Integration</b>	<i>Considering how well-being objectives may <b>impact</b> upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	<b>Partial</b>
Self-Assessment Review:	There is a culture of openness and sharing information for example, we are part of the Welsh Chief Auditors Group sharing of information with other Internal Audit teams in Local Authorities across Wales, regular reporting to Audit Committee. We have strong links with our Public Sector Partners developing

	regional projects. We have developed the Carmarthenshire Well-Being Plan: The Carmarthenshire We Want 2018-23 as part of the Public Services Board. We also integrate and work with our Insurance Companies, Marsh our Brokers together with Housing Association and Local Authority Networking for example our Risk Manager is a member of ALARM(Association of Local Authorities Risk Managers) and we share information within the confines of GDPR such as claim figures.
What difference have we made? (as a result of WFG Act)	We provide procurement support to the Swansea Bay City Deal as part of the Wellness Project in Delta Lakes in Carmarthen which supports the regions plans for growth with investment from both public and private sectors.
Planned Improvement for 20/21 - we will: (link to action plan)	Continue to use an integrated approach in the benefit fraud function. We will lead on Regional Frameworks working with the WLGA procurement model.
<b>4. Collaboration</b>	<i>Acting in <b>collaboration</b> with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
How good are we at this?	<b>Strong</b>
Self-Assessment Review:	We provide an Internal Audit Service to Mid and West Wales Fire Authority and carry out Audit work for both Cwm Environmental Ltd and Delta Lleisant Well Being. We are working collaborately with the Public Services Board and Carmarthenshire has been appointed to map food producers as part of the food public services board. We are also a regional lead on construction. We are working in partnership with Ceredigion County Council to achieve objectives of the financial resilience project. We are collaborating with the Cabinet office and the HMRC on a pilot project investigating Council Tax recovery.
What difference have we made? (as a result of WFG Act)	We are continually investigating collaborative ways of working such as accepting payments for Welsh Water and possible Credit Union to find shared sustainable solutions. We liaise with all stakeholders, the national procurement service and other procurement service bodies to enable us to meet our Well Being Objectives.
Planned Improvement for 20/21 - we will: (link to action plan)	We will continue to explore opportunities of collaboration, consider how best to deal with organisational boundaries and be pro-active to find shared sustainable solutions.
<b>5. Involvement</b>	<i>Importance of <b>involving</b> people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
How good are we at this?	<b>Partial</b>
Self-Assessment Review:	We involve our supply base through early market integrated engagement events. For example we recently held an engagement event for the housing support service. We involve Audit Committee, CMT, Drivers of Vehicles and involve all our stakeholders. We notify departments when claims are settled and feedback the reasons and we look at ways of improving our services and relationships with our stakeholders
What difference have we made? (as a result of WFG Act)	We hold Procurement Surgery Sessions where we involve our suppliers on improved documentation to be appropriate for the market. As part of the Transport Working Group we use information on motor incidents and claim statistics to learn and improve. We have involved people asking for views such as part of the financial resilience pilot group to seek people views on the resilience report.
Planned Improvement for 20/21 - we will: (link to action plan)	We will feedback the results of the survey as part of the Financial Resilience Group. Include our events on sell 2 Wales and to investigate other avenues of communication. To ask for feedback from the engagement events and procurement surgery seasons. We will address the proposals for improvement arising from the Wales Audit



