

**FRIDAY, 23 APRIL 2021**

**TO: ALL MEMBERS OF THE POLICY & RESOURCES  
SCRUTINY COMMITTEE**

I HEREBY SUMMON YOU TO ATTEND A VIRTUAL MEETING  
OF THE **POLICY & RESOURCES SCRUTINY COMMITTEE**  
WHICH WILL BE HELD AT **10.00 AM ON FRIDAY, 30TH  
APRIL, 2021** FOR THE TRANSACTION OF THE BUSINESS  
OUTLINED ON THE ATTACHED AGENDA.

*Wendy Walters*

**CHIEF EXECUTIVE**

<b>Democratic Officer:</b>	<b>Martin S. Davies</b>
<b>Telephone (Direct Line):</b>	<b>01267 224059</b>
<b>E-Mail:</b>	<b>MSDavies@carmarthenshire.gov.uk</b>

Wendy Walters Prif Weithredwr, *Chief Executive*,  
Neuadd y Sir, Caerfyrddin. SA31 1JP  
*County Hall, Carmarthen. SA31 1JP*

# **POLICY & RESOURCES SCRUTINY COMMITTEE 13 MEMBERS**

## **PLAID CYMRU GROUP – 6 MEMBERS**

- |    |            |                          |
|----|------------|--------------------------|
| 1. | Councillor | Kim Broom                |
| 2. | Councillor | Handel Davies            |
| 3. | Councillor | Ken Howell               |
| 4. | Councillor | Gareth John (Vice-Chair) |
| 5. | Councillor | Carys Jones              |
| 6. | Councillor | Elwyn Williams           |

## **LABOUR GROUP – 3 MEMBERS**

- |    |            |              |
|----|------------|--------------|
| 1. | Councillor | Deryk Cundy  |
| 2. | Councillor | Kevin Madge  |
| 3. | Councillor | John Prosser |

## **INDEPENDENT GROUP – 3 MEMBERS**

- |    |            |                      |
|----|------------|----------------------|
| 1. | Councillor | Sue Allen            |
| 2. | Councillor | Anthony Davies       |
| 3. | Councillor | Giles Morgan (Chair) |

## **NEW INDEPENDENT GROUP – 1 MEMBER**

- |    |            |              |
|----|------------|--------------|
| 1. | Councillor | Jeff Edmunds |
|----|------------|--------------|

# AGENDA

1. APOLOGIES FOR ABSENCE.
2. DECLARATIONS OF PERSONAL INTERESTS INCLUDING ANY PARTY WHIPS ISSUED IN RELATION TO ANY AGENDA ITEM
3. PUBLIC QUESTIONS (NONE RECEIVED)
4. CHIEF EXECUTIVE'S DEPARTMENTAL BUSINESS PLAN 2021/22. 5 - 30
5. CORPORATE SERVICES DEPARTMENTAL BUSINESS PLAN 2021/2022. 31 - 48
6. ENVIRONMENT DEPARTMENTAL BUSINESS PLAN 2021/22. 49 - 64
7. DIGITAL TRANSFORMATION STRATEGY 2021-2024. 65 - 90
8. POLICY AND RESOURCES SCRUTINY COMMITTEE FORWARD WORK PROGRAMME FOR 2021/22. 91 - 96
9. FORTHCOMING ITEMS. 97 - 106
10. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE COMMITTEE HELD ON 29TH MARCH 2021. 107 - 108

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## POLICY AND RESOURCES SCRUTINY COMMITTEE

30<sup>th</sup> APRIL 2021

### CHIEF EXECUTIVE'S DEPARTMENTAL BUSINESS PLAN 2021/22

#### Purpose:

To give members an opportunity to review the Department's Business Plan.

#### To consider and comment on the following issues:

- Elements of the business plan relevant to this Scrutiny's remit

#### Reasons:

To show how the department, for which this Scrutiny has a remit, supports the Corporate Strategy.

To be referred to the Executive Board / Council for decision: NO

#### EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:-

Cllr. Mair Stephens (Deputy Leader)

Directorate: Chief Executive's	Designations:	Tel Nos. E Mail Addresses:
Names of Heads of Service:		
Noelwyn Daniel	Head of ICT & Corporate Policy	01267246270 <a href="mailto:ndaniel@carmarthenshire.gov.uk">ndaniel@carmarthenshire.gov.uk</a>
Paul Thomas	Assistant Chief Executive	01267246123 <a href="mailto:prthomas@carmarthenshire.gov.uk">prthomas@carmarthenshire.gov.uk</a>
Linda Rees-Jones	Head of Admin & Legal	01267224010 <a href="mailto:lrjones@carmarthenshire.gov.uk">lrjones@carmarthenshire.gov.uk</a>
Jason Jones	Head of Regeneration	<a href="mailto:JaJones@carmarthenshire.gov.uk">JaJones@carmarthenshire.gov.uk</a>
<b>Report Author:</b> Robert James	Performance Planning & Business Officer	01267 224486 <a href="mailto:RNJames@carmarthenshire.gov.uk">RNJames@carmarthenshire.gov.uk</a>
Peter Edwards	Valuations Manager	01267 246254 <a href="mailto:Pedwards@carmarthenshire.gov.uk">Pedwards@carmarthenshire.gov.uk</a>

**EXECUTIVE SUMMARY**  
**POLICY AND RESOURCES SCRUTINY COMMITTEE**  
**30<sup>th</sup> APRIL 2021**

**Chief Executive's Departmental Business Plan 2021/22**

**Purpose:**

To give members an opportunity to review the Department's business plan.

**1. BRIEF SUMMARY OF PURPOSE OF REPORT.**

Elements of the business plan relevant to this Scrutiny's remit are identified below:-

- ICT and Corporate Policy
- Legal and Administration
- People Management
- **NB Only part of Regeneration**
  - **Re: Property (Actions 22+23+24 +25 only)**
- Direct Reports
  - Business and Executive Board Support
  - Media and Marketing
  - Electoral Services and Civil Registration
- Due to the Coronavirus COVID-19 pandemic this is an abbreviated plan, usually it would include a review section, but this has been covered in the Service COVID-19 Impact Assessments previously submitted to this Scrutiny.
- The Business Plan shows how the Service supports the delivery of the Corporate Strategy, recently reported to the Scrutiny committee.

**2. OTHER OPTIONS AVAILABLE AND THEIR PROS AND CONS**

- The impact of the pandemic and BREXIT create a lot of uncertainty in future planning and this plan is subject to change.

**DETAILED REPORT ATTACHED?**

**YES**

**IMPLICATIONS**

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report :

Noelwyn Daniel	Head of ICT & Corporate Policy
Paul Thomas	Assistant Chief Executive
Linda Rees-Jones	Head of Admin & Legal
Jason Jones	Head of Regeneration

Policy, Crime & Disorder and Equalities <b>YES</b>	Legal <b>YES</b>	Finance <b>YES</b>	ICT <b>YES</b>	Risk Management Issues <b>YES</b>	Staffing Implications <b>YES</b>	Physical Assets <b>YES</b>
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### 1. Policy, Crime & Disorder and Equalities

- This departmental business plan extract shows how the department supports the Corporate Strategy and its Well-being Objectives.
- It will be supported by more detailed divisional business plans.
- The actions that support the Well-being Objectives and the steps taken to achieve them will be monitored throughout the year.
- The COVID-19 pandemic has had a considerable impact on departments and business plans reflect this. There have been many lessons learnt and new ways of working developed that will be maintained.

### 2. Legal

The Well-being Future Generations Act (2015) requires that functions of the council should maximise their contributions to the Well-being Objectives set by the Council. Our Well-being Objectives maximise our contribution to the seven national Goals of the Act and demonstrate the five ways of working.

### 3. Finance

The Well-being Future Generations Act (2015) requires that we ensure that resources are allocated annually to meet our objectives. The budget breakdown has been reported to a previous meeting.

### 4. ICT

The Digital Transformation Strategy sets out the Council's strategic digital priorities and aspirations, and outlines what we plan to do to achieve our vision for a Digital Carmarthenshire. See the *Digital infrastructure and connectivity* element of the plan.

### 5. Risk Management Issues

Key risks are identified for each department and mitigating actions are outlined.

### 6. Staffing Implications

As identified within the plan.

### 7. Physical Assets

As outlined in the business plan.

## CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below

Signed:

Noelwyn Daniel  
Paul Thomas  
Linda Rees-Jones  
Jason Jones

Head of ICT & Corporate Policy  
Assistant Chief Executive  
Head of Admin & Legal  
Head of Regeneration

1.Local Member(s) N/A	
2.Community / Town Council N/A	
3.Relevant Partners N/A	
4.Staff Side Representatives and other Organisations N/A	
EXECUTIVE BOARD PORTFOLIO HOLDER(S) AWARE/CONSULTED - YES	Include any observations here

Section 100D Local Government Act, 1972 – Access to Information List of Background Papers used in the preparation of this report:  THESE ARE DETAILED BELOW:		
Title of Document	File Ref No.	Locations that the papers are available for public inspection
Corporate Strategy		<u>Corporate Strategy 2018-2023</u>



# Chief Executive's Departmental Business Plan

for delivering our Corporate Strategy  
and Well-being Objectives

**April 2021**

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'Life is for living, let's start, live and age well in a healthy,  
safe and prosperous environment'

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[carmarthenshire.gov.wales](http://carmarthenshire.gov.wales)

Cyngor **Sir Gâr**  
**Carmarthenshire**  
County Council



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• Media and Marketing	
• Electoral and Registers	

### INTRODUCTION

This Departmental Business Plan has been produced to give staff, customers, 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. We aim to show at a high level what the department will do to support the Corporate Strategy 2018-23 and the Well-being Objectives we have set (see Page 2 below), also taking account of the impact caused by the COVID-19 pandemic.

## How the Department's Services support the Well-being Objectives

Revised Well-Being Objectives	ICT & Corp Policy	Legal & Admin	People Mgt	Regeneration	Direct Reports	Specific focus for 2021/22
<b>Start Well</b>						
1. Help to give every child the best start in life and improve their early life experiences						Expansion of Flying Start
2. Help children live healthy lifestyles						Mental health issues post lockdown
3. Support and improve progress, achievement, and outcomes for all learners				✓		Re-engage in learning and regain any learning lost due to COVID
<b>Live Well</b>						
4. Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty	✓		✓	✓		Poverty
5. Creating more jobs and growth throughout the county				✓		<ul style="list-style-type: none"> <li>• Focus on SME</li> <li>• Foundational economy</li> <li>• Rural regeneration</li> <li>• Pentre Awel</li> </ul>
6. Increase the availability of rented and affordable homes						Local housing crisis - escalating costs and second homes
7. Help people live healthy lives (tackling risky behaviour and obesity)						
8. Support community cohesion, resilience and safety	✓					Community cohesion and resilience
<b>Age Well</b>						
9. Support older people to age well and maintain dignity and independence in their later years	✓					
<b>In a Healthy and Safe Environment</b>						
10. Looking after the environment now and for the future				✓		<ul style="list-style-type: none"> <li>• Climate change with particular focus on flooding</li> <li>• Net Zero Carbon</li> </ul>
11. Improving the highway and transport infrastructure and connectivity	✓					
12. Promoting Welsh Language and Culture	✓				✓	Supporting national target of a million Welsh speakers
<b>In addition a Corporate Objective</b>						
13. Better Governance and Use of Resources	✓	✓	✓	✓		Embed tackling inequality across all the Council's objectives



[HOS and Well-being Objective Map](#)  
[Steps within Well-being Objectives](#)

The following Summary Divisional Plans are included:

1. ICT & Corporate Policy Division
2. Legal & Administration Division
3. People Management Division
4. Regeneration Division
5. Direct Reports:
  - Business and Executive Board Support
  - Media and Marketing
  - Electoral and Registers

### **Pandemic Response**

Our Digital Technology Strategy set out a new approach that would underpin just about everything we do as a Council and when the pandemic struck we were in a good state of preparedness. This vision and investment put us in a favourable position at the onset to move services on-line and to facilitate home working. *The Authority's decision to spend £1.9m of investment in agile working initiatives, including providing staff with the right equipment to allow them to work in a more agile and flexible way, together with improvements to the resilience of the IT network, has helped support an almost seamless move to homeworking. Having the right equipment in place meant that staff across the Authority could be operational from home immediately with no disruption to customers.* Staff from the Corporate Policy team were also deployed to assist a number of other key front line service areas. From a Community Safety perspective there has been the Liaison with Police - good communication seen during response period with CI Chris Neve briefing Council on an on-going basis and increased collaboration between partners sharing information on service re-opening and closures. The Divisional COVID-19 Impact Assessment report details our response in full.

### **Pandemic Recovery**

Working alongside Gold and Silver Command, the Division was instrumental in supporting the organisation with the rapid development of several online solutions and further deployment of devices. Ensuring that services could be delivered online to the residents of Carmarthenshire would greatly assist the recovery process for local businesses and residents. We have also played a key role with the *Foundational Economy Challenge Fund* project focusing on public sector food procurement. A Project officer has been appointed (through virtual arrangements) to work with the Council, Health Board, University of Wales Trinity Saint David and Coleg Sir Gâr.

### **Moving Forward**

Staff within the Division have adapted well to ensure we can deliver our services remotely and virtually and as we emerge from the pandemic we recognise that we have some exciting opportunities ahead that we have to embrace in order to build an even greater resilience to the future challenges ahead. We will look to lead and drive forward the Digital Transformation agenda, working closely with service delivery colleagues across the Authority. We will further enhance our Digital infrastructure to support continued remote working for both officers and elected members and focus on how we can assist our critical front-line services as they look to embrace the latest digital technology. We will review our Corporate Policies to ensure they reflect the lessons learnt during the pandemic and although we are not out of the woods on the pandemic we will move forward with a renewed enthusiasm and energy whilst supporting the wellbeing of our staff along the way.

Ref	Key Actions and Measures	By When?	By Who?	WBO Ref
<b>A</b>	<b>ICT</b>			
1.	We will in line with our Digital Transformation Strategy 2021-2024, continue to engage and understand the Departments needs to allow them to deliver effective services. (14711)	31/03/2022	Julian Williams	WB013-A MF5-88
2.	We will continue to improve the condition, suitability and ICT resources within schools and ensure that all newly built schools have the latest digital technologies and infrastructures in place to deliver 21st century education. (13976)	31/03/2022	John Williams	WB03-C MF5-89
3.	We will ensure a robust approach to Cyber security and sustainable solutions are implemented for Information Governance. (14710)	31/03/2022	John Williams	WB013-B6 MF5-90
4.	We will act as an enabler and vehicle for transforming the way services across the Council are delivered to customers by increasing opportunities for accessing council services via digital technologies	31/03/2022	Julian Williams	WB013- A
5.	We will implement robust and sustainable infrastructure solutions to support the changing landscape of Local Government.	31/03/2022	John Williams	WB013-A
<b>B</b>	<b>Corporate Policy</b>			
6.	We will monitor progress with the recommendations of the Moving Rural Carmarthenshire Forward report through the Rural Affairs Advisory Panel and consider any new issues as they arise. (14717)	31/03/2022	Gwyneth Ayers	WB05-C MF5-76
7.	We will review and refresh the County's Welsh Language Promotion Strategy in light of the progress to date and expected Census 2021 results during the year	31/03/2022	Gwyneth Ayers	WB012-C MF5-86
8.	We will review the current Internal Use of the Welsh language policy in line with latest developments	31/03/2022	Gwyneth Ayers	WB012-C MF5-86
9.	We will ensure the Council fully responds and complies with the new requirements relating to performance and governance of the Local Government and Elections Act and align them to our current duties relating to the Well-being of Future Generations Act	31/03/2022	Gwyneth Ayers	WB013-B3 MF5-87
10.	We will work with other Council services to further develop the Council's involvement and use of data approaches as part of a Council wide involvement, participation and consultation framework. (12435) (WAO Regulatory Recommendation – 'Use of Data')	31/03/2022	Gwyneth Ayers	WB013-B2 MF5-91
11.	We will introduce a new Integrated Impact Assessment requirement across the Council's decision-making processes to ensure compliance with a range of statutory duties including the new Socio-Economic Duty.	31/03/2022	Gwyneth Ayers	WB013-B7
12.	We will develop a county Tackling Poverty Plan to respond to the current challenges faced by residents and communities.	31/03/2022	Gwyneth Ayers-	WBO4-A
13.	We will lead the review and refresh of the Public Service Boards (PSBs) County Well-being Assessment.	31/05/2022	Gwyneth Ayers	WB013-B2

14.	We will ensure the Council fulfils its duties relating to the current Contest Strategy (counter terrorism) and respond to any duties as they arise.	31/03/2022	Gwyneth Ayers	WBO8-D
15.	We will implement the new Council Complaints Policy	31/03/2022	Gwyneth Ayers	WBO13-B7
16.	We will respond to any recommendations from the Equalities & Diversity (BAME) Task & Finish Group and ensure they are embedded into the Council's Strategic Equality Plan as appropriate	31/03/2022	Gwyneth Ayers	WBO13-B1
17.	We will when appropriate update the community impact assessment on COVID-19 within Carmarthenshire	31/03/2022	Gwyneth Ayers	WBO13-B2
18.	We will take account of and ensure a Carmarthenshire specific response to the pending Welsh Government Strategy for an ageing society: age friendly Wales	31/03/2022	Gwyneth Ayers	WBO9
<b>Key Measures of Success</b>				
19.	% of Freedom of Information Act request responded to in 20 working days (2.1.2.17) (2019/20 Result 98.46%; 2020/21 Target 90%)	-	John Tilman	WBO13-B2
20.	% use of the ICT Self Service helpdesk (ICT/002) (2019/20 Result 46.5%; 2020/21 Target 58%)	-	John Williams	WBO13-B4
21.	Number of Transactional Council Services available to the public online (ICT/003) (2019/20 Result 30; 2020/21 Target 35)	-	John Williams	WBO13-A
22.	% of laptops used in the council (ICT/004) (2019/20 Result 87%; 2020/21 Target 91%)	-	John Williams	WBO13-B5 MF5-88
23.	% of households have Internet access in Carmarthenshire (ICT/006) (2020/21 Target 89%; 2020/21 Result 89%)	-	John Williams	WBO13-B3

### Key Divisional Risks

Risk Ref or New?	Risk Score After control measures	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) (3. Service High Risk (scored 12+) – see Divisional Plan)	See row # above
New	15	Cyber risk	A3
New	12	<b>A CMT Risk</b> ---Failure to comply with the requirements of the Local Government and Elections Wales Act (Also see Legal and Admin)	B9
CRR190011	8	Improvement Plan/Corporate Planning and Reporting	B9

### **Pandemic Response**

The first 6-8 months of the pandemic were particularly challenging for the Division. From a democratic aspect, meetings were initially suspended in late March for a combination of factors, including the stay-at-home requirement, some members shielding, the social distancing requirements and the rules prohibiting 100% virtual meetings. Once the rules were relaxed by Regulations in late April 2020 the Division worked quickly to put new systems and arrangements in place so as to enable 100% remote attendance meetings to be held, the first meeting under the new arrangements being held on the 1<sup>st</sup> June 2020. Obviously, this switch to a new type of meeting involved ensuring that members were comfortable with the new technology. Our thanks go to the members in that regard for working with us.

