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TUESDAY, 6 DECEMBER 2022

TO: ALL MEMBERS OF THE CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE

I HEREBY SUMMON YOU TO ATTEND A MEETING OF THE CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE WHICH WILL BE HELD IN THE CHAMBER, COUNTY HALL, CARMARTHEN, AND REMOTELY AT 10.00 AM ON TUESDAY, 13TH DECEMBER, 2022 FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA

Wendy Walters

CHIEF EXECUTIVE

Democratic Officer:	Martin S. Davies
Telephone (direct line):	01267 224059
E-Mail:	MSDavies@carmarthenshire.gov.uk
This is a multi-location meeting. Committee members can attend in person at the venue detailed above or remotely via the Zoom link which is provided separately.	
The meeting can be viewed on the Authority's website via the following link:- https://carmarthenshire.public-i.tv/core/portal/home	

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

CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE

PLAID CYMRU GROUP - 7 Members

Cllr. Kim Broom (Vice-Chair)
Cllr. Terry Davies (Committee Member)
Cllr. Alex Evans (Committee Member)
Cllr. Hazel Evans (Committee Member)
Cllr. Deian Harries (Committee Member)
Cllr. Jean Lewis (Committee Member)
Cllr. Dai Nicholas (Committee Member)

LABOUR GROUP - 4 Members

Cllr. Lewis Davies (Committee Member)
Cllr. Rob James (Committee Member)
Cllr. Dot Jones (Committee Member)
Cllr. Kevin Madge (Committee Member)

INDEPENDENT GROUP - 1 Members

Cllr. Giles Morgan (Chair)
Vacancy

A G E N D A

- 1. APOLOGIES FOR ABSENCE.**
- 2. DECLARATIONS OF PERSONAL INTEREST INCLUDING ANY PARTY WHIPS ISSUED IN RELATION TO ANY AGENDA ITEM.**
- 3. PUBLIC QUESTIONS (NONE RECEIVED).**
- 4. SICKNESS ABSENCE MONITORING REPORT HALF YEAR/Q2 2022/23.** 5 - 36
- 5. A VISION FOR THE NEXT PHASE OF THE COUNCIL'S TRANSFORMATION PROGRAMME.** 37 - 80
- 6. CARMARTHENSHIRE PUBLIC SERVICES BOARD (PSB) MINUTES - SEPTEMBER 2022.** 81 - 88
- 7. REVENUE & CAPITAL BUDGET MONITORING REPORT 2022/23.** 89 - 128
- 8. MID-YEAR TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT 1ST APRIL 2022 TO 30TH SEPTEMBER 2022.** 129 - 144
- 9. SCRUTINY ACTION UPDATE.** 145 - 150
- 10. FORTHCOMING ITEMS** 151 - 172
- 11. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE COMMITTEE HELD ON THE 19TH OCTOBER, 2022.** 173 - 178

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Corporate Performance and Resources Scrutiny Committee

13.12.22

SICKNESS ABSENCE MONITORING REPORT HALF YEAR/Q2 2022/23

To consider and comment on the following issues:

This report provides the committee with absence data for the cumulative period Q2 2022/23 financial year plus a summary of actions.

Reasons:

The Committee has requested that half/full yearly reports are provided to its members to allow them to fulfil their scrutiny role.

To be referred to the Cabinet / Council for decision: NO

CABINET MEMBER PORTFOLIO HOLDER: Councillor Philip Hughes

Directorate: Chief Executive

Name of Head of Service:

Paul R Thomas

Report Authors:

Ann Clarke

Heidi Font

Designations:

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People Management

Lead Business Partner (HR)

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EXECUTIVE SUMMARY
CORPORATE PERFORMANCE AND RESOURCES SCRUTINY COMMITTEE
13.12.22

SICKNESS ABSENCE MONITORING REPORT
Half Year/Q2 2022/23

Sickness absence performance Q2 2022/23

The detailed report attached provides a full picture of sickness absence performance at authority and departmental level and reasons for absence. It also includes narrative on the work of the People Management team illustrating the advice and support provided over the last 12 months

Each department has access to performance data i.e. Rank report and reasons of absence drilled down to team level.

In summary

Department	Average Employee FTE Head-count	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	FTE Days Lost by Average Employee FTE Head-count	Ranking	2021-22 Q2 Performance			22-23 Target. Targets remain unchanged from 2017-18. (Q2 =whole year target /4 & seasonally adjusted)		
										Target	Q2 Target	On Target ?
CEX	431.5	539.2	765.1	1304.3	3	1	2.7	0.3	6.9	2.8	No	
Corp Services	197.6	446.9	330.8	777.7	3.9	2	1.3	2.6	6.3	2.9	No	
Ed & Children	3291.8	6562.5	7915.3	14477.8	4.4	3	3.8	0.6	9	3.7	No	
Env	833.1	1816.9	3383.6	5200.5	6.2	4	5.5	0.7	11.2	4.6	No	
Comm	1522.9	3952.9	6135.8	10088.7	6.6	5	6.2	0.4	11.6	4.8	No	
Authority Total	6277.1	13318.4	18530.6	31849	5.07		4.43	0.6	9.63	4	No	

Q2 2021/22	6187	11309.6	16115.4	27425	4.43
Difference		2008.8	2415.2	4424	0.6
		17.80%	15.00%	16.10%	