## Divisional Summary Action Plan

	Key Actions and Measures	By When <sup>#1</sup>	By Who	WBO Ref	SWOW (LT/P/Int/C/Inv)
1	We will continue to provide significant procurement support and advice to the Swansea Bay City Region	March 2021	Chris Moore/Helen Pugh		LT/P/C/Inv
2	Promote the updated Financial Procedure Rules, the Antifraud and Anti-corruption Strategy and any other specific strategies/policies.	March 2021	Helen Pugh/Caroline Powell	WBO15	LT/P/Int
3	Address the recommendations or proposals for improvement arising from the Wales Audit Office review of Risk Management arrangements (Action ID: 14139): <ul style="list-style-type: none"> <li>• WAO/P50: the Council should define its corporate risk appetite to ensure that it manages risks and opportunities effectively.</li> <li>• WAO/P51: the Council should align its risk management arrangements with its performance management arrangements.</li> <li>• WAO/P52: the Council should review and clarify the roles and responsibilities of managers, staff, risk champions, the risk management steering group in its risk management arrangements.</li> <li>• WAO/P53: the Council should clarify system it is using to identify and capture risks to ensure consistency in approach across the organisation; and review the information recorded on risk registers throughout the organisation to ensure information is up to date, complete and has enough detail to ensure risks can be appropriately managed.</li> <li>• WAO/P54: the Council to improve effectiveness by training of staff regularly seeking assurance on effectiveness of all aspects of its arrangements and acting on findings; and embedding process for identifying lessons learned and sharing good practice across the organisation.</li> </ul>	March 2021	Helen Pugh/Julie Standeven	WBO15	LT/P/Int/C/Inv
4	Re-evaluation of the rateable value of all properties in Carmarthenshire which will impact upon rates collection	March 2021	Helen Pugh/Steffan Thomas	WBO15	
5	We will pursue the use of Community Benefits in all procurements where such benefit can be realised and report those benefits on all contracts over £1 million	March 2021	Helen Pugh/Clare Jones	WBO15	LT/P/Int/C/Inv
6	We will continue to support the early engagement of Local Businesses and have due regard to the effect of our procurement on the local economy	March 2021	Helen Pugh/Clare Jones		LT/P/Int/C/Inv
7	We will monitor effective Contract Management throughout the Authority	March 2021	Helen Pugh/		C

			Clare Jones		
8	Build Talent – Attract, develop and retain high calibre of staff	March 2023	Helen Pugh		LT/P/C/Inv
9	We will fully support staff in their health and well being	March 2023	Helen Pugh		LT/P/C/Inv
10	Line managers to understand and support staff in the Authority's Sickness Absence Policy	March 2023	Helen Pugh/ All Line managers		LT/P/C/Inv
	Key Measure of success				
1	Actual achievement against Annual Audit Plan (6.4.1.13)	Quarterly	Helen Pugh/ Caroline Powell	WBO15	
2	% of the Council Tax due for the financial year which has been received by the Authority (CFH/007)	Quarterly	Helen Pugh/ Steffan Thomas	WBO15	
3	% of non domestic rates due for the financial year which was received by the Authority (CFH/008)	Quarterly	Helen Pugh/ Steffan Thomas	WBO15	
4	We will retain the reduced average number of days taken to process new Housing/Council Tax Benefits (6.6.1.2)	Quarterly	Helen Pugh/ Tina Jones	WBOo5	
5	We will retain the low average number of days taken to process notifications of changes in circumstances in Housing/Council Tax Benefit Claims (6.6.1.3)	Quarterly	Helen Pugh/ Tina Jones	WBO05	
6	We will retain the high % of recently calculated Housing/Council Tax Benefit claims that have been calculated accurately based on a sample check (6.6.1.9)	Quarterly	Helen Pugh/ Tina Jones	WBO05	

### Divisional Profile:



Financial Services provides a diverse range of services which aim to support and drive the Council's key objectives.

These encompass the provision of a sound financial management platform underpinning Council Service delivery and Corporate Service Planning, management of the Authority's investments, preparation of budget and accounts as well the provision transactional services delivered through 3 distinct areas:

- Accountancy – we provide a decentralised accounting and financial management service covering Technical Accounting (Preparation of final accounts, corporate accounting and taxation), Management Accounting (Month end close, maintenance of financial records and budgeting) and Strategic Finance functions (projects, planning and financial advice to members).
- Pensions Administration, Systems, Accounts Payable & Administration – Carmarthenshire County Council is the statutorily administering authority for the Dyfed Pension Fund. It also acts as the administrator for the unfunded Police and Fire pension schemes for Dyfed Powys Police Authority, Mid and West Wales Fire and Rescue Service and North Wales Fire and Rescue Service respectively. The systems function ensures the integrity of the comprehensive corporate financial system for both the Authority and a number of external clients. The corporate payments service provides a range of payment solutions that support both internal and external clients in the settlement of supplier invoices relating to the receipt of goods and services.
- Treasury Management, Pensions Investments and Technical – the unit manages the strategic direction and operation of the Dyfed Pension Fund Investments and Dyfed Welsh Church Fund, as well as the host authority function of the Wales Pension Partnership. The unit also manages the Treasury Management and Banking Service areas. The Technical Section is responsible for financial, grant compliance advice and accounting support for specific grant funded projects and the research, interpretation and consultation responses on local government finance matters.

## Major Current Strengths



1. Closure of the Accounts was successfully achieved within the revised faster close period. Whilst it is pleasing to note that an unqualified certificate has been issued by Wales Audit Office for Council and Pension Fund Accounts, the audit identified much improvement required in respect of financial information on the council's property assets.

2. Budget Consultation took place with seminars for county councillors, town and community councils, a public forum, scrutiny committees, school budget forum, the youth council and trade union meetings.

3. Our Well Being Objectives identified financial commitments to each objective which is further strengthened for Capital and Revenue Budgets. All Members Budget Seminars identified our Well Being Objectives when considering budget proposals. Impact assessments also ensured the impact of our Well Being Objectives were considered.

4. We have strengthened our financial reporting by providing information on delivery of savings proposals alongside budget monitoring report.

5. Half yearly figures show that 96.2% of undisputed invoices were paid in 30 days which is an improvement of 3.5% 1.29% from the previous year and surpassed the target of 93.5% (CFH/006)

6. Our host authority role in the Wales Pension Partnership is delivering real results. The WPP has not only pooled the Global Equities Sub Fund (£4 Billion), but are on track to deliver the next pooling of Fixed Income (£3 Billion). We continue to lead on all-Wales communication to ensure the production of bilingual Annual Benefit Statements, Newsletters and Guides.



7. The outcome of the Triennial Valuation of the Dyfed Pension Fund is that the fund is in overall surplus, meaning that the majority of employers will not face increases to their contributions.

## Key Areas for Improvement

1. We are required to bring even further forward our accounts closure process – we will use closure of 19/20 accounts as a trial run to deliver this.
2. We will work with property colleagues to substantially improve the quality and accuracy of financial information relating to property assets.
3. We will provide additional finance support and challenge for schools facing the largest budget deficits.

## Key Divisional Risks

Risk Ref	Rating	Identified Risk	Mitigating Action Ref
CSV240001	Medium Risk	Failure to pay invoices within 30 days.	TBC when new actions raised within PIMS
CSV250001	High Risk	Threat of financial crisis impacting on Treasury Management and Dyfed Pension Fund Management	TBC when new actions raised within PIMS

## 5 Ways of Working ([Self-Assessment Review Scorecard](#) / [FG Framework](#))

<b>1. Long Term</b>	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet <b>long term</b> needs</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>▶▶ Our Accountancy function provides an important strategic finance role both across corporate functions as well as supporting robust, financially sustainable business case development, including severances.</li> <li>▶▶ We recognise challenges in the often-short term nature of external financial information available, however we are able to plan for the longer term through the application of prudent assumptions that are kept under regular review.</li> </ul>
What difference have we made? (as a result of WFG Act)	The Budget development process is a manifest example of our long term approaching, bringing together revenue, capital and the judicious management of the councils reserves towards the delivery of the council's goals.
Planned Improvement for 20/21 - we will: (link to action plan)	Review our invest to save process to deliver improvements to encourage longer term thinking. Consult with partners to identify longer term financial inputs to improve planning assumptions.
<b>2. Prevention</b>	<i>How acting to <b>prevent</b> problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	<b>Partial</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>▶▶ Through our development fund process, we enable services to take a preventative approach. However, this is largely reactive.</li> <li>▶▶ A significant part of Financial Services function is a "business partnering" role – this is in effect a financial advisory role – providing early identification and rectification of financial issues</li> <li>▶▶ We provide active financial signoff of staff structure changes to prevent future budgetary shortfalls</li> <li>▶▶ Support group accountants to other service areas.</li> </ul>
What difference have we made? (as a result of WFG Act)	Through our deputyships team, we prevent potentially vulnerable clients being financially exploited.
Planned Improvement for 20/21 - we will: (link to action plan)	Review how our team resources are allocated with the aim of taking a more proactive approach.
<b>3. Integration</b>	<i>Considering how well-being objectives may <b>impact</b> upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	<b>Partial</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>▶▶ Our accountancy and creditors functions are very well embedded within the different departments it supports.</li> <li>▶▶ We have strong financial integration with other public sector bodies such as the Fire Authority, Police, National Parks and Town &amp; Community Councils.</li> <li>▶▶ We recognise a need to improve links both within financial services and across corporate services department.</li> </ul>