We also had a key role during the period of suspension of meetings in advising on emergency decision making powers vested in senior officers so as to ensure that decision making was still able to take place. Key decisions taken by officers during this period were reported to members on the 1<sup>st</sup> June 2020.

From a legal aspect, one of our greatest challenges was keeping up to date with the constantly evolving legislation and regulations and their associated Guidance's and interpreting them, often at short notice, so as to be able to provide advice to our client Departments. We also, as a Service, had to adapt to unfamiliar processes and procedures such as remote attendance court hearings and tribunals.

### **Moving Forward**

We recognise our key role in facilitating the smooth running of democratic meetings and will be building on the successes of the past year and looking to provide for flexibility in the way meetings are held, and accessed by the public, in line with evolving legislation, which we anticipate being physical meetings, hybrid meetings or remote attendance meetings.

We also recognise the challenges involved in ensuring that the economy of the County revives, and we expect to play a key role in that recovery process, especially in respect of legal documentation connected with property transactions, grants etc.

During the pandemic period, of course, a new piece of legislation which has significant implications for local government was passed, namely the Local Government and Elections (Wales) At 2021 and we will be ensuring that any new provisions which need to be enshrined in the Authority's Constitution will be drafted in. We also expect to be heavily involved in the governance arrangements for the new South West Wales Corporate Joint Committee



Ref	Key Actions and Measures	By When?	By Who?	WBO Ref
1.	We will prepare and make arrangements for the proposals contained within the Local Government and Elections (Wales) Act, and implement any actions arising therefrom.	31/03/2022	Linda Rees-Jones	WBO13-B4
2.	We will advise on governance arrangements for new models of working, including but not limited to Local Authority Trading Companies, regional Partnerships, Pooled Budgets etc. and the Local Government & Elections Act.	31/03/2022	Linda Rees-Jones	WBO13-B7
3.	We will begin advanced planning and preparation for the 2022 Local Government Elections	31/05/2022	Linda Rees-Jones	WBO13-B1
4.	We will work up arrangements for hybrid democratic meetings as and when the circumstances allow	31/03/2022	Linda Rees-Jones	WBO13-B4
5.	We will ensure Elected Member participation to set priorities and allocate budget (CHR190004)	31/03/2022	Linda Rees-Jones	WBO13-B4
	<b>Key Measures of Success</b>			
	There are NO Key Measures of success for this service area			

### Key Divisional Risks

Risk Ref or New?	Risk Score After control measures	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) (3. Service High Risk (scored 12+) – see Divisional Plan)	See row # above
CRR190004	20	Full County Council Elected Member Engagement on an annual basis to set priorities and allocate the Budget	A5
CRR190004	20	Challenge from Scrutiny Committees	A5
New	12	<b>A CMT Risk</b> ---Failure to comply with the requirements of the Local Government and Elections Wales Act	A1

# People Management Summary Divisional Plan

## Head of Service: Paul Thomas

### **Pandemic Response**

When the pandemic hit, the Division responded by acting swiftly and decisively. We took the lead in ensuring all government guidance was interpreted and communicated to our managers and staff. We established a dedicated intranet page so that information was readily accessible and constantly updated as the regulations changed. We quickly adapted our existing policies and developed new guidance such as Temporary Homeworking, Annual Leave and Furloughing of Staff. We also undertook a range of risk assessments and put in place safe systems of work to make sure critical services continued to be delivered, which, for example, allowed critical workers to access the Learning Hubs in our schools so that they could go to work.

The Team also made sure that all COVID-19 related absence was recorded and reported to CMT every week and worked closely with other Departments to make sure the information was accurate at all times.

We are immensely proud of all the staff who adjusted to the new ways of working. They continued to deliver core services such as Payroll and HR by quickly adapting to working from home and developed new ways to respond and manage the impact of the virus.

The People Management Strategic Management Team has worked alongside Gold and Silver command throughout the pandemic. It has played a key role in ensuring business continuity by evaluating and implementing the continual changes needed to deliver our services, stay healthy and to prevent the spread of the coronavirus.

The health and wellbeing of all our people has been a key priority for us and in response, we have dedicated significant resources to supporting the mental health and wellbeing of all our employees. We have been keen to normalise discussions about mental health and as part of Mental Health Awareness Week we launched the Time to Talk initiative, which we will continue to build on as we move forward.

### **Pandemic Recovery**

Working alongside Gold and Silver Command, the Division was instrumental in supporting the organisation whilst Council's services and schools recovered and began reopening. The health and safety of our staff, pupils and customers has been paramount throughout the pandemic and the Team has been at the forefront of providing safe systems of work, guidance and advice as Coronavirus guidance and legislation has changed or emerged from national government. We were key in developing the [Service Recovery Planning process](#) that allowed services to recover in a safe and structured manner and led strategic review that examined the impact COVID had on the organisation.

### **Moving Forward**

As we emerge from the pandemic, we recognise that we will be a changed organisation. We also recognise that the Council has an opportunity to be even better than it was pre-Covid; many lessons have been learnt, and the People Management Division is now integral to ensuring Council services are re-shaped by building on what we have learnt.

We will develop a new service delivery model for People Management building on the lessons we have learnt. Our policies will be reviewed to reflect the news of working and support our commitment

to being a zero-carbon local authority. Much of our work will be dedicated to shaping and supporting how the organisation works in the future and we will realign our TIC programme to support services through the process.

With the COVID-19 pandemic showing no signs of abating anytime soon, our focus will be on ensuring that our workforce has the skills to succeed in the new ways of working. We will continue to promote employee wellbeing by supporting our people and creating a healthy working environment for all.

Working with Democratic Services we will also develop a new Elected Member development programme incorporating the induction curriculum and Elected Member competency framework.

Ref	Key Actions and Measures	By When?	By Who?	WBO Ref
1	We shall ensure the Council fully supports staff to maintain a healthy work-life balance and, where necessary, ensure the careful management of staff sickness absences in the interest of the staff and the provision of services. (14137)	31/03/2022	Heidi Font	WBO13-B5 MF5-93
2	We will ensure the TIC programme continues to implement a balanced work programme so that TIC can support and promote longer term, sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short term and medium term. (CRR190004 / 14104)	31/03/2022	Jon Owen	WBO13-A
3	We will ensure that the TIC Income Thematic Workstream is focussed on the development of a more commercial approach across the organisation, and will aim to implement the outcomes and recommendations of the Audit Wales Review of Commercialisation in Local Government.	31/03/2022	Jon Owen/ TIC Income Workstream	WBO13-A
4	We will support the effective monitoring and reporting of the response to the Strategic review of the Impact of the COVID-19 crisis on the Council, with a view to ensuring that the learning and opportunities for improvement are integrated into new ways of working.	31/03/2022	Jon Owen	WBO13-A
5	We will continue to ensure that our recruitment, retention, people management and development policies comply with changing legislation and reflect the needs of the organisation	31/03/2022	Alison Wood	WBO13-B5
<b>Key Measures of success</b>				
6	The number of working days lost to sickness absence per employee (PAM/001) (2019/20 Result 10.7days 2020/21 Target 9.6 days)	-	Heidi Font	WBO13-B5 MF5-93
7	Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees (PAM/044) (2019/20 Result 34.4; 2020/21 Target 20.0)	-	Sally Bennett	WBO5-E

## Key Divisional Risks

Risk Ref or New?	Risk Score After control measures	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) (3. Service High Risk(scored 12+) – see Divisional Plan)	See row # above
CRR190004	20	CRR190004 - Ensuring that the Authority effectively manages its financial resources and responds to the challenges of reduced funding <ul style="list-style-type: none"> <li>TIC Programme to identify efficiencies and promote alternative methods of service delivery</li> </ul>	2
		<ul style="list-style-type: none"> <li>Workforce Planning to ensure staff resources are planned to match demand</li> </ul>	3

# Regeneration Summary Divisional Plan

## Head of Service: Jason Jones

Carmarthenshire's economy has been significantly impacted by the COVID-19 pandemic and Brexit. We have in place a clear recovery plan with an immediate priority focus on protecting jobs and safeguarding businesses. We will also continue to address the longer-term challenges that constrain growth in Carmarthenshire including low productivity and wages, skills deficits, too few businesses scaling up and the need for investment in modern business infrastructure and premises. We will support Carmarthenshire's economy to recover as quickly as possible to become one that is more productive than before, more equal, greener and with more sustainable communities.

Ref	Key Actions and Measures	By When?	By Who?	WBO Ref
<b>Well-Being Objective 5 - Create more jobs and growth throughout the county</b>				
<b>A</b>	<i>Regionally, by co-ordinating and delivering the Swansea Bay City Deal and specifically the Carmarthenshire based project of Pentre Awel</i>			
<b>1</b>	As part of the City Deal we will deliver a whole-site project plan for Pentre Awel, to include design & build, service/ business planning, public engagement & securing private sector financing to ensure benefits maximisation & ongoing sustainability. (12985)	May 2023	Sharon Burford	WBO5-A MF5-72a
<b>B</b>	<i>Locally, by delivering the 6 Transformational Strategy Area Plans targeting urban, coastal and rural Carmarthenshire</i>			
<b>2</b>	We will deliver Transformational town centre developments in Llanelli (13167), Ammanford and Carmarthen. (13167)	March 2023	Mike Bull	WBO5-B MF5-73a
<b>3</b>	We will deliver regeneration initiatives that focus on the development of the rural market towns in the County via the 10 Towns initiative. (13175)	March 2024	Mike Bull	WBO5-B MF5-73b
<b>4</b>	We will further develop the Carmarthenshire Coastal Belt at Llanelli, Burry Port and Pembrey (13168) through to Pendine (13169)	March 2023	Steffan Jenkins	WBO5-B MF5-73c
<b>5</b>	We will deliver the Cross Hands Growth Zone and bring forward developments at Cross Hands East Phase 2; Strategic Employment Site. (13164)	March 2025	Steffan Jenkins	WBO5-B MF5-73d
<b>6</b>	We will develop Local Employment Sites across the County as part of Transformations: strategic regeneration plan. (13165)	March 2025	Steffan Jenkins	WBO5-B MF5-73e
<b>7</b>	We will continue to deliver a Property Development Fund worth £11 million (£3.4 million from the Council and circa £7.5 million private sector investment). (14011)	March 2023	Mike Bull	WBO5-B MF5-73f
<b>8</b>	We will continue to deliver the Rural Enterprise Fund worth £6.3 million (£2.2 million from the Council and circa £4.1 million private sector investment). (14012)	March 2023	Mike Bull	WBO5-B MF5-73g
<b>9</b>	We will provide support to start up and established businesses wherever possible, with a particular focus on helping our SME's to upscale. (13166*)	March 2023	Steffan Jenkins	WBO5-B MF5-78
<b>10</b>	We will deliver employment support through the Workways + programme	Dec 2023	Steffan Jenkins	WBO5-B

<b>C</b>	<i>By identifying and addressing the issues facing rural communities</i>			
<b>12</b>	We shall consider opportunities to work with other local authorities and partners to establish a Rural Deal to focus on rural regeneration and continue to deliver support through the Leader programme (14013)	March 2022	Helen Morgan	WBO5-C MF5-77
<b>13</b>	We will consider options for ensuring the most effective use of the Council farm estate to support affordable farming initiatives and maximising development/diversification opportunities, particularly in relation to regeneration of renewal energy. (13174)	March 2022	Emily Hughes	WBO5-C MF5-14
<b>D</b>	<i>By developing learning, skills, employability &amp; encouraging a spirit of entrepreneurship throughout the county to support new businesses in the county (Regional Skills &amp; Learning Partnership)</i>			
<b>14</b>	We will deliver the £30m Skills & Talent Initiative to ensure the County fully benefits from the opportunities that will be created through the £1.3 billion investment through the Swansea Bay City Deal. (13176)	March 2023	Jane Lewis	WBO5-D MF5-72b
<b>E</b>	<i>By ensuring clear business support plans in order to support any implications from Brexit</i>			
<b>15</b>	We will investigate & monitor the impact of Brexit on the economy of Carmarthenshire via the Brexit Risk and Opportunities Register. (14015)	March 2022	Helen Morgan	WBO5-E MF5-84
<b>F</b>	<i>By supporting local economic growth</i>			
<b>16</b>	We will work with the third sector and other stakeholders to develop the range of support services provided in the County across a number of service areas as well as further developing volunteering opportunities within the County. (14006)	March 2022	Helen Morgan	WBO4-F MF5-80
<b>17</b>	We will continue to maximise the draw-down of funding from external sources via the new funding programmes	March 2022	Helen Morgan	WBO4-F
<b>18</b>	We will continue to promote the County's tourism potential via the Celtic Routes project	March 2022	Helen Morgan	WBO4-F
<b>G</b>	<i>Digital Infrastructure and Connectivity</i>			
<b>19</b>	We will work with partners to address issues in terms of superfast broadband access and mobile phone signal across the County and in particular in rural areas. (14859)	March 2023	Gareth Jones	WBO5-F MF5-74
<b>20</b>	We will continue to lead the £55 million investment in Digital Infrastructure across Carmarthenshire and the wider Swansea Bay City Region (The Programme will help to ensure that the region is equipped with future-proofed Digital Infrastructure and connectivity that will provide the transformative foundations for regional growth and prosperity. The Programme will also help to ensure social inclusion and cohesion in a post COVID-19 world.)	March 2023	Gareth Jones	WBO5-F
<b>Well-Being Objective 10 - Look After the Environment Now and In The Future</b>				
<b>21</b>	We will implement the Action Plan contained in the Route towards becoming a Net Zero Carbon Local Authority by 2030	April 2030	Kendal Davies	WBO10-C MF5-13
<b>Well-Being Objective 13 - Building a Better Council and Making Better Use of Resources</b>				
<b>A</b>	<i>Transforming, Innovating and Changing (TIC) the way we work and deliver services</i>			
<b>22</b>	We will ensure the Council makes the most efficient & effective use of its remaining community-based assets by reviewing and enabling any relevant Community Asset Transfer requests from interested parties.	March 2022	Stephen Morgan	WBO13-A MF5-15
<b>23</b>	We will review the strategic operational property portfolio with the various services as a result of new ways of working	April 2022	Stephen Morgan	WBO13-A3
<b>24</b>	We will review land and property availability, including strategic acquisitions, to ensure that best use of commercial land and property is being made to support the local economy and / or to generate capital receipts.	March 2022	Peter Edwards	WBO13-A

	Key Measures of Success			
25	Income - % performance against target to generate non-strategic Capital Receipts (2.1.2.12) (2019/20 Result 87.22%; 2020/21 Target 100%)	-	Peter Edwards	WBO13-B6
26	Jobs created with Regeneration assistance (EconD/001) (2019/20 Result 393.0; 2020/21 Target 184.0)	-	Mike Bull	WBO5-B
27	Jobs accommodated with Regeneration assistance (EconD/002) (2019/20 Result 85.0; 2020/21 Target 36.0)	-	Mike Bull	WBO5-B
28	The number of people placed into jobs with Regeneration assistance (EconD/003) (2019/20 Result 131.0; 2020/21 Target 130.0%)	-	Mike Bull	WBO5-B
29	The number of people helped into volunteering with Regeneration assistance. (EconD/005) (2019/20 Result 614; 2020/21 Target 1,030)	-	Mike Bull	WBO5-B
30	The level of Private Sector Investment / external funding secured (£) (EconD/008) (2019/20 Result £16,247,339; 2020/21 Target £6,325,568)	-	Mike Bull	WBO5-B

## Key Divisional Risks

Risk Ref or New?	Risk Score After control measures	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored16+) (3. Service High Risk(scored 12+) – see Divisional Plan)	See row # above
CRR 190013	12	Delivery of City Deal	A1
CRR 190014	12	Delivery of the Pentre Awel	A1
New	8	Net Zero Carbon by 2030 (Dir Env. + HOS Regen)	21



### Pandemic Response

The Business Unit responded to the pandemic in a pragmatic manner, ensuring all essential services to staff and Members were provided to ensure continuation of core services. Staff adjusted their normal working patterns by some working from home and others working from the office. New ways of working were quickly established and introduced to ensure we were able to support functions. A number of priority areas were identified, i.e. payments to suppliers being made without any unnecessary delays. The incoming and outgoing mailing service also continued to function throughout the pandemic, albeit on reduced days. The Unit has provided logistic support to Gold Command and a number of subgroups from the outset of the pandemic and continues to do so.

### Moving Forward

The Business Unit will continue to provide support to the department, staff and Members, however our response to the pandemic has allowed us to look at our priorities and explore new ways of working. We will continue to build on what we have learnt over the last 12 months to ensure our service continues to be fit for purpose. We recognise that moving forward we will continue to do things differently and look to further develop new systems and review our processes. The unit is traditionally reliant on paper copies in one form or other, therefore digitalisation is very much a priority for the business unit going forward.

Ref	Key Actions and Measures	By When?	By Who?	WBO Ref
<b>A</b>	<b>Business and Executive Board Support</b>			
<b>1</b>	Ensure that all budget efficiencies agreed are delivered and identify potential efficiencies for future years.	31/03/22	Nicola Evans	
<b>2</b>	Making best use of resources to improve services to the public, through innovation.	31/03/22	Nicola Evans	
<b>3</b>	Assist TIC with specific corporate efficiency projects	31/03/22	Nicola Evans	
	<b>Key Measures of Success</b>			
	There are NO Key Measures of success for this service area			



### **Pandemic response**

The Media and Marketing team has played a key role in supporting all divisions across the authority to effectively communicate relevant information to residents, businesses and stakeholders throughout the county; working closely with partners as part of the Local Resilience Forum warning and informing groups to ensure consistency and relevancy across all communications.

The website and other digital functions, including social media and e-bulletins, were used in the first instance to communicate widely, however the team used every method of communication to ensure important Covid-19 messages were relayed and understood by everybody including radio advertising, town centre banners, consistent and regular media coverage and more. All communication was successfully provided in both Welsh and English.

As well as communicating relevant information, the Media and Marketing team played a key role in galvanising community spirit and kindness, encouraging people to volunteer and support each other through the pandemic. The SirGaredig (Sharing Carmarthenshire's Kindness) campaign is just one of the many campaigns delivered which was adopted and widely shared across many communities and across the many departments and democratic services of the council.

The customer services changed dramatically during this time with the focus primarily on responding to telephone calls and this all being done from home. The Hwbs shut but staff worked as a team, communicating and supporting key services to ensure residents were well informed of significant changes to certain services during this difficult time.

Supporting residents and businesses facing hardship to understand and apply for the various financial relief packages available to them has also been a key focus.

As well as external communications, the team has delivered a wide range of internal communications to support staff who have had to change the way they work including simultaneous translation of all democratic virtual meetings.