Coronavirus absences - Sickness	6,277.10	3,332.30	627.6	3,959.90	0.63	
Sickness excluding Coronavirus Sickness	6,277.10	9,986.10	17,903.00	27,889.10	4.44	PI excluding Coronavirus Sickness

Schools' performance

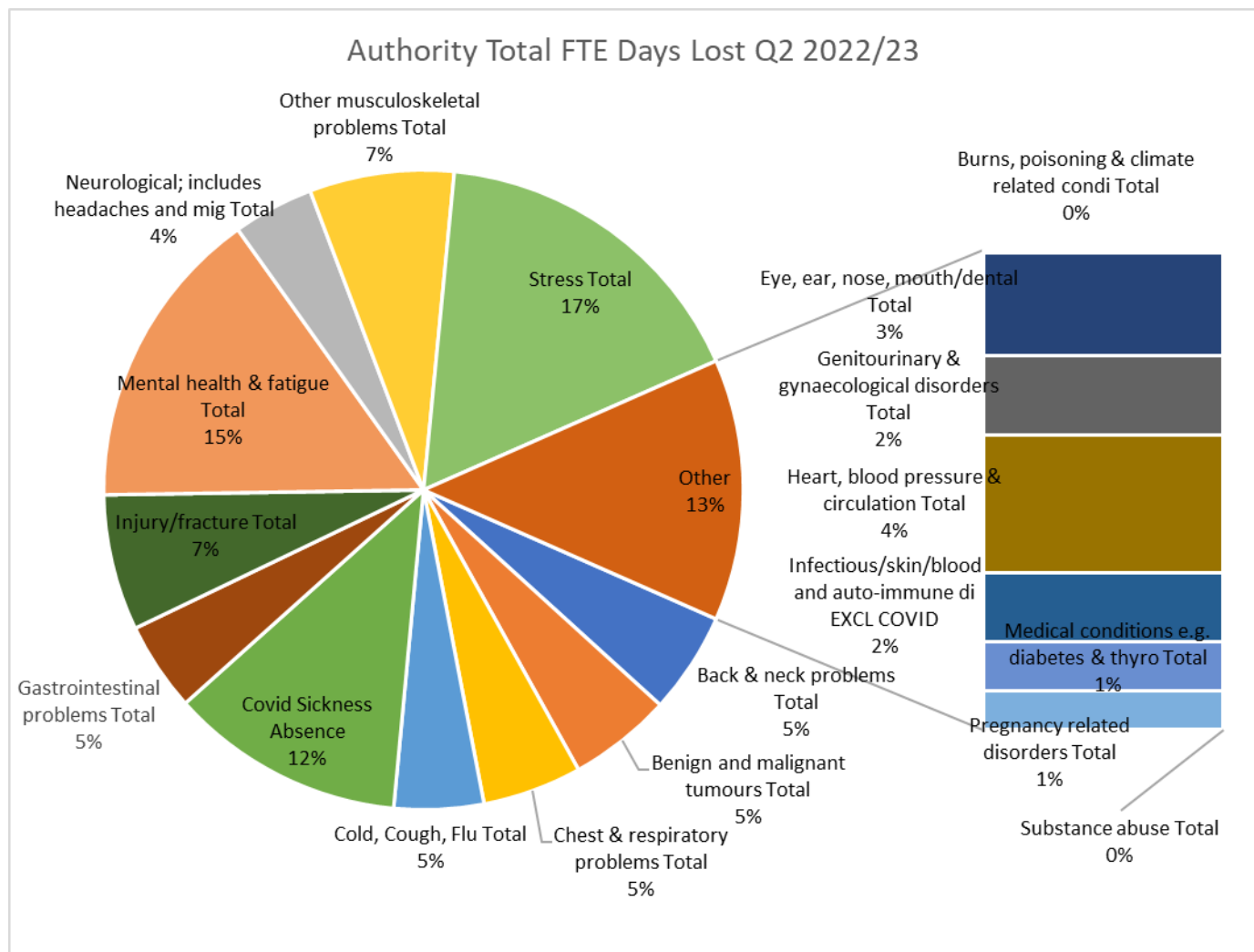
Division	2021-22 Q2 FTE days lost by avg FTE	2022/23 Q2					Difference (YR ON YR 21/22 TO 22/23)
		Employee FTE	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	FTE Days lost by Employee FTE	
Secondary Schools	3.2	1072.0	2139.0	2262.6	4401.6	4.1	0.9
Primary Schools	3.4	1284.9	2466.4	2321.2	4787.6	3.7	0.4
Special Schools	4.4	62.3	249.7	339.6	589.3	9.5	5.1

Greatest variance

The service areas with the greatest variance (decrease - / increase +) compared to Q4 2020/21 are:

Department	Division	Difference
Environment	Property	-2.8
Environment	Place & Sustainability	-2.1
Education & Children	Curriculum & Wellbeing	-2
Education & Children	Access to Education	2
Communities	Leisure	2.1
Chief Executives	Media and Marketing	2.1
Corporate Services	Finance	2.4
Communities	Integrated Services	2.5
Corporate Services	Revenues and Financial Compliance	2.9
Environment	Business Support & Performance	2.9
Chief Executives	Electoral and Civil Registration Service	3.6
Education & Children	Special Schools	5.1

Reasons for absence



Costs of absence

The table below illustrates the cost of occupational sick pay for Q1 to Q2 cumulatively in each year since 2020/21. This excludes additional costs that may be incurred by divisions, in particular those delivering frontline services e.g., Overtime costs, agency costs, other replacement costs.