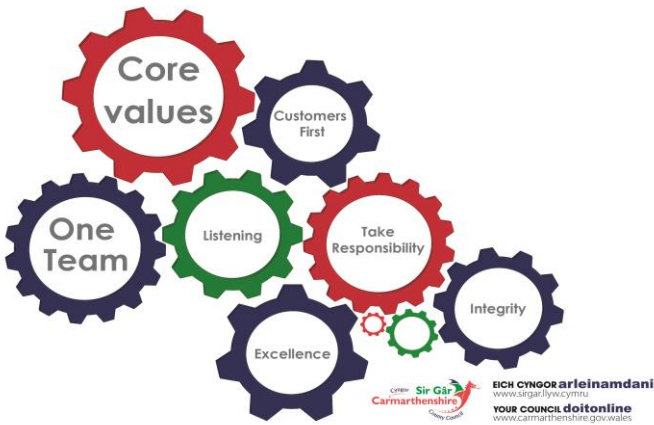
What difference have we made? (as a result of WFG Act)	Our deputyships team is well integrated with social services colleagues, seeking to act as one virtual team
Planned Improvement for 20/21 - we will: (link to action plan)	Build upon the corporate services staff conference to be held in early 2020 to strengthen links between diverse corporate services teams.
<b>4. Collaboration</b>	<i>Acting in <b>collaboration</b> with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
How good are we at this?	<b>Strong</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>▶▶ The Systems team provides the Financial Management System for the Mid and West Wales Fire Service, Dyfed Powys Police Authority and Brecon Beacons National Park and Schools.</li> <li>▶▶ The Pensions Administration Unit works collaboratively with the other Pension Funds in Wales in areas such as regulatory interpretation and scheme communications.</li> <li>▶▶ The Pensions Investments Unit collaborates with other Local Government Pension Funds on investment, governance and accounting issues and works in partnership with the Funds Actuary, Investment Managers, Independent Investment Adviser, Performance Manager, Custodian, Legal Adviser and Auditor.</li> </ul>
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> <li>▶▶ We have provided a payroll service to a range of external clients which include : <ul style="list-style-type: none"> <li>○ Pembrokeshire Coast National Park</li> <li>○ Mid and West Wales Fire and Rescue Service</li> <li>○ Carmarthen town Council</li> <li>○ Mentrau Cwm Gwendraeth, Gorllwen Sir Gar, Bro Dinefwr, Castell Nedd.</li> <li>○ A range of smaller bodies.</li> </ul> </li> </ul>
Planned Improvement for 20/21 - we will: (link to action plan)	Continue to explore how we might widen our service provision to other public sector bodies.
<b>5. Involvement</b>	<i>Importance of <b>involving</b> people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
How good are we at this?	<b>Partial</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>▶▶ In meeting the financial challenges, many savings are being made through internal efficiencies. It is however recognised that some savings proposals will potentially have an impact on service delivery. Our budget consultation exercise is undertaken annually to elicit views on levels of agreement, possible impacts and ways the impacts could be minimised. However, the level of councillor and public engagement could be improved.</li> </ul>
What difference have we made? (as a result of WFG Act)	We held an Annual Consultative Meeting with members of the Dyfed Pension Fund. This was well attended and provides an open and valuable opportunity to involve all employers in the future direction of the fund.
Planned Improvement for 20/21 - we will: (link to action plan)	<p>Review the changes made as part of the January 2020 consultation to understand what has or has not worked.</p> <p>Identify and deliver further changes to increase involvement in the budget setting process.</p>