### **Pandemic recovery**

The Media and Marketing team has worked closely alongside partners, including the Welsh Government communications team, to share information about easing of restrictions in various stages and to help health partners to deliver effective and reassuring communications about the vaccination roll-out. The team has also supported all departments to effectively communicate messages about resumption of services, safety measures, enforcement and compliance.

The team continues to play a key role in supporting businesses, particularly those in the tourism industry, to react and recover as restrictions are eased further ensuring that they can benefit from targeted support.

### **Moving forward**

The Media and Marketing team will continue supporting all departments, as well as residents, businesses, communities and stakeholders, as the country moves on from the pandemic.

This pandemic has brought into stark contrast the very real struggles some people in our communities are facing. Customer services will play a key role in ensuring that those needing additional support are aware that they are and not alone - we will help them, in the short-term and the long-term. We will develop a service to support and advise people in need - not just sign-posting to immediate sources of support, but also guiding them towards a better future. The team will continue delivering key information to relevant audiences at the right time, and in a way that they are most likely to engage with us.

Alongside supporting the department to deliver the economic recovery plan, the Media and Marketing team will continue delivering a range of services and campaigns to ensure people are well informed and have an understanding of the authority's commitments, challenges and achievements.

Ref	Key Actions and Measures	By When?	By Who?	WBO Ref
<b>A</b>	<b>Media and Marketing</b>			
<b>1</b>	We will work with other Council services to further develop the Council's involvement, participation and consultation framework. <i>(14855)</i>	31/03/22	Deina Hockenhuill	WB013-B2 MF5-91
<b>2</b>	Support and advise community groups and organisations to re-introduce when appropriate the organising of community events being held in Carmarthenshire from agricultural shows, festivals and carnivals to exhibitions, concerts and performances. <i>(14853)</i>	31/03/22	Huw Parsons	WBO9-B MF5-85
<b>3</b>	We will develop and deliver a County wide tourism plan to focus more on the strategic objective of generating more year-round business by developing and promoting campaigns that provide a clear reason to visit Carmarthenshire. <i>(14723)</i>	31/03/22	Huw Parsons	WBO5-G
<b>4</b>	Service user involvement: The Council should develop a systematic approach to involving service users in the future design and development of its online/channel shifted services. <i>(14300 Regulatory Recommendation)</i>	30/09/22	Dija Oliver	WAO
<b>5</b>	We will support departments with their messaging by proactively promoting changes to services and continue to assess customer engagement across all of our digital platforms. <i>(14734)</i>	31/03/22	Dija Oliver	WBO13-A
<b>6</b>	We will work with departments to ensure a consistent and co-ordinated corporate approach for communicating with the public making sure all our campaigns follow the principle of One Council, One Vision, Once Voice.	31/03/22	Diane Phillips	WBO13-B2
<b>7</b>	We will introduce quality monitoring of service delivery across different customer access channels to ensure that correct processes and procedures are adhered to consistently and professionally, in line with agreed Service Level Agreements.	31/03/22	Eifion Davies	WBO13-B4
	<b>Key Measure of Success</b>			
<b>8</b>	Public use of the Council website <i>(ICT/005)</i> <i>(2019/20 Result: 2,050,954 - 2020/21 Target 2,500,000)</i>		Dija Oliver	WBO13-A

Each year the civil registration service is required to confirm its pandemic contingency plan to the Home Office. 2020/2021 was the year in which that planning came to the fore and became our daily working document. The year when our critical role in the management of deaths process became our main focus. In 2020-2021 we have recorded the highest ever number of deaths, most intensely between December and February. The service has worked throughout the pandemic, up to 7 days a week and at extended hours. The plan was updated frequently, often daily, in response to fast-moving changes by the UK government, the Welsh government and CCC Gold command. Whenever there was a change in legislation, we immediately reviewed our processes to amend whatever could be made safer and more efficient.

Legal easements allowed us to use selected electronic transfer of documents and registrations by telephone, to reduce the risk of face-to-face contact. This also facilitated staff who were shielding, to work from home and enabled us to fully review our processes, end-to-end. We have increased the number of appointments which are successfully completed the first time and have reduced the amount of face-to-face time needed for those appointments, making them safer for staff and for the public.

- Birth registrations were paused for 5 months resulting in 800 deferred registrations, were then back captured within 4 months, a massive effort and a huge success. We worked in partnership with Pembrokeshire to enable them to deputise for us in certain cases to support parents living there.
- 195 couples chose to go ahead with their marriage or civil partnership and we continue to work with around 350 other couples, many of whom have postponed their dates several times. We anticipate a spike in demand in 2022.

Facing the practical and emotional challenges that the COVID pandemic brought to all frontline key workers, the service team rose to the challenge magnificently and were well supported by services such as IT and colleagues from Electoral Services, Customer Services and Policy/ Compliments and Complaints, who were trained at very short notice and quickly became valued members of the team.

We worked closely with our funeral directors, mortuary staff, Coroner Services and the Medical Examiner Service to improve the bereavement journey. Our managers worked strategically within the Excess Deaths Management group and represented Wales at the UK level by chairing regional groups for Registration Services and Coroner Services. At Welsh Government level they helped shape relevant policy in forums and working groups.

Moving forward, the registration team will continue to contribute to and support the work carried out by GRO Civil Reform Team, Welsh Government and Central Government on their pandemic recovery plans and the future design and delivery of registration services. We will promote the key activities of the local registration service and aim to use our key strengths to explore other service delivery opportunities and to serve the public well, however they need us to do so. Coroner Services will look to build upon the use of video and audio for partially remote inquest hearings which will enable the Coroner to deal with the backlog of inquests.

The last year has seen the Elections Team outsource the weekly printing of Electoral Registration Forms and postal vote requests, so that the team could focus on more productive tasks. The Election Team will reflect on the planning and administration of the May 2021 elections and utilise that knowledge in the delivery of the Local Government and Town and Community Council Elections scheduled for May 2022 working with stakeholders, in particular the Boundary Commission for Wales in implementing the recommendations of the Carmarthenshire Electoral Review.

<b>A</b>	<b>Electoral Services</b>			
<b>1</b>	To carefully review current arrangements for delivering the May 2021 combined elections with the view of ensuring that voters are safe and are fully aware of their voting options.	May 2021	Amanda Bebb	WBO13-B3
<b>2</b>	To carry out an effective campaign to ensure that all 16- and 17-year-olds and foreign nationals newly enfranchised living within Carmarthenshire are registered and encouraged to participate in the Senedd Elections taking place on 6 May 2021.	May 2021	Amanda Bebb	WBO13-B2
<b>3</b>	To implement the finding of the Carmarthenshire Electoral Review in time for the 2022 Local Elections	May 2021	Amanda Bebb	
<b>B</b>	<b>Civil Registration and Coroner Services</b>			
<b>4</b>	To ensure that any potential merger of the Coroner's jurisdiction, results in a more resilient and consistent service for the bereaved people by working with key stakeholders including Pembrokeshire Council, Chief Coroner and Ministry of Justice	March 2022	Amanda Bebb	WBO13-B4
<b>5</b>	To provide the facilities to the Acting Coroner to ensure the backlog of inquests due to the Coronavirus Pandemic are conducted safely in a timely fashion to give closure to families and loved ones	March 2022	Amanda Bebb	
<b>6</b>	To continue to deliver a Registrars service that meets and exceeds the national standards in all areas by working closely with our stakeholders.	March 2022	Andrea Rowlands	WBO13-B4
<b>7</b>	To pursue the relocation of our Registration Office for the Ammanford area	Nov 2021	Andrea Rowlands	WBO13-B3
<b>8</b>	To administer and work with our stakeholders in delivering the Civil Partnerships, Marriages and Deaths (Registration etc.) Act 2019 that will come into force on 4 May 2021	Dec 2021	Andrea Rowlands	WBO13-B3
<b>9</b>	Develop lessons learned from the Coronavirus pandemic to inform how our future services can be delivered in line with the governments' digital agenda.	Mar 2022	Andrea Rowlands	
<b>10</b>	To engage and build upon current relationship with Medical Examiner and Coroner Services in the planning for the introduction of the statutory Medical Examiner scheme	Mar 2022	Andrea Rowlands	
<b>11</b>	To administer the additional duties involved with Carmarthenshire's becoming a Designated Register Office in 2021.	Aug 21	Andrea Rowlands	
	<b>Key Measures of Success</b>			
	There are NO Key Measures of success for this service area			

## Key Risks

<b>Risk Ref or New?</b>	<b>Risk Score After control measures</b>	<b>Identified Risk</b> All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) (3. Service High Risk (scored 12+) – see Divisional Plan)	<b>See row # above</b>
New	12	<b>A CMT Risk</b> -Failure to comply with the requirements of the Local Government and Elections Wales Act	B2

## 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

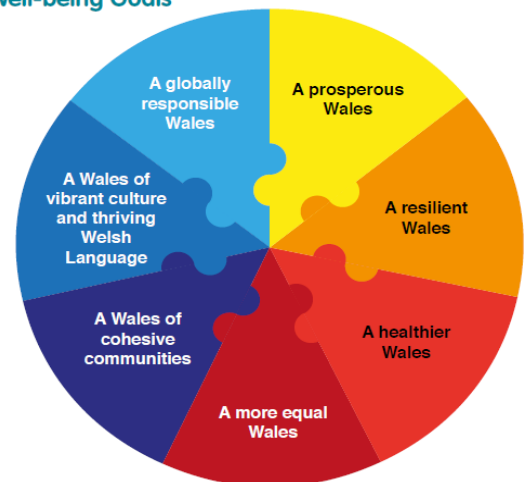
To show that we have applied the sustainable development principle we must demonstrate the following 5 ways of working:-

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



## POLICY & RESOURCES SCRUTINY COMMITTEE 30<sup>TH</sup> APRIL 2021

### CORPORATE SERVICES DEPARTMENTAL BUSINESS PLAN 2021/2022

#### Purpose:

To give members an opportunity to review the Department's business plan.

#### To consider and comment on the following issues:

- Corporate Services Departmental Business Plan 2021/2022

#### Reasons:

- The integration of financial and business planning.

To be referred to the Executive Board / Council for decision: NO

#### EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:- Cllr. David Jenkins (Resources)

Directorate: Corporate Services	Designations:	Tel Nos. / E Mail Addresses:
Chris Moore	Director of Corporate Services	01267 224120 <a href="mailto:CMoore@carmarthenshire.gov.uk">CMoore@carmarthenshire.gov.uk</a>
Report Author: Tracey Thomas	Principal Business Development Officer	01267 246202 <a href="mailto:TrThomas@sirgar.gov.uk">TrThomas@sirgar.gov.uk</a>

# EXECUTIVE SUMMARY

## POLICY & RESOURCES SCRUTINY COMMITTEE

### 30<sup>TH</sup> APRIL 2021

#### Corporate Services Departmental Business Plan 2021/22

To give members an opportunity to review the Department's business plan

#### 1. BRIEF SUMMARY OF PURPOSE OF REPORT.

- The business plan outlines the priorities for the department during 2021/22 and is supported by Divisional Plans

DETAILED REPORT ATTACHED?

YES

## IMPLICATIONS

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report :

Signed: **Chris Moore**

**Director of Corporate Services**

Policy, Crime & Disorder and Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>NONE</b>	<b>YES</b>	<b>NONE</b>	<b>YES</b>

#### 1. Policy, Crime & Disorder and Equalities

The Well-being Future Generations Act (2015) requires that functions of the council should maximise their contributions the Well-being Objectives set by the Council.

(Our Well-being Objectives maximise our contribution to the seven Well-being Goals of the Act and demonstrate the five ways of working.)

#### 2. Legal

See 1. above

#### 3. Finance

The Well-being Future Generations Act (2015) requires that we ensure that resources are allocated annually to meet our objectives.

#### 4. ICT

The Digital Transformation Strategy sets out the Council's strategic digital priorities and aspirations and outlines what we plan to do to achieve our vision for a Digital Carmarthenshire

#### 5. Risk Management Issues

Key risks are identified for each department and mitigating actions are outlined



## 6. Staffing Implication

None

## 7. Physical Assets

See Appendix 2 with Budget Information

# CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below

Signed: Chris Moore

Director of Corporate Services

1. Local Member(s) - None

2. Community / Town Council - None

3. Relevant Partners - None

4. Staff Side Representatives and other Organisations - None

### Section 100D Local Government Act, 1972 – Access to Information

List of Background Papers used in the preparation of this report:

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Well-being of Future Generations Act		<a href="#">Well-being of Future Generations (Wales) Act 2015</a>
<b>New Corporate Strategy 2018-2023</b> (Incorporating Carmarthenshire's Well-being Objectives and Improvement Objectives)		<a href="#">New Corporate Strategy 2018-2023</a>

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# Corporate Services Departmental Business Plan

for delivering our Corporate Strategy  
and Well-being Objectives

March 2021

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'Life is for living, let's start, live and age well in a healthy,  
safe and prosperous environment'

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[carmarthenshire.gov.wales](http://carmarthenshire.gov.wales)

Cyngor **Sir Gâr**  
**Carmarthenshire**  
County Council



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This Departmental Business Plan has been produced to give staff, customers, 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. We aim to show at a high level what the department will do to support the Corporate Strategy 2018-23 and the Well-being Objectives we have set (see Page 3 below), also taking account of the impact caused by the COVID-19 pandemic.

## How the Department's Services support the Well-being Objectives

Revised Well-Being Objectives	Financial Services	Revenues and Financial Compliance	Specific focus for 2021/22
<b>Start Well</b>			
1. Help to give every child the best start in life and improve their early life experiences			Expansion of Flying Start
2. Help children live healthy lifestyles			Mental health issues post lockdown
3. Support and improve progress, achievement, and outcomes for all learners			Re-engage in learning and regain any learning lost due to COVID
<b>Live Well</b>			
4. Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty		✓	Poverty
5. Creating more jobs and growth throughout the county	✓	✓	Focus on SME Foundational economy Rural regeneration Pentre Awel
6. Increase the availability of rented and affordable homes			Local housing crisis - escalating costs and second homes
7. Help people live healthy lives (tackling risky behaviour and obesity)			
8. Support community cohesion, resilience and safety			Community cohesion and resilience
<b>Age Well</b>			
9. Support older people to age well and maintain dignity and independence in their later years			
<b>In a Healthy and Safe Environment</b>			
10. Looking after the environment now and for the future			Climate change with particular focus on flooding Net Zero Carbon
11. Improving the highway and transport infrastructure and connectivity			
12. Promoting Welsh Language and Culture	✓	✓	Supporting national target of a million Welsh speakers
<b>In addition a Corporate Objective</b>			
13. Better Governance and Making Better Use of Resources	✓	✓	We support 3 out of the 7 areas of Corporate Change: 2 Financial Planning 4 Procurement 6 Risk Management



[HOS and Well-being Objective Map](#)

[Steps within Well-being Objectives](#)

## Executive Board Member Foreword



I have great pleasure in introducing the Corporate Services Departmental Summary Business Plan for 2021/22. I am satisfied that this Business Plan provides a comprehensive overview of the Departmental performance. It also provides the Department's aims and objectives for 2021/22.

**Sign Off** Cllr. David Jenkins

Date: 22.4.21

## Introduction by Director of Corporate Services



The Directorate for Corporate Services supports all the Departments within the Authority and employs over 200 people with an overall of budget of nearly £31 million. The department is diverse and includes Accountancy, Treasury Management, Payroll, Pensions, Revenue Services including Council, Housing Benefit and Debtors, Internal Audit, Corporate Procurement and Risk Management.

After a challenging year dealing with COVID 19 I would like to thank all staff for their contribution and dedication often under challenging circumstances; I would like to thank you for your commitment, flexibility and personal resilience shown and this deserves to be recognised, thank you.

All services have been working hard and responded well during the Covid pandemic. We have adapted to new ways of working and re-acted quickly by introducing new processes in a timely manner such as the introduction of electronic processing for both our banking transactions and treasury management practices, supporting local businesses via business grants and procuring of PPE, whilst managing both capital and revenue accounts and Welsh Government funding.

We plan for services to develop in a post COVID world and we do so from a position of strength in which the whole local authority has responded well to the unprecedented challenges. The introduction of the new Local Government and Elections Act (Wales) 2021 with the changes to our existing Audit Committee structure, we will reflect on the recommendations of the CLES report and the Future Generations Commissioner for Wales Procuring Well Being Report and supporting the health and well-being of our staff are key priorities for 2021. We will do this alongside playing our part corporately in the recovery of the whole council. To achieve our key priorities, we will look to reshape our services, working with the new ways of working group.

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Our key priorities and actions as detailed in this plan have all been developed in line with the Future Generation principles of planning for the long-term, prevention, integration, collaboration, and involvement.

Our vision is strongly linked to the priorities of the Authority and summarises our central purpose of **'Making Better use of Resources'**

## ***Chris Moore, Director of Corporate Services***

### **The following Summary Divisional Plans are included:**

- **Financial Services Division – Head of Service Randal Hemingway**



Financial Services includes 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 several 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.