Occupational Sick Payments (OSP)				% Change compared to 2021/22
Quarters 1 and 2	Year			
Department	2020/21	2021/22	2022/23	
Corporate Services	43,049	23,452	80,714	244.16%
Chief Executives	115,889	121,175	158,002	30.39%
Education & Children*	867,574	1,485,594	1,701,219	14.51%
Environment	278,715	395,998	413,515	4.42%
Communities	725,914	1,052,950	1,018,664	-3.26%
Authority Total	2,031,141	3,079,170	3,372,114	9.51%

Moving forward

As can be illustrated by the data there has been a 16.0% increase in the total number of appointments to the Occupational Health Centre during cumulative period Q1 – Q2 2020/21 compared to 2022/2023.

Although the overall total Wellbeing Support service appointments have only increased slightly on the previous period, when broken down into the number of employees supported, this has increased by 14.7% 2021/22 compared to 2022/2023 and compared to 2020/2021 this shows a 52.1% increase in employees supported. The data shows that employees are now requiring less appointments before discharge (4.6 sessions) in comparison to the previous period (5.3 sessions).

We now have 8 Wellbeing Support Practitioners (WSS), we have increased this in line with the increase in referrals to the service, however this is significantly impacting on the workload of the small OH medical administration team, which needs to be addressed.

OH are closely monitoring referrals to the service and the projected impact on the service, in line with the pressure on primary care and other NHS services. We are also seeing an increase in GPs referring to OH for mental health support for our employees, as waiting lists are high via primary care. We are also monitoring waiting time for NHS treatment and operations for employees, which will impact on their fitness to work and attendance.

DETAILED REPORT ATTACHED?	Yes
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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: Paul R Thomas, Assistant Chief Executive (People Management)

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

1. Policy, Crime & Disorder and Equalities

Management of sickness absence supports the strategic aim 'Feeling Fine – Health & Wellbeing.

2. Finance

Related costs of overtime, replacement costs and sickness pay.

3. Staffing Implications

People Management continue to advise and support managers and employees through the sickness absence policy and procedures.

CONSULTATIONS

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

Signed: Paul R Thomas, Assistant Chief Executive (People Management)

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

CABINET PORTFOLIO HOLDER(S)
AWARE/CONSULTED

Include any observations here

Yes

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

THERE ARE NONE

Corporate Performance and Resources Scrutiny Committee

People Management: Sickness Absence Monitoring Report – Half year 2022/23

13th December 2022



Enillydd
Winner



2018

Celebrating 2 years of Disability Confident
Working together to increase disability employment



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People Management

Sickness Absence Performance Monitoring Report

Half year 2022/23

Introduction

The Authority's Performance Indicator (PI) for sickness absence measures the number of working days lost due to sickness absence per full time equivalent (FTE) headcount per annum. The target set by Corporate Management Team for improvement for 2022/23 is 9.63 FTE.

In June 2017 departmental targets were also agreed to support a reduction in sickness absence and these targets have been maintained for 2022/23. Both the corporate and departmental targets are monitored half yearly via Corporate Management Team (CMT) and quarterly via Departmental Management Teams (DMT). The targets were calculated by reference to the average Full Time Equivalent (FTE) headcount figure and End of Year (EOY) results over the preceding 3 years less 5%.

What has changed during 2022/23 to date?

It is the responsibility of all DMTs to maintain a high profile on attendance management, monitor performance on a quarterly basis, to set clear expectations of all its managers to manage sickness absence proactively and to foster a healthy working environment that encourages improved attendance from all employees.

The current economic crisis and post covid pandemic recovery is causing concern and is likely to be reflected in increased demand upon health and well being services. This is supported by anecdotal evidence from staff who are experiencing greater anxiety.

From a corporate perspective People Management has focused its energies to date during 2022/23 supporting in the following areas:

a. Attendance management during covid

For all concerned the covid recovery period continues to be a challenging period and the focus now is on supporting employees who are managing long covid. The Authority and trades unions recognise the impact that long-covid has on employees. This is a new and debilitating condition to which remedies and treatment is still emerging and therefore, the full extent of its implications is not fully understood.

Currently, the numbers of staff affected by long covid are low and the Authority and trades unions wish to support those individuals as best they can whilst further research is undertaken and there is a fuller understanding of the condition and how it is best managed medically and consistently with other conditions. Cumulative data for Q2 2022/23 for long covid, ie. Sickness absence of over 4 weeks in duration, totals 632.61 FTE days for the first six months and was accrued by 22 individuals. In this respect we work closely with our occupational health colleagues to advise on reasonable adjustments to support any employee experiencing long covid to return to work and maintain positive attendance.

Health & Wellbeing Team Update

a. Health & Wellbeing Support.

The team continues to listen, adapt, respond, and react swiftly to ensure employees and managers alike are provided with the most up to date, supportive and appropriate information and resources to help them look after their own wellbeing.