## Divisional Summary Action Plan

Ref	Key Actions and Measures	By When	By Who	WBO Ref	SWOW (LT/P/Int/C/Inv)
1	We will provide significant financial support and advice to the Swansea Bay City Region.	March 2021	Chris Moore/ Randal Hemingway	WBO15	LT/P/C/Inv
2	We will undertake the Closure and Audit of the Accounts within the appropriate timescales	June 2020	Randal Hemingway	WBO15	
3	We will ensure the Council manages its budgets effectively and prudently	March 2021	Randal Hemingway	WBO15	LT/P/C/Inv
	We will identify a set of key performance indicators taking a balanced scorecard approach financial measures	March 2021	Randal Hemingway	WBO15	LT/P/C/Inv
4	We will ensure an unqualified audit of the final accounts	Sept 2020	Randal Hemingway	WBO15	LT/P/C/Inv
5	We will monitor and implement changes to the Local Government Pension Scheme as a consequence of legislation changes, including Sargeant/McCloud	March 2021	Randal Hemingway /Kevin Gerard		P/Int/c
6	To support the Pensions Board	March 2021	Randal Hemingway /Anthony Parnell		LT/P/C/Inv
7	To collaborate with other LGPS funds and pools on investments and governance	March 2021	Randal Hemingway /Anthony Parnell		LT/P/C/Inv
8	To manage the host authority function for the Wales Pension Partnership	March 2021	Randal Hemingway /Anthony Parnell		LT/P/C/Inv
9	To ensure timely closure of accounts for the Dyfed Pension Fund	March 2021	Randal Hemingway /Anthony Parnell		LT/P/C/Inv
10	We will fully support staff in their health and well being	March 2021	Randal Hemingway		
11	Line managers to understand and support staff in the Authority's Sickness Absence Policy	March 2021	Randal Hemingway		
<b>B</b>	<b>Key Measure of success</b>				
1	The % of undisputed invoices which were paid in 30 days (CFH/006)	Quarterly	Randal Hemingway /Karen Mansel		
2	Return on Investments to outperform the average 7 day LIBID (London Interbank Indicative) rate for the year (6.1.2.1)	Quarterly	Randal Hemingway /Anthony Parnell		
3	Net borrowing rate to outperform the average PWLB rate for the year	Quarterly	Randal Hemingway /Anthony		

# 4. Department Resources

## Core Values



- Customers First** – we put the needs of our citizens at the heart of everything that we do
- Listening** – we listen to learn, understand and improve now and in the future
- Excellence** – we constantly strive for excellence, delivering the highest quality possible every time by being creative, adopting innovative ways of working and taking measured risks
- Integrity** – we act with integrity and do the right things at all times
- Taking Responsibility** – we all take personal ownership and accountability for our actions

## Budget Summary

See Accompanying Agenda re: draft Budget.

## Savings and Efficiencies

See Accompanying Agenda re: draft Savings and Efficiencies

## Key Workforce Planning Issues

Workforce Planning Issues – Please see Divisional Business Plan.