- **Revenues & Financial Compliance Division – Head of Service**

## **Helen Pugh**



Revenues & financial compliance includes 5 distinct areas:

**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.

**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 and provides business support to Corporate Services.



## Financial Services Summary Divisional Plan

Ref	Key Actions and Measures	By When?	By Who?	WBO Ref
<b>A</b>	Financial Services			
<b>1</b>	We will provide significant financial support and advice to the Swansea Bay City Region	March 2022	Chris Moore/ Randal Hemingway	<b>WBO13-B6</b>
<b>2</b>	We will undertake the closure and Audit of the Accounts within the appropriate timescales	June 2021	Chris Moore/ Randal Hemingway	<b>WBO13-B6</b>
<b>3</b>	We will ensure an unqualified audit of the final accounts	September 2021	Chris Moore/ Randal Hemingway	<b>WBO13-B7</b>
<b>4</b>	We will monitor and implement changes to the Local Government Pension scheme as a consequence of legislation changes, including Sargeant/McCloud	March 2022	Chris Moore/ Randal Hemingway /Kevin Gerard	
<b>5</b>	To support the Pensions Board	March 2022	Chris Moore/ Randal Hemingway/ Anthony Parnell	
<b>6</b>	To collaborate with other LGPS Funds and pools on investments and governance	March 2022	Chris Moore/ Randal Hemingway/ Anthony Parnell	
<b>7</b>	To manage the Host Authority Function for the Wales Pension Partnership	March 2022	Chris Moore/ Randal Hemingway/ Anthony Parnell	
<b>8</b>	To ensure timely closure of accounts for the Dyfed Pension Fund	March 2022	Chris Moore/ Randal Hemingway/ Anthony Parnell	
<b>9</b>	We will fully support staff in their health and well being	March 2022	Chris Moore/ Randal Hemingway	<b>WBO13-B5</b>
<b>10</b>	We will identify a set of key performance indicators taking a balanced scorecard approach	March 2022	Chris Moore/ Randal Hemingway	<b>WBO13-B6</b>
<b>11</b>	Use of the Councils reserves to invest in the County and support future development (Moving forward in Carmarthenshire)	March 2022	Chris Moore/ Randal Hemingway	<b>WBO13-B6</b> <b>MF5-96</b>
<b>12</b>	Ensure the Council manages its budgets effectively and prudently (Moving forward in Carmarthenshire)	March 2022	Chris Moore/ Randal Hemingway	<b>WBO13-B6</b> <b>MF5-98</b>
<b>B</b>	Key Measures of Success			
<b>1</b>	The % of undisputed invoices which were paid in 30 days (CFH/006)	Quarterly	Chris Moore/ Randal Hemingway/ Karen Mansel	<b>WBO5-D</b>

<b>2</b>	Return on Investments to outperform the average 7 day LIBID (London Interbank Indicative) rate for the year (6.1.2.1)	Quarterly	Chris Moore/ Randal Hemingway/ Anthony Parnell	<b>WBO13-B6</b>
<b>3</b>	New borrowing rate to outperform the average PWLB rate for the year (6.1.2.2)	Quarterly	Chris Moore/ Randal Hemingway/ Anthony Parnell	<b>WBO13-B6</b>

### Key Divisional Risks

<b>Risk Ref</b>	<b>Risk Score</b>	<b>Identified Risk</b>	<b>Control Measures</b>
CSV250001	12	Threat of financial crisis impacting on Treasury and Dyfed Pension Fund Management	Monitoring of PI Ref: 6.1.2.1/6.1.2.2 & 6.1.3.4 (See table B above)
CRR190004	20	Ensuring that the Authority effectively manages its financial resources and responds to the challenges of reduced funding	Medium term Financial Strategy – 5 year plan. Full County Council Elected Member engagement to set priorities and allocate the budget. Challenge from Scrutiny Committees. Public consultation re: budget priorities. (see A10 above)
CRR190005	16	Ensuring effective management of Grant Funding (including accessing grant funding)	Project management training. Grant Funding Bodies Guidance briefings and training. Grants Panel. Grants manual/CPRs/FPRs

## Revenues & Financial Compliance Summary Divisional Plan

Ref	Key Actions and Measures	By When?	By Who?	WBO Ref
1	We will continue to provide significant procurement support and advice to the Swansea Bay City Region Carmarthenshire led projects	March 2022	Chris Moore/ Helen Pugh	WBO5-A
2	We will promote the updated Financial Procedure Rules, the Antifraud and Anti-corruption strategy and any other specific strategies/policies or regulatory recommendations.	March 2022	Chris Moore/ Helen Pugh/ Caroline Powell	WBO13-B1
3	Implement the changes to our Audit Committee structure in line with the new Local Government and Elections Act (Wales) 2021.	March 2022	Chris Moore/ Helen Pugh/ Caroline Powell	WBO13-B7
4	We will address the recommendation or proposals for improvement arising from the Wales Audit Office review of Risk Management arrangements	March 2022	Chris Moore/ Helen Pugh/Julie Standeven	WBO13-B6
5	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 2022	Chris Moore/ Helen Pugh/ Clare Jones	WBO5-D
6	We will monitor effective Contract management throughout the Authority	March 2022	Chris Moore/ Helen Pugh/ Clare Jones	WBO13-B6
7	Advance our progressive procurement action plan following on from the work with the Centre for Local Enterprises (CLES)	March 2022	Chris Moore/ Helen Pugh/ Clare Jones	WBO13 -A
8	We will address the key findings, highlighting good practice and recommendations from the 'Procuring well-being in Wales' report (publish 25 <sup>th</sup> February 2021) from the Office of Future Generations Commissioner for Wales.	March 2022	Chris Moore/ Helen Pugh/ Clare Jones	WBO13 -A
9	We will contribute to tackling poverty within Carmarthenshire.	March 2021	Chris Moore/ Helen Pugh/Ann Thomas	WBO4-D
10	Build Talent – attract, develop, and retain high calibre of staff	March 2022	Chris Moore/ Helen Pugh	WBO13-B5
11	We will fully support staff in their health and well being	March 2022	Chris Moore/ Helen Pugh	WBO13-B5

B	Key performance measures			
1	Actual achievement against Annual Audit Plan. (6.4.1.3)	Quarterly	Chris Moore/ Helen Pugh	WBO13-B7
2	Average number of days taken to process new Housing/ Council Tax Benefit claims. (6.6.1.2)	Quarterly	Chris Moore/ Helen Pugh	WBO4-D
3	Average number of days taken to process notifications of changes of circumstances in Housing/Council Tax Benefit claims. (6.6.1.3)	Quarterly	Chris Moore/ Helen Pugh	WBO4-D
4	% of recently calculated Housing/Council Tax Benefit claims that have been calculated accurately based on a sample check. (6.6.1.9)	Quarterly	Chris Moore/ Helen Pugh	WBO4-D
5	% of council tax due for the financial year which was received by the authority. (CFH/007)	Quarterly	Chris Moore/ Helen Pugh	WBO13-B6
6	The percentage of non-domestic rates due for the financial year which were received by the authority. (CFH/008)	Quarterly	Chris Moore/ Helen Pugh	WBO13-B6

### Key Divisional Risks

Risk Ref or New?	Risk Score After control measures	Identified Risk <small>All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) (3. Service High Risk(scored 12+) – see Divisional Plan)</small>	Control measures
CSV330003	15	Additional Council Tax Reduction Scheme Workload due to the extra verification work for the increasing number of customers in receipt of Universal Credit	Monitoring of PI Ref: 6.6.1.2/6.6.1.3/6.6.1.5/6.6.1.6 & 6.6.1.9. (see B in Table above)
CV330005	25	Potential pressure on the Discretionary Housing Payment Funding provided by Department of Works and Pensions	Monitoring of the DWP Fund (See B in Table above)
CSV340002	25	Insufficient resources (within the unit or elsewhere) to progress identified service improvements and system changes: Agresso/Debtors System	To undertake a proactive service improvement and development role – (included in Financial Services Divisional Plan)
CSV340003	20	Insufficient resources (within the unit or elsewhere) to progress identified service improvements and system changes: Northgate Server/Revenues and Benefits System	To undertake a proactive service improvement and development role (included in Financial Services Divisional Plan)

## Coronavirus Risks – Corporate Services

Risk Ref	Risk Score After control measures	Identified Risk <small>All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) (3. Service High Risk (scored 12+) – see Divisional Plan)</small>	Controls
CORCS0001	20	Loss of Staff in critical business areas to provide a critical service	To work closely with managers in these critical business areas to monitor this situation and to re-deploy staff
CORCS0002	20	Increased workloads in critical business areas – such as in Revenue Services	Monitor workloads with managers on a daily basis and to re-deploy staff and resources
CORCS0003	20	Strategic financial implications – loss of income	Recovery of Council Tax and NNDR whilst being sensitive to the current situation
CORCS0004	20	Financial implications – Increased costs due to COVID 19 demands and compliance with Welsh Government Instructions	Exceptional procurement purchases due to Covid 19 must be signed off by Section 151 Officer
CORCS0005	20	Possible increase in fraud and abuse of internal systems and controls such as procurement, whilst emergency rules in place	Raise awareness with managers and line managers to seek audit advice
CORCS0007	16	Risk of Schools Travel Insurance provider repudiating claims made by Carmarthenshire Schools	Work closely with the Councils Broker to challenge Insurers decision. Encourage and support schools to pursue recovery from travel companies/airlines. Submit complaints to Financial Conduct Authority.
COVST0002	20	Covid – Strategic: Failure to interpret changes in HR legislation – guidance notes not rolled out so managers are not compliant, which would lead to confusion and potential challenge	HR to include controls.
COVST0008	20	Health and Well-being of staff and public	See Action A8.
COVST0015	20	Covid – Strategic: Failure to manage grants and maximise on the funding resources available: Failure to secure funding	Recovery Group reviewing financial position. Reprioritisation of funding to best address the current liabilities.

		<p>Failure to deliver current projects within the set timescales</p> <p>Failure to deliver outputs in line with the T&amp;C's of grant paying departments</p>	<p>Dialogue with grant paying bodies.</p> <p>Reprioritisation of capital programme.</p>
COVST0016	20	<p>Covid – Strategic: Risk of local business and economy not recovering from the lockdown</p>	<p>Financial Support to businesses.</p>
COVST0017	20	<p>Covid – Strategic: Risk of contractor and suppliers failing to deliver projects/schemes:</p> <p>Contractors resources depleted.</p> <p>Contract failure</p> <p>Cost increases</p> <p>Sourcing materials</p>	<p>Procurement processes to continue in selected areas.</p> <p>Set up contracts for work ready after lockdown.</p>
CRR190030	20	<p>Risk to business continuity, system failure and service delivery.</p>	<p>Services are updating Business Continuity Plans.</p> <p>Regional planning group in place with other sector organisations.</p> <p>Risks will be managed by service daily monitoring.</p>

## 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



### Budget Information:

Attached is the Revenue Budget Strategy for 2020/21 to 2023/24 and the 5 year Capital Programme (Council Fund) 2021/22 to 2025/26 detailing budget information for the Authority including Corporate Services Department.

#### Revenue Budget Strategy 2021/22 to 2023/24



Revenue Budget  
Strategy 2021/22 to 2023/24

#### 5 Year Capital Programme (Council Fund) 2021/22 to 2025/26



5 Year Capital  
Programme (Council Fund)



## POLICY & RESOURCES SCRUTINY COMMITTEE

30<sup>th</sup> April 2021

### ENVIRONMENT DEPARTMENTAL BUSINESS PLAN 2021/22

(Extracts relevant to the Policy & Resources Scrutiny remit)

#### Purpose:

To give members an opportunity to review the Department's Business Plan.

#### To consider and comment on the following issues:

Elements of the business plan relevant to this Scrutiny's remit as identified below:-

- Property – page 8

#### Reasons:

To show how the department, for which this Scrutiny has a remit, supports the Corporate Strategy.

To be referred to the Executive Board / Council for decision: **NO**

#### EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:-

**Cllr. David Jenkins (Resources)**

**Cllr. Hazel Evans (Environment)**

Directorate <b>Environment</b> Name of Head of Service: <b>Jonathan Fearn</b>  Report Author: <b>Jackie M Edwards</b>	Designations:  <b>Head of Property</b>   <b>Business Improvement Manager</b>	Tel Nos. / E Mail Addresses:  <b>01267 246244</b> <a href="mailto:JFearn@carmarthenshire.gov.uk">JFearn@carmarthenshire.gov.uk</a>  <b>01267 228142</b> <a href="mailto:JMEdwards@carmarthenshire.gov.uk">JMEdwards@carmarthenshire.gov.uk</a>
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**EXECUTIVE SUMMARY**  
**POLICY & RESOURCES SCRUTINY COMMITTEE**  
**30<sup>TH</sup> APRIL 2021**

**Environment Departmental Business Plan 2021/22**

**Purpose:**

To give members an opportunity to review the Department's business plan.

**1. BRIEF SUMMARY OF PURPOSE OF REPORT.**

- This is the Environment Departmental Business Plan, but the following service areas are under the remit of this Scrutiny:
  - Property – page 8
- Due to the Coronavirus COVID-19 pandemic this is an abbreviated plan, usually it would include a review section, but this has been covered in the Service COVID-19 Impact Assessments previously submitted to this Scrutiny.
- The purpose of the business plan is nevertheless to show how this plan will support the delivery of the Corporate Strategy.

**2. OTHER OPTIONS AVAILABLE AND THEIR PROS AND CONS**

- The impact of the pandemic and BREXIT create a lot of uncertainty in future planning and this plan is subject to change.

**DETAILED REPORT ATTACHED?**

**YES**

**IMPLICATIONS**

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report :

igned:

Ruth Mullen  
Jonathan Fearn

Director of Environment  
Head of Property

Policy, Crime & Disorder and Equalities <b>YES</b>	Legal <b>YES</b>	Finance <b>YES</b>	ICT <b>YES</b>	Risk Management Issues <b>YES</b>	Staffing Implications <b>YES</b>	Physical Assets <b>YES</b>
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## **1. Policy, Crime & Disorder and Equalities**

- This departmental business plan shows how the department supports the Corporate Strategy and its Well-being Objectives.
- It will be supported by more detailed divisional business plans.
- The actions that support the Well-being Objectives and the steps taken to achieve them will be monitored throughout the year.
- The COVID-19 pandemic has had a considerable impact on departments and business plans reflect this. There have been many lessons learnt and new ways of working developed that will be maintained.

## **2. Legal**

The Well-being Future Generations Act (2015) requires that functions of the council should maximise their contributions to the Well-being Objectives set by the Council. Our Well-being Objectives maximise our contribution to the seven national Goals of the Act and demonstrate the five ways of working.

## **3. Finance**

The Well-being Future Generations Act (2015) requires that we ensure that resources are allocated annually to meet our objectives. The budget breakdown has been reported to a previous meeting.

## **4. ICT**

The Digital Transformation Strategy sets out the Council's strategic digital priorities and aspirations, and outlines what we plan to do to achieve our vision for a Digital Carmarthenshire.

## **5. Risk Management Issues**

Key risks are identified for each department and mitigating actions are outlined.

## **6. Staffing Implications** As identified within the plan.

## **7. Physical Assets** Some projects might be included in the business plan.

# **CONSULTATIONS**

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below

Signed:	Ruth Mullen	Director of Environment
	Jonathan Fearn	Head of Property

**1. Local Member(s)** N/A

**2. Community / Town Council** N/A

**3. Relevant Partners** N/A

**4. Staff Side Representatives and other Organisations** N/A

EXECUTIVE BOARD PORTFOLIO HOLDER(S) AWARE/CONSULTED YES		Include any observations here
Section 100D Local Government Act, 1972 – Access to Information List of Background Papers used in the preparation of this report:  THESE ARE DETAILED BELOW:		
Title of Document	File Ref No.	Locations that the papers are available for public inspection
Corporate Strategy		<u>Corporate Strategy 2018-2023</u>

# Environment Department's Summary Business Plan Extract - Property Division

for delivering our Corporate Strategy  
and Well-being Objectives

**MARCH 2021**

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'Life is for living, let's start, live and age well in a healthy,  
safe and prosperous environment'

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[carmarthenshire.gov.wales](http://carmarthenshire.gov.wales)

Cyngor **Sir Gâr**  
**Carmarthenshire**  
County Council



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This is a Departmental Business Plan to show at a high level what the department will do to support the Corporate Strategy 2018-23 and the Well-being Objectives we have set. Within this framework we have examined our priorities for 2021/22 and the impact of COVID-19.

## Purpose of the 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.

This plan will be supported by more detailed Divisional Plans and Team Plans.

### Director's Overview

I would like to thank all staff and services for their excellent contribution, often under challenging circumstances. The impact of Covid-19 on the Environment Department in 2020 and ongoing impact has raised challenges in continuing to provide essential key services. The dedication, commitment, flexibility and personal resilience shown and applied by the department's staff deserve to be recognised and their aptitude and contribution cannot be overstated.

The department manages a diverse range of services which include highways and transport, waste collection and recycling, property maintenance and design, and planning. All divisions in the department have been working hard throughout the Covid-19 pandemic to maintain frontline services and support other departments. Operationally, we setup a central store for personal protective equipment for the authority, improved customer communications and developed an online Household Waste Recycling Centre booking system.

Our high priorities for this year are to address the recent years flooding in Carmarthenshire, and support and contribute to the Net Zero Carbon agenda. Our Active Travel plans will support the reduction in carbon, whilst promoting a healthy lifestyle. We will continue to review and implement our Waste Strategy to improve recycling rates. Our plans have been developed in line with the Future Generation sustainable development principles of planning for the long-term, prevention, integration, collaboration and involvement.

## How the Department's Services support the Well-being Objectives

Well-Being Objective	Transportation & Highways Division	Property Division	Waste & Environmental Division	Planning Services Division	Specific focus for 2021/22
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, achievement, and outcomes for all learners		✓			
4. Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty	✓				
5. Creating more jobs and growth throughout the county	✓	✓		✓	<ul style="list-style-type: none"> <li>• Focus on SME</li> <li>• Foundational economy</li> <li>• Rural regeneration</li> <li>• Pentre Awel</li> </ul>
6. Increase the availability of rented and affordable homes		✓		✓	Local housing crisis - escalating costs and second homes
7. Help people live healthy lives (tackling risky behaviour and obesity)	✓			✓	
8. Support community cohesion and resilience					
9. Support older people to age well and maintain dignity and independence in their later years	✓		✓		
10. Looking after the environment now and for the future	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>• Climate change with particular focus on flooding</li> <li>• Net Zero Carbon</li> </ul>
11. Improving the highway and transport infrastructure and connectivity	✓				
12. Promoting Welsh Language and Culture	✓				Supporting national target of a million Welsh speakers
13. Better Governance and Use of Resources	✓	✓	✓	✓	Embed tackling inequality across all of the Council's objectives



[HOS and Well-being Objective Map](#)

[Steps within Well-being Objectives](#)

Divisional Business Plans will include supporting actions for the Well-being Objectives.