Below is an overview of the work provided at a corporate level:

- Continuation of organising e-chats on a corporate level including chats on Mental Health First Aiders and LGBTQIA+.
- Input into the 'New Starter Induction' pilot with L&D, focusing on the health and wellbeing of new starters within the authority.
- Delivery of Mental Health & Wellbeing support to Communities and Environment duty managers course alongside Health & Safety.
- Ongoing Health and Wellbeing input and advice provided on the "**Better ways of working**" project to ensure employees health and wellbeing are at the core of all project plans.
- Inputted into the new Business Plan format to ensure the Health and Wellbeing implications are considered for each new project.
- Ongoing updates and development of our intranet pages to ensure appropriate advice, information and resources are provided and up to date.
- Ongoing review of a communication plan with the Media & Marketing department to ensure that all resources/ information provided are reaching all employees across the authority in a timely and concise manner.
- Continuation of the Corporate Health & Wellbeing Group Structure including a Corporate Strategic Health & Wellbeing Group, Departmental Groups, Schools Group and Champions Groups.
- Continuing to support and raise the profile of the network of over 70 health and wellbeing champions corporately and the recruitment of at least one champion in each school.
- Ongoing support to all employees via the Health and Wellbeing contact form to ensure staff and managers have an interactive way to contact the team for advice and resources.
- Continual review of employee and departmental feedback to find key themes for promotions.
- Topic-specific articles produced and communicated via the intranet's latest news bulletin and weekly staff news emails.
- Attendance and presentations delivered at various meetings/workshops from DMT's to team level to promote relevant health and wellbeing support and resources available.

Below you will find a comprehensive breakdown of specific priorities, activities and interventions taken.

Corporate Health & Wellbeing Groups

- Environment H&W group have agreed some quick wins and meet regularly.
- We have reviewed the 'Wellbeing Hour' in terms of feedback and its use and fed this back to the interim directors and the Place & Sustainability team.
- Communities have held another 2 Health, Safety & Wellbeing Group meetings, discussions have included reporting back the 'Best Endeavours' being produced following a report taken to DMT around back-to-back meetings and meetings out of core hours (lead by the Champions). The best endeavours have now been distributed to staff within Communities.
- Corporate Services H&W group have agreed some "quick wins" actions from the survey results and DMT have agreed.
- Chief Executives have been briefed on the Health & Wellbeing Framework and are in discussions regarding most appropriate staff members to form the departmental health and wellbeing group.
- Education H&W group formed, and the first meetings have been held. The first were to agree the terms of reference, as well as meeting free periods.
- Schools group is being developed to continue discussing Staff Wellbeing.
- The team are currently in discussions with IT about pop ups encouraging breaks through the day, taking lunch time, avoiding back-to-back meetings, and so on.

Health & Wellbeing Champions

- Continuation of Health & Wellbeing Champion recruitment; 155 in total consisting of more than 70 Champions throughout the authority and a network of School H&W Champions (85), Microsoft Teams group created for regular and convenient communication with Champions.
- Regular monthly virtual meetings run to keep Champions up to date with the latest support and resources, events, promotions, and activities etc. Sharing of good practice and ideas, discussion of wellbeing concerns.
- The launch of the Health & Wellbeing Champion buddy system in which experienced Champions can guide newer Champions through the role and mentor them.
- Fortnightly drop-in sessions for Champions to discuss ideas and share good practice.
- Ongoing development of our Health and Wellbeing Champions intranet pages.
- An online Bitesize training for Champions is being developed with Learning and Development for Champions in both schools and the authority.

Mental Health Awareness & Support

Below outlines the work and support the team have provided in relation to the mental health and wellbeing of staff:

- Continuing to raise the profile of mental health and reduce the mental health stigma across the Authority through articles, e-chats, anti-stigma talks, attendance at senior meetings and team meetings.
- A focus on mental health in our newsletters and articles, including e-chats and guest speakers, when possible, to continue to raise awareness, reduce stigma and discuss mental health signs and symptoms.
- Recently we have had e-chats on:
 - LGBTQIA+

- Mental Health First Aid e-chat
- Becoming a Mental Health First Aider (MHFA)
- Collaboratively working with the provider of our Mental Health First Aid course (Ajuda) to ensure it is tailored to Carmarthenshire County Council employees.
- A further 12 delegates were trained and qualified to become a MHFA in September 2022, this course was focused on managers only.
- There are currently 70 qualified MHFA across all departments within the Authority.
- Ongoing coordination and promotion of our Mental Health First Aider training, a course is booked for December 2022.
- To support the long-term roll out of MHFA and embed the recruitment within the authority, research has been undertaken in to training a member of the authority in becoming a MHFA qualified course provider, and the implications of training in-house (e.g., job retention, cost, out-selling)
- We have been in discussions with the Education department to roll out the MHFA into schools, this will be piloted initially with the corporate MHF Aiders.
- We then hope to roll the MHFA course out across all Carmarthenshire schools, targeting specific schools by analysing absence data.
- We have developed a Teams channel network in which we can have regular contact and updates, as well as any training available for our Mental Health first aiders network to ensure they are supported and equipped to deliver high quality support and signposting.
- From the Teams channel the MHFA can feed into their departments and teams any relevant information and updates.
- We have monthly networking meetings via Teams to update and support the MHFA, with the aim to create fortnightly drop-in sessions, if there is a need. This avenue of support is currently working well, and we will look to develop a support group/buddy system where required.
- To support the MHFA further, we have a dedicated and established area of the intranet to refer to regarding support and signposting including various websites and physical amenities within Carmarthenshire.
- To further promote the MHFA, and ensure they are being utilised within the authority the intranet page has been updated with the name and contact details of each qualified MHFA.
- Again, to promote and utilise the MHFA we have discussed with the communication department using a 'case study' in the weekly newsletter to highlight the role of a MHFA.
- MHFA are using conversation guidance and a newly developed contact form to gain feedback of how they are being utilised thus far has been designed, which departments are needing support for the MH, with the plan to create targeted sessions for these groups.
- Updating HWB with any useful resources to support Mental Health and Wellbeing within schools.
- To date 310 staff have attended Mental Health Awareness courses and 152 Managers/ Head teachers have received Positive Mental health in the workplace training.
- Continuous review of external mental health resources, e-learning, webinars, guidance etc. to ensure staff are appropriately signposted
- The Mental Health in the Workplace eLearning module has been reviewed by the Mental Health and Wellbeing Coordinator, to ensure we are providing the most appropriate/ supportive and up to date information for all staff. This will go live in due course.