## 5. Departmental Key Measures

Definition / Measure Reference  (abbreviated definition is fine)		2018/19				2019/20		2020/21	Cost Measure (£)
			All Wales Comparative data						
		Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target set	Result (when available)	Target set (at EOY)	
Departmental Management Standards									
1	Number of (FTE) days lost due to sickness absence in Corporate Services (Part of PAM/001)	TBC	Not Applicable			Days	TBC	TBC	
Revenues and Financial Services Division									
2	Actual Achievement against Annual Audit Plan (6.4.1.3)	72%	Not Applicable			90% Qtr 2 35%	Qtr 2 30%	TBC	
3	Number of Persons weeks of training/recruitment delivered through the Community Benefits in the 21 <sup>st</sup> Century School Programme	New PI	Not Applicable			40 weeks	TBC	TBC	
4	% response to letters of claim – issuing acknowledgement letter to claimant/claimant legal representative, and referral of claim to appropriate Insurer within 6 working days of receipt at the Risk Management Section (6.4.2.3)	96%	Not Applicable			95%	Qtr 2 94%	TBC	
6	% of the Council Tax due for the financial year which has been received by the Authority (CFH/007)	97.64%	Awaiting Data			97.50% Qtr 2 56:00%	Qtr 2 57.54%	TBC	
7	% of non-domestic rates due for the financial year which was received by the Authority (CFH/008)	98.08%				98.10% Qtr 2 60%	Qtr 2 62.65%	TBC	
8	We will retain the reduced average number of days taken to process new Housing/Council Tax Benefits (6.6.1.2)	22.55	Not Applicable			22.50 Qtr 2 26.00	Qtr 2 13.69	TBC	
9	We will retain the low average number of days taken to process	4.26	Not Applicable			5.50 Qtr 2 7.00	Qtr 2 3.63	TBC	

	notifications of changes in circumstances in Housing/Council Tax Benefit Claims (6.6.1.3)						
10	The amount of Housing Benefit overpayments recovered during the year as a % of the total amount of Housing Benefit overpayments identified during the year (6.6.1.5)	92.82	Not Applicable	80.00 Qtr 2 78.00	Qtr 2 89.46	TBC	
11	The amount of Housing Benefit overpayments recovered during the year as a % of the total amount of Housing Benefit overpayment debt outstanding at the start of the year plus the total amount of housing benefit overpayments identified during the year (6.6.1.6)	39.88	Not Applicable	40.00 Qtr 2 25.00	Qtr 2 24.85	TBC	
12	We will retain the high % of recently calculated Housing/Council Tax Benefit Claims that have been calculated accurately based on a sample check (6.6.1.9)	94.90	Not Applicable	95.00 Qtr 2 92.50	Qtr 2 96.91	TBC	
<b>Financial Services Division</b>							
2	The % of undisputed Invoices which were paid in 30 days (CFH/006)	94.0%	Not Applicable	93.5% Qtr 2 93.5%	96.2%	TBC	
3	Returns on Investments to outperform the average 7 day LIBID (London Indicative rate for the year 6.1.2.1)	Out performance of 0.17%	Not Applicable	To out perform	Awaiting Result	To out perform	
4	Net borrowing rate to outperform average PWLB rate for the year (6.1.2.2)	Out performance of 0.15%	Not Applicable	To out perform	Awaiting Result	To out perform	
5	Dyfed Pension Fund to out perform the benchmark return as set out in the Investment Brief (5 year rolling to nearest quarter 6.1.3.4)	Out performance of 0.02%	Not Applicable	To out perform	Awaiting Result	To out perform	

## Well-being of Future Generations Act 2015

This is a new Act introduced by the Welsh Government, which will change aspects of how we work. The general purpose of the Act is to ensure that the governance arrangements of public bodies for improving the well-being of Wales take the needs of future generations into account. The Act is designed to improve the economic, social and environmental well-being of Wales in accordance with sustainable development principles.

### A. The Sustainable Development Principle of the Act

The new law states that we must carry out sustainable development, improving the economic, social, environmental and cultural well-being of Wales. **The sustainable development principle is**

*‘... the public body must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.’*

### B. The Five Ways of Working required by the Act

To show that we have applied the sustainable development principle we must demonstrate the following 5 ways of working:-

1. Looking to the long term so that we do not compromise the ability of future generations to meet their own needs;
2. Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their priorities;
3. Involving a diversity of the population in the decisions that affect them;
4. Working with others in a collaborative way to find shared sustainable solutions;
5. Understanding the root causes of issues to prevent them from occurring.

### C. The Seven Well-being Goals of the Act

There are **7 well-being goals** in the Act. Together they provide a shared vision for public bodies to work towards. We must work towards achieving all of them.

Well-being Goals