## Environment Departmental Key Priorities

Ref	Key Priorities	By When?	By Whom?	WBO Ref
PA1	Consider how we are set up as a department. Are there better synergies of services within and across other departments? Allow collaborative working across <u>structures</u> and reduce duplication. Consider working patterns for all groups of staff e.g. operatives, supervisors and managers; Consider the potential for multi-functional workforce not necessarily confined to specific work types.	Mar 2022	Ruth Mullen	WBO 13 B6
PA2	Review the interaction and service provision with respect to Corporate Procurement Unit and the Departmental Procurement Unit. More emphasis needed on performance and contract management.	Mar 2022	Ruth Mullen	WBO 13 B6
PA3	Review and evaluation of suitable technology and software, to aid efficient operational delivery and provide links with management systems that will avoid duplication and allow easy extraction of management and performance data, access to real time data for customers and improve mobile working opportunities.	Mar 2022	Ruth Mullen	WBO 13 B6
PA4	Review current communication channels and identify improvements to enable timely and effective two-way communication with all colleagues across the Directorate. To include specific solutions to address difficulties with communicating with non-office based and part-time colleagues.	Mar 2022	Ruth Mullen	WBO 13 B6
PA5	Identify property assets the department requires. Work with Regeneration Division to re-evaluate the concept of a single depot to provide modern and functional facilities for our operational staff, including vehicles and plant parking/storage. Given the reduced need for office content due to potential for greater homeworking a new depot may be more viable. Also, consider options for centralising WES operations at a single depot, co-located with CWM Environmental at Nantycaws. Aspects of Highways/TMU operational delivery could also be considered. Carbon Zero agenda to be considered also, along with plant and machinery.	Mar 2022	Ruth Mullen	WBO 13 B6
PA6	Review managerial, supervisory and operational resource levels and skills to allow sufficient resilience. Ensure skills and competencies match the service delivery and response expectations and include support for change management and staff wellbeing. Response to emergency project work and sufficient resource to ensure longer term delivery.	Mar 2022	Ruth Mullen	WBO 13 B6
PA7	One team approach – disparity of work allocation during the Pandemic to resource projects. Inequality of teams and individuals supporting delivery of services needs to be addressed, such as	Mar 2022	Ruth Mullen	WBO 13 B6

	workloads/furlough/volunteering/capacity/willingness to work/flexibility.			
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## Corporate /Departmental Risks

Risk Ref or New?	Risk Score	Identified Risk
		All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) (3. Service High Risk (scored 12+) – see Divisional Plan)
CRR190016	20	Delivery of the Authority's waste management and recycling obligations (including meeting Landfill Targets)  Owner: Ainsley Williams
Control Measure		Maintain current provision and infrastructure for recycling. Continue education and awareness activity to improve participation. Develop recycling strategy and direction of travel recycling rates of greater than 70% beyond 2025 (subject to publication of WGs new waste/beyond recycling strategy).
CR19/20023	20	Ash die back and the risk to public safety  Owner: Llinos Quelch
Control Measure		Officers developing strategy for managing risk for ash die back for trees adjacent to the highway. Identification and consideration of risk where Ash trees are located on Council land. Pilot survey proposed for Highways Inspectors to establish the extent of Ash tree adjacent to the highway. Chainsaw training for Council operatives, specific to Ash die back
CRR190029	20	Failure to deliver the Council's commitment to become a net zero carbon local by 2030  Owner: Ruth Mullen
Control Measure		<ul style="list-style-type: none"> <li>Public participation strategy being produced.</li> <li>Petition scheme being developed.</li> <li>In discussions with WG on proposal in the Bill for webcasting formal meetings.</li> <li>Remote attendance of members being discussed with WG and Public-i</li> <li>Collaborative working with Principal councils - awaiting further guidance from WG.</li> <li>Corporate Joint Committees - Guidance awaiting from WG - LG engagement will be expected in developing regulation.</li> </ul>
CRR190032	20	Flooding - Strategic risk: The effects of more frequent and intense storm conditions that compromise homes, businesses, essential infrastructure and services.  Owner: Ruth Mullen
Control Measure		<ul style="list-style-type: none"> <li>Flood Risk Strategy and FRMPs</li> <li>Community plans in terms of self-help where practicable</li> <li>Continue to work with our professional partners (as a LLFA).</li> </ul>

		<ul style="list-style-type: none"> <li>• S19 Reports and action plans.</li> <li>• Pro-active maintenance programme for flood assets.</li> <li>• Making more use of contemporary flood data and information from partner agencies.</li> <li>• SAB for future development and TAN 15 compliance.</li> <li>• Effective communication strategy.</li> </ul>
CRR190033	20	<p>Flooding - Operational risk: The effects of more frequent and intense storm conditions that compromise our operational ability to respond to widespread and prolonged emergencies both in the immediate response phase and recovery phase of an incident.</p> <p>Owner: Ruth Mullen</p>
Control Measure		Review maintenance methodology, continue to update winter maintenance plan, gather improved intelligence of the network performance. Present case for supporting additional capital investment
CRR190055	25	<p><b>Coronavirus – COVID19 : Impact on the Passenger Transport bus sector</b></p> <p>Ability of the sector to sustain financial stability in the short and long term and to source adequate staffing resources for the sector to support delivery of Passenger Transport services as a result of the impacts of the Covid 19 outbreak on the Department and Authority.</p> <p>Owner: Ruth Mullen</p>
Control Measure		To work closely with Regional and Welsh Government partners, other Departments and the Passenger Transport sector to implement contingency plans and measures to deal with the financial and staffing impacts of the Covid 19 outbreak
New	20	<p>SAC Phosphate &amp; NRW Interim Planning Advice</p> <p>Owner: Llinos Quelch</p>
Control Measure		<p>Triage applications with grant implications as a matter of urgency along with other applications with economic benefits to see whether they can be progressed.</p> <p>Lobby and work with WG/NRW to get clarity around the scope of the requirements resulting from the Interim Advice to ensure that the authority can progress with determinations whilst still meeting its duties as a Competent authority in relation to the Habitat Regulations.</p>

## Summary Divisional Plans

The Environment Department has four Divisions providing front line services to the people of Carmarthenshire and a Business Support Unit and Performance, Analysis & Systems Team that assist and provide support to the four divisions in delivering their services.

Each division has full business plans containing full details within each service area.

The Division Profiles included are as follows:

- Highways & Transport Division
- **Property Division**
- Waste & Environmental Division
- Planning Services Division

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## Property Summary Divisional Plan – HoS Jonathan Fearn

Ref	Key Actions and Measures	By When?	By Whom?	WBO Ref
1	Further develop relationships with internal and potential external customers to encourage collaboration and commercial opportunities to make best use of Carmarthenshire's property-related Frameworks and operational teams.	31/03/2023	Jonathan Fearn	WBO6-A
2	Continue to design and manage projects to deliver the Authority's Modernising Education Programme	31/03/2023	Hywel Harries	WBO3-C
3	We shall deliver phase 2 of the development of Glanamau Workshops to provide improved workshop availability. (13170)	31/03/2023	Hywel Harries	WBO5-B MF5-10
4	Develop, implement and monitor compliant procurement exercises for the Division, working in conjunction with the Corporate Procurement Unit.	31/03/2023	Jonathan Fearn	WBO13-B6
5	Continue with recruitment programmes, together with graduate and apprentice appointments, to fill ongoing vacancies. Support construction apprentice programmes and develop further in-sourcing arrangements, subject to appropriate business cases.	31/03/2023	Jonathan Fearn	WBO4-C
6	Complete the review of Maintenance Operational teams to ensure effective and prioritised in-house delivery	31/03/2022	Jason Jones	WBO13-B6
7	Continue the roll out the Housing Repairs Review new working model to deliver a more timely, flexible, and efficient multi-skilled repairs service and finalise an implementation plan for extending the service countywide, including appropriate multi-skilling training for all our responsive/ preventative maintenance operatives.	31/03/2023	Chris Derrick	WBO6-A
8	Continue to develop mobile working technology and our works management systems for our workforce to enable them to work in an agile and cost-effective way including implementation of effective IT developments to support efficient delivery of services	31/03/2022	Jonathan Fearn	WBO13-B6
9	Ensure that risks relating to all premises owned or occupied by CCC are suitably & sufficiently identified & managed. Roll out the condition survey programme to develop the "one property" approach to compliance and condition	31/03/2023	Andrew Rees	WBO13-B6
10	Contribute to delivering the Authority's Affordable Homes Delivery Plan and Swansea Bay City Deal 'Homes as Power Stations' programme to help generate sustainable and affordable homes and address fuel poverty for our residents by developing new homes with innovative technologies to limit energy usage	31/03/2022	Hywel Harries	WBO6-A
11	Develop projects and programmes to contribute to the Authority's net-zero carbon ambitions	31/03/2023	Jonathan Fearn	WBO10-C
12	We will continue to maintain and manage the PPE and cleaning stores	31/03/2023	Jonathan Fearn	WBO13-B6
<b>Key Measures</b>				
1	Average number of days to complete housing repairs. (PAM/037)	31/03/2022	Jonathan Fearn	WBO6-A

## APPENDIX 1 - 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

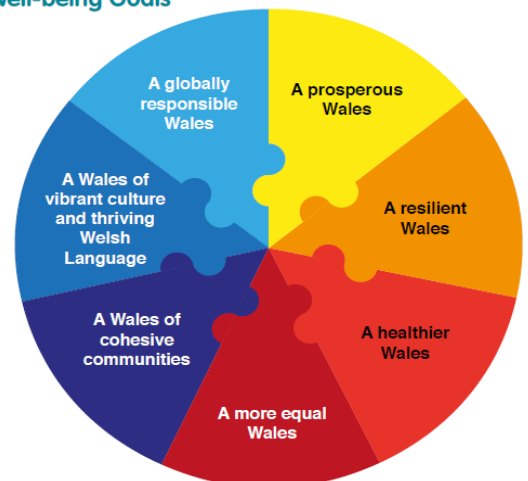
To show that we have applied the sustainable development principle we must demonstrate the following 5 ways of working:-

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



## Environment Department Budget

As agreed at a previous Scrutiny.

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## POLICY & RESOURCES SCRUTINY COMMITTEE

30<sup>TH</sup> APRIL 2021

### DIGITAL TRANSFORMATION STRATEGY 2021-2024

#### To consider and comment on the following issues:

To approve the content of the Digital Transformation Strategy 2021-2024

#### Reasons:

A revised Digital Transformation Strategy is required that sets out the Council's strategic digital priorities and aspirations and outlines what we plan to do to achieve our vision for a Digital Carmarthenshire over the next 3 years.

To be referred to the Executive Board for decision: YES

#### EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:-

Cllr. Mair Stephens

**Directorate:** Chief Executives

#### Name of Head of Service:

Noelwyn Daniel

**Designations:** Head of ICT & Corporate Policy / Chair of Digital Transformation Steering Group

Tel No: 01267 226270  
Email Address:  
[NDaniel@sirgar.gov.uk](mailto:NDaniel@sirgar.gov.uk)

#### Report Author:

Julian N Williams

**Designations:** Applications Development Manager

Tel No: 01267 226273  
Email Address:  
[JNWilliams@sirgar.gov.uk](mailto:JNWilliams@sirgar.gov.uk)

# EXECUTIVE SUMMARY

# POLICY AND RESOURCES SCRUTINY COMMITTEE

30<sup>th</sup> April 2021

## Digital Transformation Strategy 2021-2024

To approve the content of the Digital Transformation Strategy 2021-2024

### 1. BRIEF SUMMARY OF PURPOSE OF REPORT

Building on our first Digital Transformation Strategy 2017-2020 which put the authority in a strong position to respond when COVID pandemic struck, this revised strategy builds upon the progress made over the past 4 years and sets out the Council's strategic digital priorities and aspirations and outlines what we plan to do to achieve our vision for a Digital Carmarthenshire.

Our reliance on technology throughout the pandemic to deliver critical frontline services demonstrated how pervasive digital technology is across all sectors and fully integrated in many aspects of our lives. Carmarthenshire County Council needs an innovative, exciting Digital Transformation Strategy because digital technology has the proven potential to transform the County and the lives of residents while generating long-term savings for the council.

The Strategy provides clarity on:

- Our digital vision for Carmarthenshire
- What is a Digital Transformation Strategy
- Building the Digital Foundations in Carmarthenshire
- Key Priority Areas:
  - Involvement
  - Workforce
  - Connectivity
  - Innovation
- Key Projects and Outcomes to be delivered
- Resources Required to deliver the Digital vision

DETAILED REPORT ATTACHED?

YES

### IMPLICATIONS

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report :

Signed: Noelwyn Daniel

Head of ICT & Corporate Policy

Policy, Crime & Disorder and Equalities <b>YES</b>	Legal <b>NONE</b>	Finance <b>YES</b>	ICT <b>YES</b>	Risk Management Issues <b>NONE</b>	Staffing Implications <b>NONE</b>	Physical Assets <b>NONE</b>
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### 1. Policy, Crime & Disorder and Equalities

The Digital Transformation Strategy is aligned to delivering key outcomes of the Corporate Strategy and the Authorities Future Generations Well Being Plan. Embedded within the action plans for delivering the key projects are the five sustainable development principles.

### 3. Finance

Funding has been identified to assist in delivering the Key Projects within the Digital Transformation Strategy. Savings realised from the delivery of these projects will be monitored by the Digital Transformation Steering Group and the TIC Programme Board.

### 4. ICT

There will be a significant impact on ICT resource to deliver the key priorities identified within the Digital Transformation Strategy. The ICT Service has re-aligned to ensure it can deliver these projects.

## CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below

Signed: Noelwyn Daniel

Head of ICT & Corporate

1. Local Member(s) - N/A

2. Community / Town Council – N/A

3. Relevant Partners - N/A

4. Staff Side Representatives and other Organisations

A 'virtual' Digital Transformation Seminar was held in December 2020 and attended by over 150 senior officers and Heads of Service from across the Authority. The COVID pandemic and delay of the Digital Transformation Strategy refresh due last year has allowed time for a wider consultation and greater input from key stakeholders and service areas; collaborating and working closely with Media and Marketing, Customer Services and TIC on this revised strategy.

**EXECUTIVE BOARD PORTFOLIO  
HOLDER(S) AWARE/CONSULTED**  
YES

**Include any observations here**

**Section 100D Local Government Act, 1972 – Access to Information**  
**List of Background Papers used in the preparation of this report:**

**THESE ARE DETAILED BELOW:-**

<b>Title of Document</b>	<b>File Ref No.</b>	<b>Locations that the papers are available for public inspection</b>
Corporate Strategy		<a href="http://www.carmarthenshire.gov.wales/media/998105/corporate-strategy.pdf">http://www.carmarthenshire.gov.wales/media/998105/corporate-strategy.pdf</a>
A Strategic Regeneration Plan for Carmarthenshire 2015-2030 – Transformations		<a href="http://www.carmarthenshire.gov.wales/media/125750/5/Transdoc_Englishonly_webversion.pdf">http://www.carmarthenshire.gov.wales/media/125750/5/Transdoc_Englishonly_webversion.pdf</a>
Digital Transformation Strategy 2017-2020 (previous strategy)		<a href="https://www.carmarthenshire.gov.wales/media/1213933/digital-transformation-strategy-2017-2020.pdf">https://www.carmarthenshire.gov.wales/media/1213933/digital-transformation-strategy-2017-2020.pdf</a>
Digital Technology Strategy 2018-2021		<a href="https://www.carmarthenshire.gov.wales/media/1213936/digi_tech_strat_doc.pdf">https://www.carmarthenshire.gov.wales/media/1213936/digi_tech_strat_doc.pdf</a>
Digital School Strategy 2018-2021		<a href="https://www.carmarthenshire.gov.wales/media/1213938/schools_strat_doc.pdf">https://www.carmarthenshire.gov.wales/media/1213938/schools_strat_doc.pdf</a>

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Carmarthenshire County Council

# Digital Transformation Strategy

2021-2024

[sirgar.llyw.cymru](http://sirgar.llyw.cymru)

[carmarthenshire.gov.wales](http://carmarthenshire.gov.wales)

## Foreword from the Chief Executive of the Council



*Welcome to Carmarthenshire County Council's Digital Transformation Strategy 2021-2024. The Covid19 pandemic has re-enforced the importance of ensuring our services can be delivered effectively and efficiently*

*online for the residents of Carmarthenshire and the employees of the Authority. Our Digital Transformation Strategy for the last four years put us in an excellent position to address the challenges of the pandemic and we have to build on that success as we look forward to developing new ways of working and capitalising on the emergence of new and exciting technologies that we are keen to embrace as an Authority.*

*This digital strategy continues to build on the innovative solutions adopted and ensures an ambitious approach to transforming our services even further and the way we deliver them to the residents of Carmarthenshire. We need to focus on designing digital processes and solutions with a strong emphasis on user experience and ease of use. Participation and involvement of our communities in all aspects of our service design and delivery will provide truly sustainable transformation. We will transform and integrate service delivery from end to end through the entire service journey. This has to be a journey that encompasses people and culture, process and technology.*

*The Digital Transformation Strategy will be reviewed annually and we will report our progress in delivering on our key projects in our Annual Report.*

**Wendy Walters**  
Chief Executive

## Foreword from the Deputy Leader of the Council



*The importance of Digital Technology during the Covid19 Pandemic cannot be over-estimated. We have seen numerous services capitalise on innovative digital technologies already in place within the Council to*

*transform and deliver key elements online to the residents of Carmarthenshire. Carmarthenshire County Council is determined to continue to embrace new digital innovation as we strive to allow residents the opportunity to engage and access our services online if they wish.*

*Our new Digital Transformation Strategy 2021-2024 sets out a number of innovative projects that will have an impact on just about everything we do as a Council. "Digital Transformation" has been described as the change associated with the application of digital technology in all aspects of society. Carmarthenshire County Council needs to continue to exploit new digital platforms to facilitate true involvement with residents and businesses and to ensure convenient access to public services. This important document outlines how Carmarthenshire County Council will continue to evolve towards a truly modern digital organisation.*

**Cllr. Mair Stephens**  
Deputy Leader



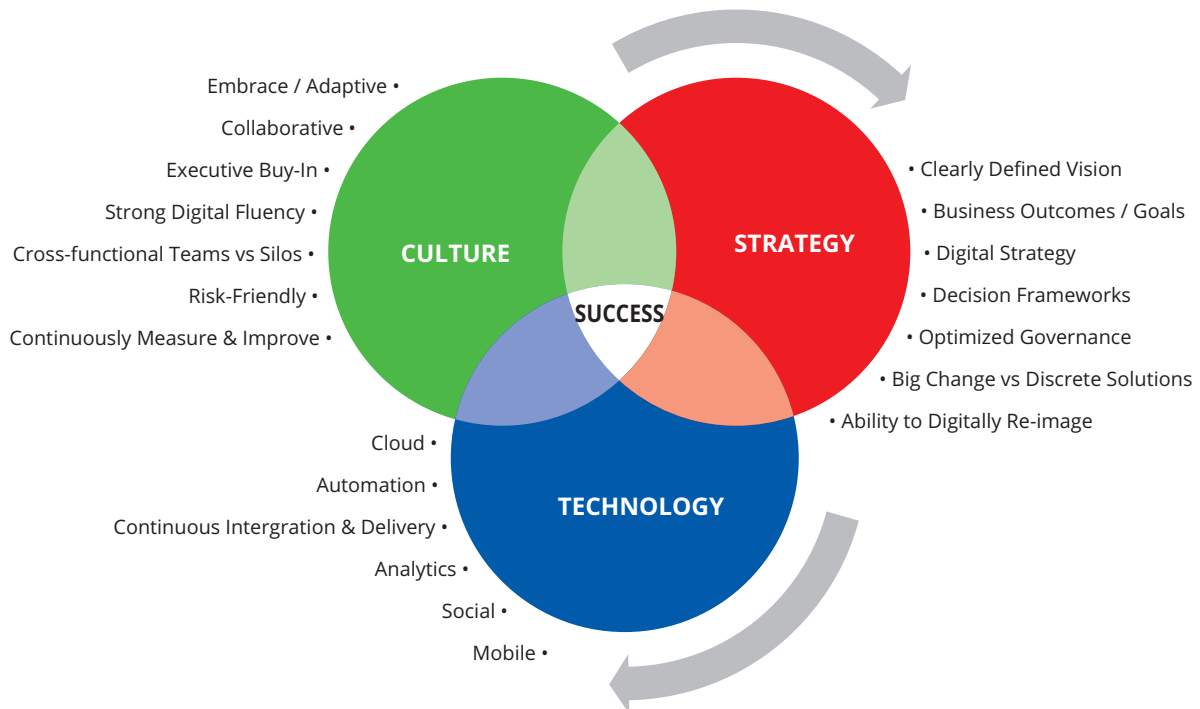
# Our vision for Carmarthenshire

## *“A Digitally enabled Carmarthenshire”*

### **To achieve this bold vision we must:**

- Provide transactional services and information online in a user-friendly and inclusive way.
- Facilitate and underpin community and business involvement in everything that we do.
- Change the way traditional face-to-face services are delivered, enabling more effective and efficient services for our residents.
- Develop and enhance our digital workforce, ensuring agile and mobile working practices using the most appropriate technologies to support service delivery.
- Work towards ensuring a fast, reliable digital connectivity for all our Citizens and Communities.
- Support businesses to compete in the digital economy via first class mobile and broadband connectivity.
- Enhance the use technology to collaborate with partners seamlessly, including effective sharing and use of data.
- Develop efficient digital services through innovation.
- Analyse data and business intelligence to ensure evidence based strategic decision making.