- Attendance at various departmental meetings to promote relevant mental health and wellbeing support and resources, sending quickparts emails as follow ups.
- Ongoing promotion of Personal Resilience e-learning module.
- The daily self-care calendar has been added to the intranet page to encourage and support daily tasks is ongoing.
- Promoting Viva Insights on Microsoft teams to colleagues, MHFA, Health and Wellbeing champions and colleagues.
- Ongoing promotion of relevant mental health awareness raising days, events and promotions.
- Creation of Quick Parts email to ensure all staff have up-to-date, relevant information on Mental Health and wellbeing in the workplace.

Better Ways of Working:

- Interior design pilot
 - Took report to Strategic Working Group and the four principles were agreed
 - Feeding into the design pilot areas with regards to wellbeing – Ty Elwyn & Eastgate
- Sustainable Travel pilot
 - Working in conjunction with Property in relation to staff wellbeing facilities (toilets and showers) for Spillman Street, as part of the sustainable travel pilot

Targeted

Environment

- Priority actions agreed and started
- Place and Sustainability
 - Working with the HOS and H&W reps to undertake further actions and determine new priority actions.
 - Wellbeing Hour feedback analysed and presented to directors.
- Environment are developing drop-in physiotherapy sessions for depot staff, with the hope for onward referral and early intervention to support sickness absence, where required.

Communities

- Home Care
 - Set up sessions in the new year at times that would work for the staff's shift patterns
 - Looking to set up a monthly wellbeing focused meeting with Management Team.
 - Virgin Go pilot has finished. Regular communication with the teams has been established to monitor progress. Update to be delivered to Home Care managers on the success of the pilot.
 - Wellbeing sessions have been organised for 'Yellow' and 'Blue' shifts covering a range of topics such as Nutrition, Sleep and Menopause.
- Business Support
 - Actions drafted following H&W survey. Priority actions determined including a wellbeing 'away day' planned for October.
- Adult Social Care
 - Planning facilitated support sessions before Christmas and peer to peer support network after

- Action plan for social care staff being developed for the additional support and interventions up until March 22.
- Homes and Safer Communities
 - Undertook a Health & Wellbeing Survey and Analysed, presented to HOS.
 - Staff Forum has been established and organised for July 2022 with the H&W team inputting advice.
 - New surveys to monitor progress are being planned for the Autumn 2022.
 - Monitoring the progress of Homes and Safer Communities Action Plan.

Corporate Services

- Health & Wellbeing Survey undertaken and analysed; actions agreed at DMT.
- Discussions about supporting staff with difficult conversations and calls.
- New Coordinator has been introduced to the health and wellbeing group who is reviewing actions and will take new actions and initiatives forward.

Education and Children's Services.

- Planning of Education Conference for October in which Health and Wellbeing will give an update and workshop on wellbeing.
- The next Education and Children's Services Wellbeing group meeting has been established and a wellbeing action plan has been drafted.
- The results of the Wellbeing Survey have been analysed and presented to Steffan Smith to establish a Wellbeing group.
- Louise Qaurtermass from Residential Children's Services is in the processes of establishing a Wellbeing Group for each home.

Schools

- The Health and Wellbeing Champions scheme has commenced in schools, over 70 schools have nominated a Health and Wellbeing Champion, with larger schools nominating multiple Champions, taking the total number to 85 across Carmarthenshire schools.
- Bitesize training is being developed for Schools Champions.
- Ongoing planning of the Wellbeing Conference for school staff.
- Wellbeing support has been presented to Headteachers at different conferences.
- Wellbeing focus group set up to input into the support developed for HTs Wellbeing
- Ongoing development of Internal Headteacher Peer Support Network created.
- A document containing an overview of all the support available for Headteachers has been drafted and will be sent out to Headteacher's in November 2021.
- The Headteacher Wellbeing Charter has been drafted and has been presented at the Headteacher's meeting for review. Further work is being carried out on the project.
- A targeted approach to Health and Wellbeing in schools is being established.
- Coaching opportunities available from Learning and Development is being offered to Headteacher's as well as 1:1 supervision.
- The partnership with Education Support will be launched in the new term. This includes the support available from ESP as well as the launch of the Health and Wellbeing Champions in schools and Mental Health First Aiders.
- A plan is being developed with the help of the Education Department to roll out the MHFA's in schools.