# What is a Digital Transformation Strategy?



Our 1st Digital Transformation Strategy 2017-2020 set out the Council's strategic digital priorities and aspirations and ensured that when the Covid19 pandemic struck, we as an authority were in a very strong position. This Digital Transformation Strategy 2021-2024 builds on the progress made over the last four years as we outline what we plan to do in order to achieve our vision for a Digital Carmarthenshire. Our reliance on technology throughout the pandemic to deliver critical front-line services demonstrated how pervasive digital technology is across all sectors and fully integrated in many aspects of our lives. Carmarthenshire County Council needs an innovative, exciting Digital Transformation Strategy because digital technology has the proven potential to transform the County and the lives of residents while generating long-term savings for the council.

The Council through the Transformation Innovation and Change (TIC) team continue to drive forward transformational service change projects. The Digital Transformation Steering Group has been realigned to prioritise and monitor delivery of the key projects identified within this strategy and all relevant work streams established now reports to

this steering group. To fully realise the benefits that digital technology can deliver and ensure Council services are financially sustainable into the future we will continue to increase the scope and, in some areas, the pace of our work around digital technology.

Digital transformation, challenges and improves how things are done today. Carmarthenshire County Council will continue to embrace change, and this will be achieved with greater use of digital technology and social media channels, building upon the significant progress made in these areas over the past 4 years.

We recognise that schools have extraordinary ICT needs, and to provide greater focus, a revised Digital Schools Strategy will be developed and aligned to Welsh Governments Digital Competence Framework, Education Digital Standards and the new HWB Grant. This will reflect the new ways working identified through the pandemic and the need to enhance the blended learning model in education.

# Building the Digital Foundations in Carmarthenshire

Carmarthenshire is the third largest county in Wales covering some 2,365 square kilometres.

Carmarthenshire is a county of contrasts. The agricultural economy and landscape of rural Carmarthenshire is side by side with the urban and industrial south-eastern area. The county is developing into a modern economy that includes light engineering, new technological and service industries with other business enterprises.



The Swansea Bay City Deal's proposal aims to help put the region at the forefront of the digital age in a post Covid19 world, focusing on developing Next Generation digital infrastructure including improvements to expand the provision of fixed ultra-fast Gigabit capable broadband, 4G/5G and Wi-Fi capabilities to benefit both rural and urban areas of the region. An enhanced digital infrastructure will enable the region to innovate, trial and globally commercialise smart internet-based solutions that will transform the economy in areas such as energy, manufacturing and life sciences. This will effectively support large-scale home working, improve access to jobs, raise productivity levels within the local economy, help address local congestion issues as well as support mainstream delivery improvements / innovations. This inward investment will help to improve digital connectivity in the rural areas of the County.

- As part of the Swansea Bay City Deal Carmarthenshire County Council will lead on three major Programmes and Projects.
- A Programme of Digital Infrastructure investment across the region, total project cost of £55M (£25M City Deal, £30M Public and Private Sector Funding).

- At the Creative Digital Cluster at Yr Egin a total project cost worth £24M (£5m City Deal+£16M Public Sector £3M Private) will be delivered creating 200+ jobs over the next 15 years.
- A total project cost of £200M (£40M City Deal, £32M Public Sector Funding and £127M Private Sector) and will create 1800+ jobs over the next 15 years at the Pentre Awel development.

## Welsh Language

The Welsh language in Carmarthenshire plays a key role in our everyday lives with 50.3% of the population over the age of 3 being Welsh speakers. Our online services must be provided bilingually and promoted to our residents in accordance with the Welsh Language Measure, 2011.

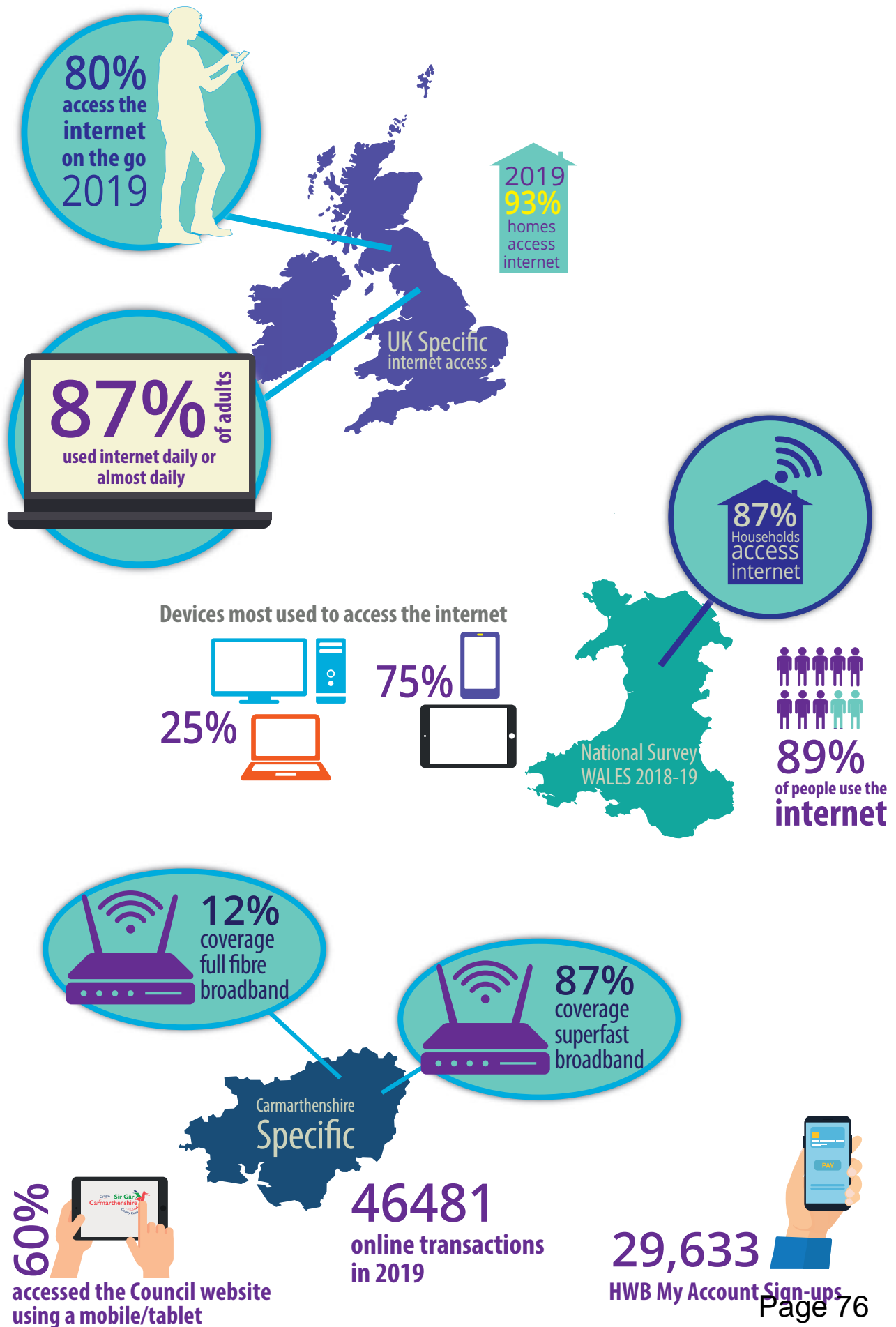
## Net Zero Carbon Authority

On 20th February 2019 Carmarthenshire County Council unanimously resolved to support a Notice of Motion to declare a climate emergency and to become a net zero carbon local authority by 2030.

A Net Zero Carbon Plan was duly approved on 12th February 2020.

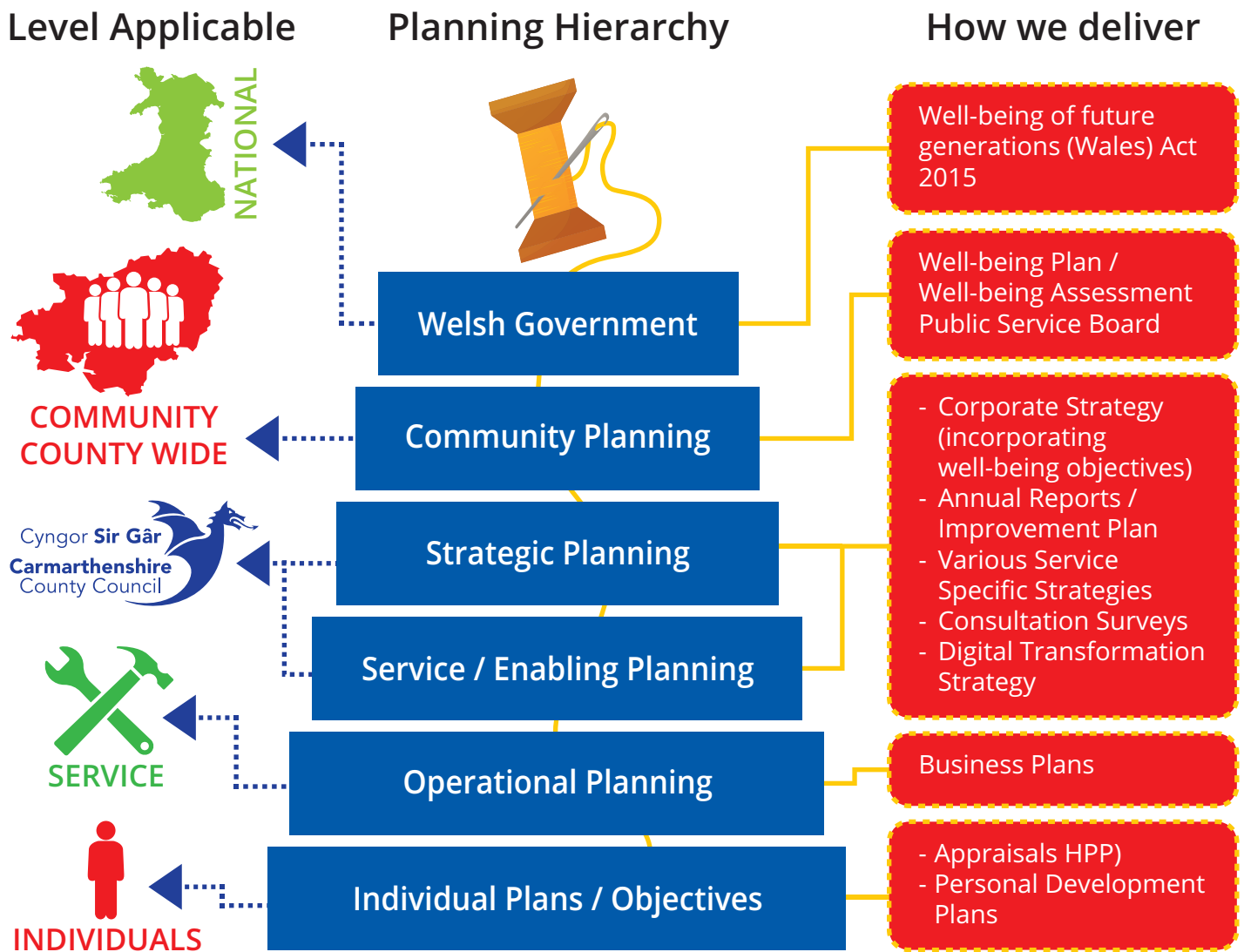
We have a significant role to play in both further reducing our own greenhouse gas emissions and providing the leadership to encourage residents, businesses and other organisations to take action to cut their own carbon footprint.

Technology has an ever increasing role to play in addressing these challenges. This transformational strategy aims to compliment the Authority's action plan and with further technological breakthroughs over the coming years will greatly assist the Authority in meeting this commitment. Throughout the four Key Priority areas there are innovative solutions and approaches that will drive this agenda forward and compliment the significant work already undertaken to improve the flexibility and agility of our workforce and estate.



# How plans are made - The Planning Cascade

## *"The Wedding Cake & Golden Thread"*



The Digital Transformation Strategy will ensure a number of the expected outcomes identified within the revised council's Corporate Strategy (April 2021) can be achieved which in turn will underpin the delivery of our Well-being Objectives. Action plans will be developed to deliver the key projects identified and these will be monitored via Performance Management Systems and reported annually. All projects will be designed and delivered in-line with the 5 Ways of Working.

# Well-being of Future Generations Act (Wales) 2015:

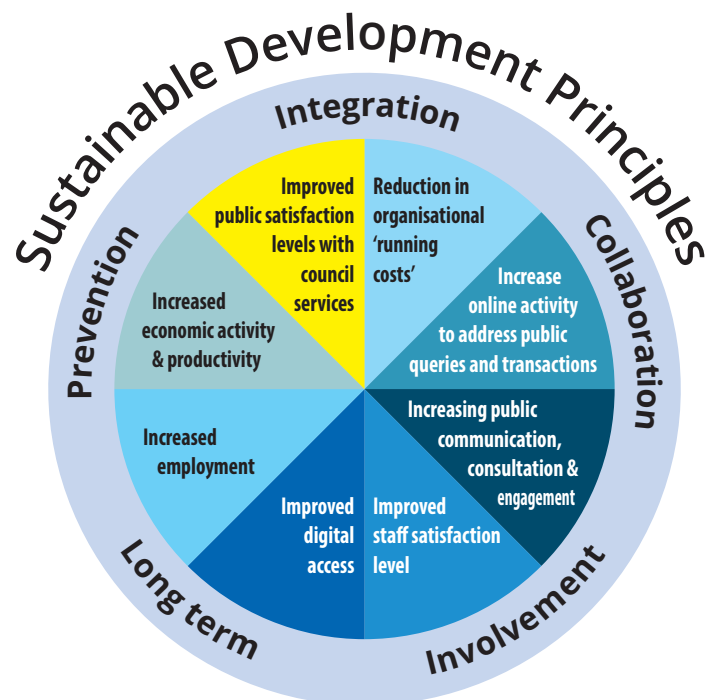
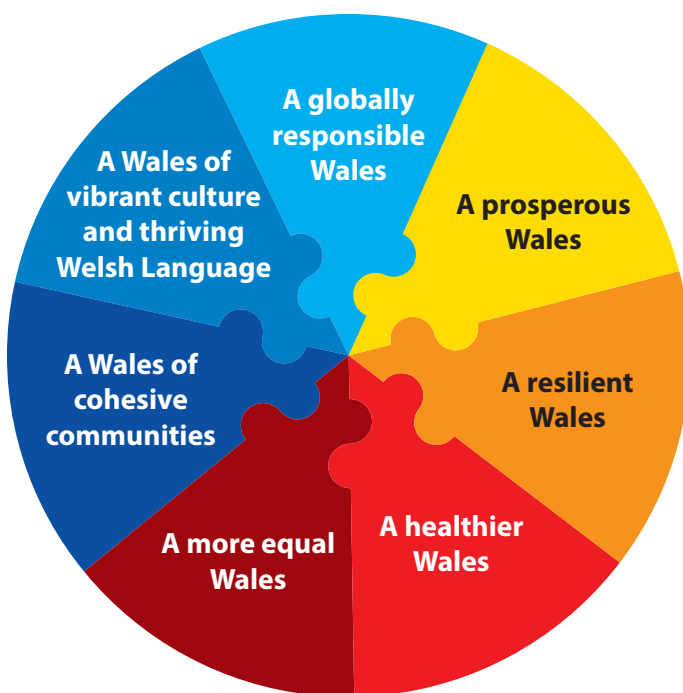
The general purpose of the Act, is to ensure that the governance arrangements of public bodies for improving the well-being of Wales, take the needs of future generations into account. The Act is designed to improve the economic, social, environmental, and cultural well-being of Wales, in accordance with sustainable development principles. The law states that:

**(a)** 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)** We must demonstrate use of the 5 ways of working: Long term, integrated, involving, collaborative and preventative.

**(c)** We must work towards achieving all of the 7 national well-being goals in the Act. Together they provide a shared vision for public bodies to work towards.



Wales was the first country to implement a Well-being of Future Generations Act, which provides a shared vision for all public bodies in Wales to work towards. As a public body subject to the Act, we are required to set and publish Well-being Objectives that maximise our Contribution to the Well-being Goals. We have incorporated these Well-being Objectives into the council's Corporate Strategy.

# Digital Transformation Strategy - Key Priority Areas

There are four key priority areas that will enable us to achieve our over-arching vision.



## Elected Members

Our elected members play a key role in embracing the latest digital technology and we will ensure we provide an inclusive digital service to our residents. We will continue to enable our elected members to work in a mobile and efficient way in their communities using the most appropriate digital technology available.

## Resources Required

The authority is investing a significant amount of resource to ensure it delivers the key priorities and outcomes of the Digital Transformation Strategy 2021-2024:

- £600k to transform the way we deliver our services online.
- £440k invested to replace an ageing technology infrastructure to support a digital workplace.
- £400k to enhance and develop our network (voice and data) and ever-increasing bandwidth requirements.
- £270k to counter the risks from Cybercrime and enhance online security.
- £114k funding for staff training to ensure Carmarthenshire County Council can exploit the latest technologies.

# Involvement

*“Enabling citizens to get the services and information they need online”*



## What it means?

- Providing high-quality user-friendly services and information online to residents.
- Providing increased 24/7 digital access to services that are bilingual and customer friendly.
- To provide a personal digital service and respond to customer needs by engaging and involving our customers in the design of our services and service improvements.
- We will ensure that we appeal to and include the whole demographic of the county; with focus towards digital accessibility and technology to supports user's needs.

## Why is it Important?

- To meet customer demands and respond to rising customer expectations.
- To improve customer engagement with access to personalised information and services.
- With greater use of mobile technology, provision access to online services at the customers convenience; 'anytime, anywhere' 24/7.

## How will we achieve Digital Involvement?

- We will modernise service delivery by using new and innovative technology to deliver online services.
- We will continue to enhance the Council website ensuring full accessibility to Council services on all mobile devices.
- Improve the way we design and build IT systems putting the customer's needs and experience at the heart of how new systems will operate and work.
- We will develop a better understanding of customers preferred digital channels of communication with the Council.
- We will deliver robust information security to protect our citizen and business data from misuse and cyber threats and digital identities protected.
- We will ensure Council service are re-designed and digital by default; ensuring to meet and exceed current Accessibility guidelines and standards.



Key Projects	Key Outcomes	2021	2022	2023	2024
Continued development of the Council Website and HWB My Account for customers.	Delivery of council services through one central personalised point of access available 24/7 which is simple to use.				
<ul style="list-style-type: none"> <li>eBilling and Account Management of Council Tax Services</li> </ul>	Customers can receive their Council Tax bills and correspondence electronically online over traditional post; manage their Direct Debits and apply for various related services.				
Delivery of Transactional Services	Increased provision of online services for customers.				
<ul style="list-style-type: none"> <li>HWRC Appointment Bookings</li> </ul>	Further development of the HWRC Recycling Centre Online Appointments to include same-day bookings.				
<ul style="list-style-type: none"> <li>Housing Repairs Reporting</li> </ul>	Tenants can report and track their repairs online 24/7 via their HWB My Account				
To exploit HWB BOT and Live Chat across the council	To deliver council services through innovative technology to compliment the services provisioned on-line via the Council website and HWB My Account.				
To improve council services with greater online booking and payment facilities	To increase greater income generation across a wider range of council services and move towards a 'Cashless' council.				
<ul style="list-style-type: none"> <li>Online Bookings and Payments for services available at Pembrey County Park</li> </ul>	To provide greater range of services via the online bookings system for the park.				
Pendine Sands Redevelopment - Eco Hostel, Museum, Car Park	To deliver connectivity and digital solutions for the development and ongoing operation of the various services at Pendine.				

# Workforce

***“Involving and communicating with staff in everything that we do. Supporting our workforce in adopting flexible working practices to optimise performance in the delivery of quality and cost-effective services”***



## What it means?

- A digital workforce that is responsive and flexible.
- A workforce that is well informed, engaged and communicated with.
- Being responsive to the needs of our citizens by providing good public services and being flexible about where work is carried out.
- Flexibility for our staff is being able to work from different locations, at different times and use the most effective technology.

## Why is it Important?

- The involvement, participation and communication of our work force is critical to the success of our organisation.
- Agility and mobility brings efficiencies and increased productivity through better ways of working.
- It increases our ability to ensure a healthy and mutually beneficial work life balance for our work force. This increases our ability to attract the necessary skills and knowledge for our workforce.
- It allows us to vastly improve processes, procedures and workflows, eliminating waste and exploiting efficiencies through good use of data and analytics.

## How will we achieve a Digital Workforce?

- Senior management across the Authority will embrace the digital transformation agenda.
- Staff and managers will involve and communicate with all staff at all levels frequently and consistently.
- Staff and managers will be encouraged and supported to work in an agile manner that supports the delivery of improved services.
- We will create a truly digital workforce, ensuring the right applications and information are with the right user, on the right devices, at the right time and location.
- We will develop the digital skills and confidence of our workforce, so they are equipped to productively and proactively apply technology to drive better ways of delivering public services.
- We will ensure our key policies and strategies are integrated with our digital ambition particularly in the areas of service planning, procurement, economic growth and commissioning.
- We will develop Digital Champions within every service area to promote and support the workforce with digital solutions and technology needs.

Key Projects	Key Outcomes	2021	2022	2023	2024
Exploit Office 365 tools and services; SharePoint, Teams, Stream, Planner	Greater productivity for staff by exploiting Microsoft tools and key software solutions.				
Deployment of Cloud based Power BI (Business Intelligence) for user across the council	Enable the council to better understand and analyse data to help improve decision making.				
Facilitate further agile / remote working for staff					
<ul style="list-style-type: none"> <li>The means for staff to receive and make calls via their work devices 'softphones'.</li> </ul>	To improve telecommunication and collaboration tools for staff.				
<ul style="list-style-type: none"> <li>To facilitate the roll-out of Smartphones across the council to enable a 'Mobile Workforce'</li> </ul>	To allow staff quicker and greater access to back-office data and systems (office and non-office staff). To improve engagement with all employees of the council.				

# Connectivity

***“Enable residents and businesses in the County to use digital technology to enhance their lives”***



## What it means?

- Working to help ensure fast, reliable digital connectivity for our Citizens and Communities.
- Supporting businesses to compete in the digital economy via first class mobile and broadband connectivity.
- Collaborating with Government, Industry and Partners to ensure 21st Century Digital Connectivity.
- Helping to drive awareness, understanding and adoption of fast broadband and mobile services.
- Ensure that residents and businesses exploit the latest digital technology to improve their lives.
- Enable business to make use of 'cloud computing' to accelerate time to value, drive higher adoption of new technologies, and connect the services offered in real time.
- Deliver Digital Public Sector Services to our Citizens and businesses via first class connectivity infrastructure.

## Why is it Important?

- A fully connected Carmarthenshire will encourage new businesses to invest in the County, supporting the local economy and attracting sustainable employment.






- A fully connected Carmarthenshire will encourage existing businesses to innovate and exploit new opportunities.
- Ensure that our children live in digitally connected communities and have the latest digital technologies available to give them best possible start in life.
- Every resident of Carmarthenshire should have the ability to access 'on-line' services which can be used to improve their 'quality of life'.

## How will we achieve Digital Connectivity?

- We will create an open and flexible environment for digital innovation that crosses borders and boosts economic growth for the region.
- As a part of the Swansea Bay City Deal, we will benefit from significant inward investment to create a truly Connected Carmarthenshire.
- We will invest in our communities and young people to ensure sustainable neighbourhoods by improving access to digital technology in areas where it is most needed.
- Utilise ways of encouraging young people to communicate with us digitally and encourage employability in the county.

- We will develop improved digital skills and confidence amongst our vulnerable groups and those aged over 65.
- We will aim to access funding to develop sustainable digital activities in Carmarthenshire to

reach those who have the most to gain from the 'digital world'; across businesses, communities, and residents.

Key Projects	Key Outcomes	2021	2022	2023	2024
Exploit GovRoam across all public sector buildings.	To enable greater collaboration for the public sector workforce.				
Reduce the number of non-superfast connected premises across Carmarthenshire.	Improved connectivity to residential and business premises across Carmarthenshire. Increased equality of access to online services and resources. A reduction in digital exclusion.				
Increase the number of premises across Carmarthenshire with access to ultrafast full fibre connectivity.	More premises with access to 21st century, future proofed first-class digital connectivity.				
Increased coverage of mobile connectivity 3/4/5G and increased choice of mobile connectivity vendors across Carmarthen.	Improved capacity and scope to deliver digital services to everyone, everywhere. More choice and competition for residents and businesses in mobile connectivity.				
Increase adoption of superfast and ultrafast broadband services amongst those citizens and businesses who are able to access these services.	A thriving Digital economy across the County.				

## Connectivity *(Continued)*

Key Projects	Key Outcomes	2021	2022	2023	2024
Upgrade public sector assets (Hub Sites) across the County to full fibre.	<p>Increased capacity to deliver digital public services from and to those assets.</p> <p>Some surrounding business and residential premises obtain full fibre immediately as an “accidental benefit” of our work.</p> <p>Increased commercial viability of further full fibre builds to nearby communities and businesses.</p>				
Deploy full fibre ultrafast connectivity to our Business Parks at Cross Hands.	To be one of the fastest, well connected business parks in the United Kingdom.				
Develop Web based support resources for citizens and businesses, helping them to achieve better connectivity.	<p>A single location to share resources, signpost, help and inform.</p> <p>A web based online resource which shares and promotes use case studies of the benefits and usage of Digital Connectivity raising awareness of why better connectivity is so important and how it can be used to help citizens and businesses across Carmarthenshire.</p>				
Rural Community Projects. Identify our worst served rural communities and work to pilot rural community projects, bringing good connectivity to that community.	<p>Better connected Rural Communities.</p> <p>Social and Digital equality for rural communities.</p>				
Hold 10 Towns Digital Connectivity Community Events, sharing information and knowledge, signposting to relevant assistance and resources.	<p>Well informed communities that understand the social and economic impacts and benefits of good connectivity.</p> <p>Communities who are empowered and supported to tackle issues of poor broadband and mobile connectivity themselves.</p>				

# Innovation

***“Innovative digital solutions will enable increased collaboration”***



## What it means?

- Improved information sharing with other organisations and partners.
- Increase sharing of software and hardware platforms across the region.
- Deployment of latest and innovative digital solutions across the council to further improve customer experience and streamlining of back-office functions.

## Why is it Important?

- Innovation underpins the 4 key priority areas of this strategy - 'Involvement', 'Workforce', 'Connectivity' and 'Innovation'.
- Helps foster cohesion in teams. This is especially relevant to teams that are dispersed as cohesive teams are far more productive.
- Creates an atmosphere of openness as staff are up to date with and able to access the very latest news and information.
- Simplifies the way that we share data with other organisations and partners making everyone feel like part of a single team working on common objectives.
- Innovation is a catalyst for enabling departments

to focus on putting the citizen at the heart of what they do.

## How will we achieve Digital Innovation?

- We will ensure staff are provided with the necessary collaboration tools to improve productivity and well-being.
- We will protect privacy through effective information management as well as ensuring appropriate data sharing arrangements are in place with all organisations and partners.
- We will fully exploit new technologies and ways of working including open source solutions.
- We will be flexible with our physical locations and create an environment that fosters collaboration and creativity.
- We will develop new solutions with partners using digital technology to integrate services across functional and geographical boundaries, so they are more efficient in sharing information.
- We will collaborate regionally and nationally on the procurement of software and cloud-based services to achieve better value for money and a greater variety of solutions.

Key Projects	Key Outcomes	2021	2022	2023	2024
Implementation of a new Cloud Community Care Information System (Social Care).	To enable Health and Social Care staff safe sharing of information and to help deliver improved care and support for people across Carmarthenshire.				
To implement solutions using RPA (Robotics Process Automation) technology	To assist in streamlining and automating processes to help drive further efficiencies across back-office functions.				
Incorporate the use of AI (Artificial Intelligence)	Technology to assist in improving security and cyber resilience.				
Exploit speech and voice recognition technologies including dictation solutions	To improve customer service, back-office productivity and efficiencies.				
Continue to facilitate the migration of legacy on-premise systems to vendor cloud hosted managed services: <ul style="list-style-type: none"> <li>- HR/Payroll</li> <li>- Housing</li> <li>- Revenues &amp; Benefits</li> <li>- Housing Repairs</li> <li>- Highways</li> <li>- Residents Parking Permits</li> <li>- Countryside Access Management</li> <li>- Electoral Services</li> <li>- Museums (Archives)</li> </ul>	To provide greater resilience for services and systems; and to allow greater access to data to enable a 'Mobile Workforce'.				
Deploy an "Internet of Things" innovation network across key areas of the County.	An open innovation network for the council and our partners to trial various IoT use cases and service transformations.				
Develop "Internet of Things" use cases and trials across selected public services.	Proof of Concept (POC) projects that can be developed, tested and potentially applied across the County and the Region.				



## Innovation *(Continued)*

Key Projects	Key Outcomes	2021	2022	2023	2024
<p>Carmarthenshire will deliver the following City Deal projects:</p> <ul style="list-style-type: none"> <li>- Creative Digital Cluster-Yr Egin - by creating a new infrastructure to attract SMEs to start up or expand.</li> <li>- Pentre Awel development - by the integration of business development, education, wellness initiatives, research &amp; development and healthcare initiatives.</li> <li>- We will also deliver a regional skills and talent initiative on behalf of the Swansea Bay Region.</li> </ul>	<p>Create more growth and jobs throughout the County.</p> <p>Collaborate with health and third sector partners to transform mental health services and improve access to information, advice, preventive and crisis services in Carmarthenshire.</p>				

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## POLICY & RESOURCES SCRUTINY COMMITTEE 30<sup>th</sup> APRIL 2021

### POLICY AND RESOURCES SCRUTINY COMMITTEE FORWARD WORK PROGRAMME FOR 2021/22

#### To consider and comment on the following issues:

- That the Committee confirm its Forward Work Programme for 2021/22.

#### Reasons:

- The County Council's Constitution requires scrutiny committees to develop and publish annual forward work programmes that identify issues and reports to be considered during the course of the municipal year.

To be referred to the Executive Board / Council for decision: **NO**

#### EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:- NOT APPLICABLE

<b>Directorate:</b> Chief Executive's  <b>Name of Head of Service:</b> Linda Rees-Jones  <b>Report Author:</b> Martin S. Davies	<b>Designations:</b>  Head of Administration & Law  Democratic Services Officer	<b>Tel Nos. / E-Mail Addresses:</b>  01267 224010 <a href="mailto:lrjones@carmarthenshire.gov.uk">lrjones@carmarthenshire.gov.uk</a>  01267 224027 <a href="mailto:MSDavies@carmarthenshire.gov.uk">MSDavies@carmarthenshire.gov.uk</a>
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**EXECUTIVE SUMMARY  
POLICY & RESOURCES SCRUTINY COMMITTEE  
30<sup>TH</sup> APRIL 2021**

**POLICY AND RESOURCES SCRUTINY COMMITTEE  
FORWARD WORK PROGRAMME FOR 2021/22**

**Purpose of the Forward Work Programme**

Article 6.2 of the County Council's Constitution states that: *"Each scrutiny committee is required to develop and publish an annual forward work programme, identifying issues and reports to be considered during the course of a municipal year"*.

The development of a work programme:

- Provides an opportunity for members to determine the priority issues to be considered by their scrutiny committee over the course of the next year.
- 
- Provides a focus for both officers and members, and is a vehicle for communicating the work of the Committee to the public. The programme (see attached report) will be published on the council's website and will be updated on a quarterly basis – [www.carmarthenshire.gov.uk/scrutiny](http://www.carmarthenshire.gov.uk/scrutiny) – and sent to key stakeholders for information. It will also be updated on a quarterly basis.
- Ensures agreement of provisional agendas for scheduled scrutiny meetings within the council diary. The Programme is a flexible document that can be amended to reflect additional meetings and agenda items during the course of the year.

**DETAILED REPORT ATTACHED?**

**YES – Draft Forward Work Programme 2021/22**

**IMPLICATIONS**

**I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report:**

**Signed:** Linda Rees-Jones

**Head of Administration & Law**

Policy, Crime & Disorder and Equalities <b>YES</b>	Legal <b>YES</b>	Finance <b>NONE</b>	ICT <b>NONE</b>	Risk Management Issues <b>NONE</b>	Staffing Implications <b>NONE</b>	Physical Assets <b>NONE</b>
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**1. Policy, Crime & Disorder and Equalities** – In line with requirements of the County Council's Constitution.

**2. Legal** – In line with requirements of the County Council's Constitution.

## CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below

Signed: **Linda Rees-Jones**

**Head of Administration & Law**

**1. Local Member(s) - N/A**

**2. Community / Town Council – N/A**

**3. Relevant Partners - N/A**

**4. Staff Side Representatives and other Organisations N/A**

**EXECUTIVE BOARD PORTFOLIO HOLDER(S) AWARE/CONSULTED**

**N/A**

**Section 100D Local Government Act, 1972 – Access to Information  
List of Background Papers used in the preparation of this report:**

**THERE ARE NONE**

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## Policy & Resources Scrutiny Committee – Forward Work Programme 2020/21

30 <sup>TH</sup> April 2020	10 <sup>th</sup> June 2021	21 <sup>st</sup> July 2021	20 <sup>th</sup> October 2021	10 <sup>th</sup> December 2021	January 2022	March 2022
Policy & Resources Scrutiny Committee FWP 2021/22	Carmarthenshire Well-Being Plan Annual Report 2020-21 & PSB Update	Draft Carmarthenshire County Council's Annual Report for 2020/21	Revenue & Capital Budget Monitoring Report 2021/22	Sickness Absence Monitoring Report - Half Year Q2 2021/22	Revenue Budget Strategy Consultation 2021/22 to 2024/25	Quarterly Treasury Management and Prudential Indicator Report 1st April 2021 to 31st December 2021
Chief Executive's Departmental Business Plan 2020/2023	PSB minutes	Strategic Equality Plan Annual Report 2020-21	Quarterly Treasury Management and Prudential Indicator Report 1st April 2021 to 30th June 2021	TIC Annual Report 20/21	Five Year Capital Programme 2022/23 - 2026/27	Revenue & Capital Budget Monitoring Report 2021/22
Corporate Services Departmental Business Plan 2020/2023	Sickness Absence Monitoring Report - end of year 2020/21	Annual Report on the Welsh Language 2020-21	May & July 2021 PSB minutes	Revenue & Capital Budget Monitoring Report 2021/22	Treasury Management Policy & Strategy 2022/23	Policy & Resources Scrutiny Committee Actions and Referrals Update
Digital Transformation Strategy	Revenue & Capital Budget Monitoring Report 2020/21	Annual Treasury Management and Prudential Indicator Report 2020-2021	Revenue & Capital Budget Monitoring Report 2020/21	Mid-Year Treasury Management and Prudential Indicator Report 1st April 2021 to 30th September 2021	Revenue and Capital Budget Monitoring Report 2021/22	
	Policy & Resources Scrutiny Committee Annual Report 2020/21	Policy & Resources Scrutiny Committee Actions and Referrals update	Quarter 1 performance management report	Policy & Resources Scrutiny Committee Actions and Referrals Update	November 2021 PSB minutes	
	CCTV Policy	Annual Digital Transformation Strategy Report		September 2021 PSB minutes		
		Annual Digital Technology Strategy Report				
		Digital Schools Strategy Annual Report 2021				

**Exec. Board Meetings:** 10<sup>th</sup> May; 24<sup>th</sup> May; 1<sup>ST</sup> June; 7<sup>th</sup> June; 21<sup>st</sup> June; 5<sup>th</sup> July; 26<sup>th</sup> July; 13<sup>th</sup> September; 27<sup>th</sup> September; 11<sup>th</sup> October;  
25<sup>th</sup> October; 8<sup>th</sup> November; 22<sup>nd</sup> November; 30<sup>th</sup> November; 6<sup>th</sup> December; 20<sup>th</sup> December;

**Council Meetings:** 12<sup>th</sup> May; 19<sup>th</sup> May [AGM]; 9<sup>th</sup> June; 14<sup>th</sup> July; 15<sup>th</sup> September; 13<sup>th</sup> October; 10<sup>th</sup> November; 8<sup>th</sup> December;



## POLICY & RESOURCES SCRUTINY COMMITTEE 30<sup>TH</sup> APRIL 2021

### FORTHCOMING ITEMS FOR NEXT MEETING TO BE HELD ON 10<sup>TH</sup> JUNE 2021

In order to ensure effective Scrutiny, Members need to be clear as to the purpose of requesting specific information and the outcome they are hoping to achieve as a consequence of examining a report. Limiting the number of agenda items may help to keep meetings focused and easier to manage.