- A new staff wellbeing focus group is in the processes of being established. This group will be an off shoot of the Strategic Focus Group which will focus specifically on school staff wellbeing.
- As part of the All-School Approach to Emotional and Mental Wellbeing, a staff wellbeing survey has been sent out to the pilot schools in the summer term to determine any areas of concern to do with staff wellbeing and to develop a wellbeing toolkit. The results from this survey have been presented to Kelly Davies and a staff wellbeing toolkit will be created from the data.

b. Sickness Absence Policy and Procedures

The Sickness Absence Policy has been reviewed and consulted in conjunction with a wide range of people managers, our recognised trades union representatives and departmental management teams. This was formally adopted in Spring 2020 but due to the covid emergency the launch was delayed. In September 2021, the revised policy was formerly launched supported by learning and development modules for people managers and refreshed resources on the Authority's [intranet](#).

c. Resourcelink Reporting Service (RRS) and other reporting developments

This tool provides the facility for all users to run reports direct from My View (our online employee system). The reports are available to Managers on demand. Attendance management information is an essential part of the suite of reports that are available via this system. It provides a valuable additional source for sickness absence data to supplement our performance management information.

A "live feed" has also been developed. This provides a snapshot of all absences for the current day and is updated on an hourly basis. Access has so far been limited to key officers and Heads of Service and should provide an additional useful source of management information.

d. Schools' Staff Absence Scheme (SSAS)

As of 1 April 2022, there are currently 86 participating primary schools compared to 60 original entrants in 2017/18, 78 during 2018/19, 87 during 2019/20, 89 during 2021/22.

The level of financial cover has been increased following consultation with participating schools, as follows:

- The daily rate for teachers has increased from £120 to £160 per day;
- The maternity lump sum for teachers has increased from £3000 to £4000;
- The daily rate for teaching assistants, support staff has increase from £50 to £70 per day
- The maternity lump sum for teaching assistants, support staff has increased from £1500 to £2000.

e. Performance management information

Maintained the provision of improved performance management information, benchmarking and ranking data, and summaries of main reasons for absence at an authority, departmental, divisional and team level, all school, primary, secondary, and

special school level to inform CMT, DMTs, BMT's and Governing Bodies to enable improved performance monitoring and action planning.

HR Business Partners continue to discuss performance management information at Departmental Management Teams, Primary and Secondary Head Teachers' meetings and offer support and advice on appropriate actions for improvement.

Table 1: Departmental performance ranking Q2 2022/23

Performance indicates that all departments have met their 2022/23 Q2 target.

Department	Average Employee FTE Headcount	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	FTE Days Lost by Average Employee FTE Headcount	Ranking	2021-22 Q2 Performance		22-23 Target. Targets remain unchanged from 2017-18. (Q2 =whole year target /4 & seasonally adjusted)		
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Education & Children	3291.8	6562.5	7915.3	14477.8	4.4	3	3.8	0.6	9	3.7	No
Environment	833.1	1816.9	3383.6	5200.5	6.2	4	5.5	0.7	11.2	4.6	No
Communities	1522.9	3952.9	6135.8	10088.7	6.6	5	6.2	0.4	11.6	4.8	No
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		17.80%	15.00%	16.10%	

Coronavirus absences - Sickness	6,277.10	3,332.3	627.6	3,959.9	0.63
Sickness excluding Coronavirus Sickness	6,277.10	9,986.1	17,903.0	27,889.1	4.44

PI excluding Coronavirus Sickness

The Q2 figure for the whole Authority of 5.07 is above the 2021/22 Q2 result of 4.43 There has been an increase of 0.6 FTE days lost by average employee FTE headcount. Covid sickness absence accounts for 0.63 FTE days lost.

Table 2: Average number of days lost per FTE – whole Authority

Following the launch of the Sickness Absence policy in 2015 and targeted interventions there was a marked reduction in 2014/15. Since then, the trend line indicates an annual increase in 2015/16 and 2016/17 but a slight decrease in 2017/18. The Q2 2018/19 was the best level achieved since 2014/15. However, the 2019/20 result indicated an upward trend compared to the last 3 reporting years. In stark contrast Q2 2020/21 showed a significant decrease in absence levels. The cause of this may be attributed to the impact of the Coronavirus pandemic – school closures and working from home has contributed to the decrease in short term sickness absence levels (a decrease of 46% compared to the same time last year). The 2021/22 Q2 figure indicates a return to pre covid levels, the level of short-term sickness has increased (an increase of 103% compared to the same time as last year). The cessation of the covid shielding measures will have impacted on this figure. The Q2 2022/23 figures shows a continuing upward trend in line with trends nationally. The Absence Team continues to be proactive in supporting managers and teams with absence recording, and absence management.