Proposed Agenda Item	Background	Reason for report <i>What is Scrutiny being asked to do? e.g. undertake a full review of the subject? Investigate different policy options? Be consulted on final proposals before decision making? Monitor outcomes /implementation?</i>  <i>If the item is for information or for noting, can the information be provided in an alternative format i.e. via email?</i>
Carmarthenshire Well-Being Plan Annual Report 2020-21 & PSB Update	To consider and approve the Carmarthenshire Well-being Plan.	Carmarthenshire County Council is a statutory member of Carmarthenshire Public Services Board (along with Hywel Dda University Health Board, Natural Resources Wales and Mid and West Wales Fire and Rescue Service). Before the Plan can be published it has to be approved by the statutory members of the Board.  The Policy and Resources Scrutiny Committee is also the designated local government scrutiny committee appointed to scrutinise the work of the PSB.
PSB minutes	The Well-being of Future Generations (Wales) Act 2015 notes the requirement that a designated local government scrutiny committee is appointed to scrutinise the work of the PSB. In Carmarthenshire, the Council's Policy & Resources Scrutiny Committee has been designated as the relevant scrutiny committee.	To consider and scrutinise on the content of the PSB minutes.

Sickness Absence Monitoring Report - end of year 2020/21	This report provides the committee with sickness absence data for the 2020/21 financial year.	The Committee has requested that half yearly reports are provided to its members to allow them to fulfil their scrutiny role.
Revenue & Capital Budget Monitoring Report 2020/21	This is a standard item which allows members to undertake their monitoring role of the departmental and corporate budgets.	The Committee is being requested to scrutinise the budget information.
Policy & Resources Scrutiny Committee Annual Report 2020/21	In accordance with Article 6.2 of the County Council's Constitution, each scrutiny committee must "prepare an annual report giving an account of its activities over the previous year." This report will provide members with an overview of the Committee's work during the 2020/21 municipal year.	The Council's Constitution requires scrutiny committees to report annually on their work.
CCTV Policy	There is a need for effective governance arrangements to be in place to ensure the Council's use and management of its public space CCTV camera systems are compliant with the Protection of Freedoms Act (POFA) 2012. It is also important to embed a consistent approach across the Council in relation to all aspects of its CCTV systems.	This is a new policy being adopted by the Authority.

**When choosing a topic a Scrutiny Committee should consider whether:-**

- **scrutiny could have an impact and add value**
- **the topic is of high local importance and reflects the concerns of local people**
- **the resources are available that would be required to conduct the review, in terms of resources and budget**
- **it avoids work duplication elsewhere**
- **the issue is one that the committee can realistically influence**
- **the issue is related to an area where the council, or one of its partners, is not performing well**
- **the issue is relevant to all or large parts of the local area**
- **the review would be in the council's interests.**

**Topics are not suitable for scrutiny when:**

- the issue is already being addressed elsewhere and change is imminent
- the topic would be better addressed elsewhere (and will be referred there)
- scrutiny involvement would have limited or no impact upon outcomes
- the topic may be sub-judice or prejudicial to the council's interest
- the topic is too broad to make a review realistic
- new legislation or guidance relating to the topic is expected within the next year
- the topic area is currently subject to inspection or has recently undergone substantial change.

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**EXECUTIVE BOARD FORWARD WORK PROGRAMME 20/21**  
**–as at 23/03/2021** (For the period March 21 – February 22)

**Introduction**

This plan is published to encourage and enable greater understanding between the Executive, all Councillors, the public and other stakeholders. It assists the Scrutiny Committees in planning their contribution to policy development and holding the executive to account.

The plan gives the public and stakeholders a chance to see the forthcoming major decisions to be made by the Executive Board over the next 12 months. It is reviewed and published quarterly to take account of changes and additional key decisions.

WORKING DRAFT

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 20/21**  
**–as at 23/03/2021** (For the period March 21 – February 22)

<b>CHIEF EXECUTIVES</b>				
<b>Subject area and brief description of nature of report</b>	<b>Responsible Officer</b>	<b>Executive Portfolio</b>	<b>Scrutiny Committee to be consulted</b>	<b>Date of expected decision by Executive Board</b>
INTEGRATED IMPACT ASSESSMENT AND COVER SHEET	Wendy Walters, Chief Executive/Gwyneth Ayres	Deputy Leader	No	May 2021
ANNUAL REPORT	Noelwyn Daniel -Head of ICT & Corporate Policy	Deputy Leader	VARIOUS IN JULY	27/09/21
WELLBEING OBJECTIVES	Wendy Walters Chief Executive	Communities and Rural Affairs		
WELSH GOVERNMENT CONSULTATION DOCUMENTS	Wendy Walters Chief Executive	Deputy Leader	If applicable	If applicable
REVIEW OF COMMUNITY COUNCIL BOUNDARIES & ELECTORAL ARRANGEMENTS	Wendy Walters, Chief Executive	Resources		As and when required
REVIEW OF THE CONSTITUTION (LEGISLATION CHANGES) - CRWG	Linda Rees Jones Head of Administration & Law	N/A CRWG - FEB	N/A	As And When Required
CITY DEAL UPDATE (INCLUDING PENTRE AWEL)	Wendy Walters Chief Executive	Leader		As & When Required
CARMARTHEN WEST RESIDENTAL	Jason Jones Head of Regeneration	Regeneration / Property	Not applicable	26/04/21
BURRY PORT RELEASE OF LAND	Jason Jones Head of Regeneration	Regeneration / Property	Not applicable	26/04/21
8/12 VAUGHAN STREET, LLANELLI	Jason Jones Head of Regeneration	Regeneration / Property	Not applicable	26/04/21
WELSH LANGUAGE ANNUAL REPORT	Wendy Walters, Chief Executive/Gwyneth Ayres	Culture, Sport & Tourism	Yes	March 2022
CORPORATE STRATEGY	Noelwyn Daniel -Head of ICT & Corporate Policy	Deputy Leader	Yes	March 2022
STRATEGIC EQUALITY REPORT	Noelwyn Daniel -Head of ICT & Corporate Policy	Deputy Leader	Yes	March 2022
NET ZERO ACTION PLAN - REVIEW	Jason Jones, Head of Regeneration	Communities and Rural Affairs	Date to be confirmed	March 2022

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 20/21**  
**–as at 23/03/2021** (For the period March 21 – February 22)

<b>COMMUNITY SERVICES</b>				
<b>Subject area and brief description of nature of report</b>	<b>Responsible Officer</b>	<b>Executive Portfolio</b>	<b>Scrutiny Committee to be consulted</b>	<b>Date of expected decision by Executive Board</b>
<b>DEVELOPMENT OF A NEW TENANT TYPE CHALLENGE PANEL</b>	Jonathan Morgan – Head of Homes and SCr/Les James	Housing		24 <sup>TH</sup> May 2021
<b>UNIVERSAL CREDIT AND RENTS UPDATE RENT ARREARS POSITION STATEMENT</b>	Jonathan Morgan – Head of Homes and Safer Communities/ Jonathan Willis	Housing		26 <sup>th</sup> April 2021
<b>ANTI SOCIAL BEHAVIOUR POLICY</b>	Jonathan Morgan – Head of Homes and Safer Communities /Les James / Sue Watts/Robert David Williams	Culture, Sports & Tourism	E&PP Scrutiny 18/05/2021	07/06/21
<b>CHS+ DELIVERING WHAT MATTERS BUSINESS PLAN</b>	Jonathan Morgan – Head of Homes and Safer Communities/ Rachel Davies/ Gareth Williams	Housing	January 2022	February 2022 (Budget)
<b>DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT 2019/20</b>	Jake Morgan – Director of Communities/Silvana Sauro	Social Care & Health		TBC
<b>DOG BREEDERS LICENCE UPDATE (Change of Policy / Legislation – awaiting WG confirmation)</b>	Jonathan Morgan – Head of Homes and Safer Communities/ Roger Edmunds	Public Protection		TBC

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 20/21**  
**–as at 23/03/2021** (For the period March 21 – February 22)

**CORPORATE SERVICES**

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
BI-MONTHLY REVENUE AND CAPITAL BUDGET MONITORING REPORTS	Chris Moore Director of Corporate Services	Resources	N/A	SEPT NOV JAN MARCH
QUARTERLY TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT	Chris Moore Director of Corporate Services	Resources	N/A	SEPT/OCT JAN APR
ANNUAL TREASURY MANAGEMENT & PRUDENTIAL INDICATOR REPORT	Chris Moore Director of Corporate Services	Resources	N/A	JULY
5 YEAR CAPITAL PROGRAMME	Chris Moore Director of Corporate Services	Resources	ALL JAN/ FEB	JAN
COUNCIL TAX BASE	Chris Moore / Helen Pugh	Resources	N/A	DEC
Council Tax Reduction Scheme	Chris Moore / Helen Pugh	Resources	N/A	FEB
BUDGET STRATEGY (Revenue and Capital)	Chris Moore Director of Corporate Services	Resources	ALL JAN/ FEB	JAN
HIGH STREET RATE RELIEF	Chris Moore Director of Corporate Services /Helen Pugh	Resources	N/A	March
CORPORATE RISK REGISTER	Chris Moore Director of Corporate Services / Helen Pugh	Resources	– Audit Committee March & SEPT	
TREASURY MANAGEMENT POLICY AND STRATEGY	Chris Moore Director of Corporate Services	Resources	N/A	FEBRUARY – BUDGET MEETING
FINAL BUDGET Revenue & Capital	Chris Moore Director of Corporate Services	Resources	N/A	FEBRUARY – BUDGET MEETING
HOUSING REVENUE ACCOUNT BUDGET AND RENT SETTING REPORT	Chris Moore Director of Corporate Services	Resources	HOUSING	FEBRUARY BUDGET MEETING
BUDGET OUTLOOK	Chris Moore Director of Corporate Services	Resources	N/A	NOV



**EXECUTIVE BOARD FORWARD WORK PROGRAMME 20/21**  
**–as at 23/03/2021** (For the period March 21 – February 22)

<b>EDUCATION &amp; CHILDREN</b>				
<b>Subject area and brief description of nature of report</b>	<b>Responsible Officer</b>	<b>Executive Portfolio</b>	<b>Scrutiny Committee to be consulted</b>	<b>Date of expected decision by Executive Board</b>
<b>PROPOSAL TO RELOCATE YSGOL HEOL GOFFA AND TO INCREASE ITS CAPACITY (STAGE 2 AND 3)</b>	<b>Simon Davies – Head of Access to Education</b>	<b>Education &amp; Children</b>	<b>17/03/21 (stage 3)</b>	<b>12<sup>th</sup> April 2021</b>
<b>PROPOSAL TO DISCONTINUE YSGOL GYNRADD BLAENAU AND TO INCREASE THE CAPACITY AND CHANGE THE NATURE OF PROVISION AT YSGOL GYNRADD LLANDYBIE (STAGE 1, 2 AND 3)</b>	<b>Simon Davies – Head of Access to Education</b>	<b>Education &amp; Children</b>	<b>N/A</b>	<b>TBC (Stage 2) TBC (Stage 3)</b>
<b>PROPOSAL TO DISCONTINUE YSGOL RHYDYGORS (STAGE 1, 2 AND 3)</b>	<b>Simon Davies – Head of Access to Education</b>	<b>Education &amp; Children</b>	<b>N/A)</b>	<b>TBC (Stage 2) TBC (Stage 3)</b>
<b>PROPOSAL TO CHANGE THE AGE RANGE AT YSGOL SWISS VALLEY (TBC) (STAGE 1, 2 AND 3)</b>	<b>Simon Davies – Head of Access to Education</b>	<b>Education &amp; Children</b>	<b>N/A</b>	<b>TBC (Stage 2) TBC (Stage 3)</b>
<b>PROPOSAL TO DISCONTINUE YSGOL GYNRADD MYNYDD Y GARREG (STAGE 1, 2 AND 3)</b>	<b>Simon Davies – Head of Access to Education</b>	<b>Education &amp; Children</b>	<b>N/A</b>	<b>TBC (Stage 2) TBC (Stage 3)</b>
<b>PROPOSAL TO CHANGE THE NATURE OF PROVISION AT YSGOL Y FELIN (STAGE 2 AND 3)</b>	<b>Simon Davies – Head of Access to Education</b>	<b>Education &amp; Children</b>		<b>TBC (Stage 2) TBC (Stage 3)</b>
<b>PROPOSAL TO CHANGE THE NATURE OF PROVISION AT MODEL VA PRIMARY SCHOOL (STAGE 2 AND 3)</b>	<b>Simon Davies – Head of Access to Education</b>	<b>Education &amp; Children</b>		<b>TBC (Stage 2) TBC (Stage 3)</b>
<b>SCHOOL UPDATE REPORT- COVID 19, SCHOOLS CAUSING CONCERN AND FINANCE</b>	<b>Gareth Morgans – Director of Education and Children</b>	<b>Education &amp; Children</b>	<b>N/A</b>	
<b>LA EDUCATION SERVICES SELF EVALUATION</b>	<b>Aneirin Thomas – Head of Education and Inclusion</b>	<b>Education &amp; Children</b>	<b>tbc</b>	<b>TBC</b>
<b>POST 16 EDUCATION</b>	<b>Aeron Rees – Head of Curriculum and Wellbeing</b>	<b>Education &amp; Children</b>	<b>tbc</b>	<b>TBC</b>
<b>RESULTS OF 2021 EXAMINATIONS”</b>	<b>Aneirin Thomas – Head of Education and Inclusion</b>	<b>Education &amp; Children</b>	<b>tbc</b>	<b>N/A</b>
<b>CHILDREN’S SERVICES PAPER- TBC</b>	<b>Stefan Smith - Head of Children’s Services</b>	<b>Education &amp; Children</b>	<b>N/A</b>	<b>tbc</b>
<b>CARMARTHENSHIRE 10 YEAR STRATEGY FOR EDUCATION</b>	<b>Gareth Morgans – Director of Education and Children</b>	<b>Education &amp; Children</b>	<b>tbc</b>	<b>TBC</b>
<b>NEW 10 YEAR WELSH IN EDUCATION STRATEGY</b>	<b>Aeron Rees – Head of Curriculum and Wellbeing</b>	<b>Education &amp; Children</b>	<b>tbc</b>	<b>TBC</b>

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 20/21**  
**–as at 23/03/2021** (For the period March 21 – February 22)

<b>ENVIRONMENT</b>				
Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
PUBLIC REALM	Steve Pilliner / Richard waters	Environment		26/4/21
LDO	Llinos Quelch / Ian R Llewellyn	Environment		10/5/21
BUS REFORM	Steve Pilliner	Environment		24/5/21
PACE MAKING CHARTER	Llinos Quelch / Ian R Llewellyn	Environment		24/5/21
HIGHWAYS MAINTENANCE MANUAL	Steve Pilliner - Head of Transportation & Highways/ Chris Nelson/ Richard Waters	Environment	EPP 4/10/21	25/10/21
EQUESTRIAN STRATEGY	Steve Pilliner - Head of Transportation & Highways/ Caroline Ferguson	Environment	EPP 4/10/21	25/10/21
GRAFFITI POLICY	Ainsley Williams	Environment	EPP 4/10/21	25/10/21
FLOOD RESPONSE	Ainsley Williams	Environment	4/10/21	25/10/21
LEQ	Ainsley Williams	Environment	EPP 4/10/21	25/10/21
ELECTRIC VEHICLE STRATEGY	Steve Pilliner / Simon Charles	Environment	EPP 12/11/21	6/12/21
PUBLIC CONVENIENCES	Ainsley Williams. Head of Waste & Environmental Services Rhys Davies	Environment	EPP 16/12/21	January 22

Monday, 29 March 2021

**PRESENT:** Councillor A.G. Morgan (Chair)

**Councillors:**

S.M. Allen, D.M. Cundy, W.R.A. Davies, H.L. Davies, W.T. Evans (In place of D.E. Williams), G.H. John, J.K. Howell, C. Jones, K. Lloyd (In place of K. Madge), B.D.J. Phillips (In place of K.V. Broom), J.G. Prosser and J.S. Edmunds

**Also in attendance:**

Councillor D.M. Jenkins, Executive Board Member for Resources

**The following Officers were in attendance:**

L.R. Jones, Head of Administration and Law  
R. Hemingway, Head of Financial Services  
P.R. Thomas, Assistant Chief Executive (People Management & Performance)  
S. Rees, Simultaneous Translator  
L. Jenkins, Executive Board Support Officer  
J. Corner, Technical Officer  
E. Bryer, Democratic Services Officer  
M.S. Davies, Democratic Services Officer

**Virtual Meeting: 10.00 - 10.45 am**

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors K.V. Broom, K. Madge and D.E. Williams.

**2. DECLARATIONS OF PERSONAL INTEREST INCLUDING ANY PARTY WHIPS ISSUED IN RELATION TO ANY AGENDA ITEM**

There were no declarations of personal interest.

**3. PUBLIC QUESTIONS**

No public questions had been received.

**4. REVENUE & CAPITAL BUDGET MONITORING REPORT 2020/21**

The Executive Board Member – Resources presented the Authority's Corporate Budget Monitoring Report and the Chief Executive's and Corporate Services departmental reports as at 31st December 2020 in respect of the 2020/21 financial year. The report also included an appendix detailing Savings Monitoring 2020-21. The Committee was advised that the business case for Pentre Awel Wellness Village had now been approved.

It was noted that whilst the filling of vacant posts had stalled partly due to the pandemic, resulting in underspend in associated areas such as the cost of DBS checks, recruitment processes were expected to pick up as lockdown restrictions eased.

**UNANIMOUSLY RESOLVED to receive the report.**

**5. QUARTERLY TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT 1ST APRIL 2020 TO 31ST DECEMBER 2020**

The Committee considered the Mid-Year Treasury Management and Prudential Indicator report for the period 1st April 2020 – 31<sup>st</sup> December 2020 to ensure that the activities undertaken were consistent with the requirements of the Treasury Management Policy and Strategy for 2020-21 adopted by Council on the 3<sup>rd</sup> March, 2020.

In response to a comment the Committee was advised that whilst, under the Treasury Management Strategy it had been agreed to borrow finance when interest rates were at their most advantageous as was the case currently, the Council was presently in a position where it was able to use its cash balances thus saving on borrowing requirements. The situation was, however, under constant review. It was emphasised that the purpose of borrowing was to support capital schemes and not the revenue budget.

**UNANIMOUSLY RESOLVED that the monitoring report be noted.**

**6. POLICY & RESOURCES SCRUTINY COMMITTEE ACTIONS AND REFERRALS UPDATE**

**UNANIMOUSLY RESOLVED that the report detailing progress in relation to actions, requests or referrals emerging from previous scrutiny meetings, be noted.**

**7. FORTHCOMING ITEMS**

**UNANIMOUSLY RESOLVED that the list of forthcoming items to be considered at the next scheduled meeting to be held on the 30<sup>th</sup> April 2021 be received.**

**8. MINUTES - 2ND AND 8TH MARCH 2021**

**UNANIMOUSLY RESOLVED that the minutes of the meetings held on the 2<sup>nd</sup> and 8<sup>th</sup> March 2021 be signed as correct records.**

\_\_\_\_\_  
**CHAIR**

\_\_\_\_\_  
**DATE**