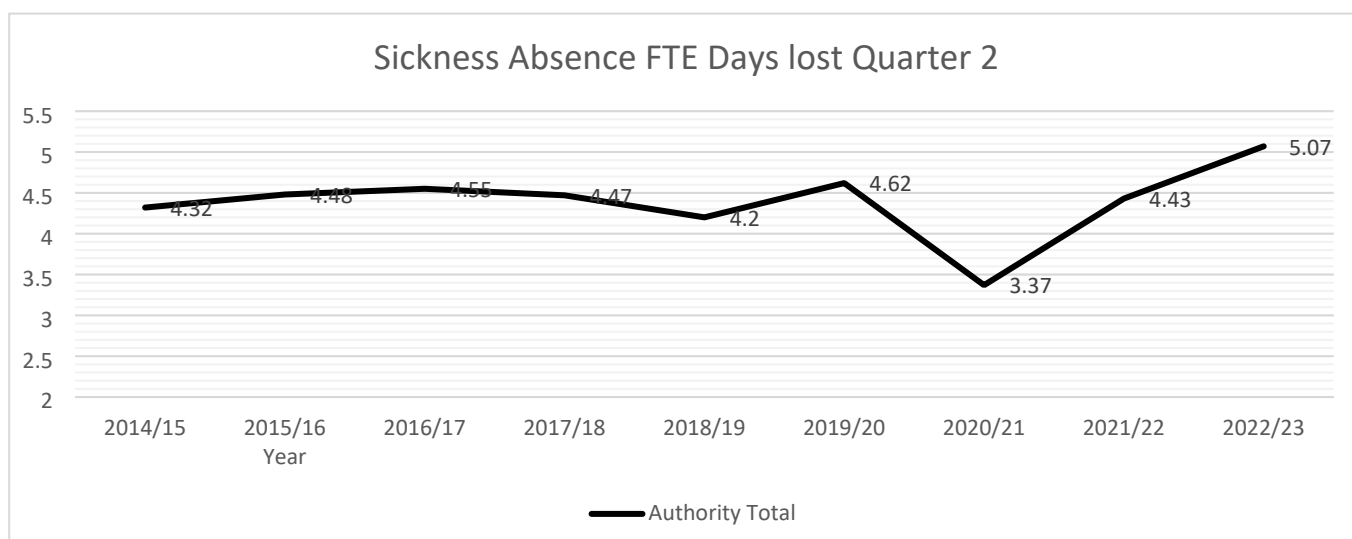


Table 3: Impact of targeted interventions to support schools in managing sickness absence

The table below compares the performance of CCCs primary, secondary, and special schools between Q2 2021/22 and 2022/23.

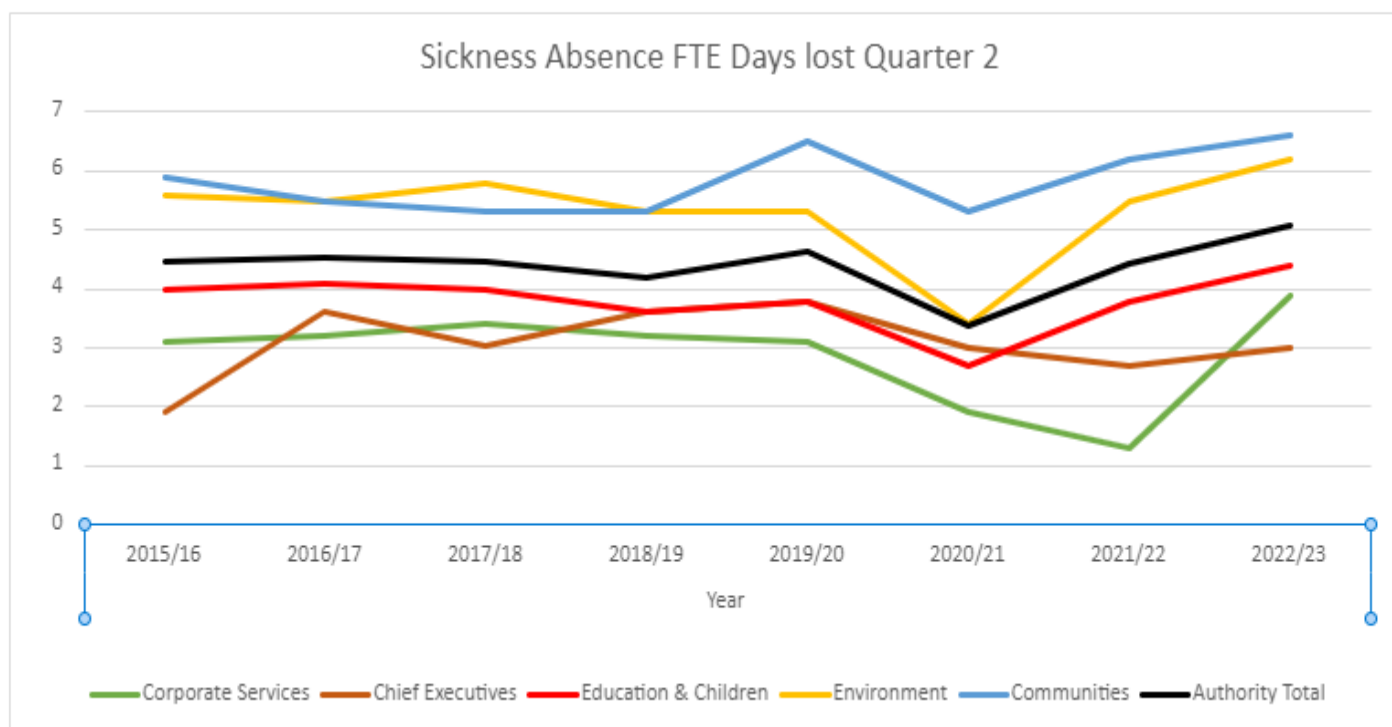
Division	2021-22 Q2 FTE days lost by avg FTE	2022/23 Q2					Difference (YR ON YR 21/22 TO 22/23)
		Employee FTE	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	FTE Days lost by Employee FTE	
Secondary Schools	3.2	1072.0	2139.0	2262.6	4401.6	4.1	0.9
Primary Schools	3.4	1284.9	2466.4	2321.2	4787.6	3.7	0.4
Special Schools	4.4	62.3	249.7	339.6	589.3	9.5	5.1

Table 4: Departmental Analysis

When departmental performance is compared to that of the previous year (Table 1) the level of sickness absence has increased in all Departments

Quarter 2	Year
-----------	------

Department	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Corporate Services	3.2	3.4	3.2	3.1	1.9	1.3	3.9
Chief Executives	3.6	3.1	3.6	3.8	3.0	2.7	3.0
Education & Children	4.1	4.0	3.6	3.8	2.7	3.8	4.4
Environment	5.5	5.8	5.3	5.3	3.4	5.5	6.2
Communities	5.5	5.3	5.3	6.5	5.3	6.2	6.6
Authority Total	4.55	4.47	4.2	4.62	3.37	4.43	5.07



The service areas with the greatest variance (decrease - /increase +) compared to Q2 2021/22 are:

Department	Division	Difference
Environment	Property**	-2.8
Environment	Place & Sustainability	-2.1
Education & Children	Curriculum & Wellbeing	-2.0
Education & Children	Access to Education	2.0
Communities	Leisure	2.1
Chief Executives	Media and Marketing	2.1
Corporate Services	Finance	2.4
Communities	Integrated Services	2.5
Corporate Services	Revenues and Financial Compliance	2.9
Environment	Business Support & Performance	2.9
Chief Executives	Electoral and Civil Registration Service	3.6
Education & Children	Special Schools	5.1

* Service areas listed above are those with over 50 FTE

** Division has been subject to restructuring resulting in some staff transferred to Communities department (HP&SP where sickness absence levels have increased)

Table 5: Cost of Absence

The table below illustrates the cost of occupational sick pay for Q1 to Q2 cumulatively in each year since 2020/21. This excludes additional costs that may be incurred by divisions in particular those delivering e.g., Overtime costs, agency costs, other replacement costs.

Occupational Sick Payments (OSP)				% Change compared to 2021/22
Quarters 1 and 2	Year			
Department	2020/21	2021/22	2022/23	
Corporate Services	43,049	23,452	80,714	244.16%
Chief Executives	115,889	121,175	158,002	30.39%
Education & Children*	867,574	1,485,594	1,701,219	14.51%
Environment	278,715	395,998	413,515	4.42%
Communities	725,914	1,052,950	1,018,664**	-3.26%
Authority Total	2,031,141	3,079,170	3,372,114	9.51%

* Including schools

** OSP payments have decreased year on year in Communities despite the increased level of sickness absence due to the impact of recruitment, particularly in Home Care service. There is a high proportion of employees with less than 1 year service which impacts on OSP/SSP entitlements for sickness absence.

Table 6: Occupational Health Appointment Data

Fig.1

Number of Employees seen at the Occupational Health Centre			
Department	Number of Employees Attended Q2 Cumulative		
	2020/21	2021/22	2022/23
Chief Executives	27	38	32
Communities	238	333	334
Corporate Services	29	8	16
Environment	164	339	303
Education & Children	240	261	308
External	122	196	210
Total	820	1175	1203

The table above indicates the number of employees being referred and supported by the Occupational Health Centre. Each employee will attend at least one appointment with either the Occupational Health Advisor or Physician. Depending on the recommendations made, a proportion will be offered a further referral for an Initial Assessment to the Wellbeing Support Service and supported using a range of interventions and strategies which may include: CBT / CBT informed approach, counselling/active listening, coping skills and problem solving. If they are accepted to the service, they are then offered up to a further 6 sessions (these further sessions/appointments are not included in the table below above).

The totals include Statutory Health Surveillance appointments to the nurse.

As can be illustrated by the data above (Fig.1) there has been a 46.7% increase in the total number of employees seen at the Centre in Q2 2022/2023 compared to Q2 2020/21. This is likely due to the restrictions that were in placed on the service due to the COVID 19 Pandemic being lifted to allow Face to face medicals to resume following Gold command sign off on 01.12.2020. That, along with the increase in appointments due to increase in attendance management and delays on services in the NHS.

New Employment Questionnaire screens and Night Worker Questionnaire screens by the nurse are not included in the totals. Teachers' pension administration by the practitioners are also not included.

Fig.2

Number of Appointments Attended at the Occupational Health Centre			
Department	Number of Appointments Q2 Cumulative		
	2020/21	2021/22	2022/23
Chief Executives	107	109	86
Communities	649	705	604
Corporate Services	95	23	36
Environment	267	458	953
Education & Children	848	819	446
External	147	273	322
Total	2108	2387	2447

The table above indicates the total number of Appointments attended at the Occupational Health Centre. These further sessions referenced above **are** included in the table above (Fig.2).

The totals include Statutory Health Surveillance appointments to the nurse.

As can be illustrated by the data above (Fig.2) there has been a 16.0% increase in the total number of appointments to the Occupational Health Centre during cumulative period Q1 – Q2 2020/21 compared to 2022/2023.

Refer to CBT referrals and NHS waiting list length. It is recognised that NHS is overwhelmed and we are in part picking up fall out from this situation.

These increased numbers are a positive sign and likely due to the resumption of services across the authority. A large proportion of the increase is also likely due to our Health Surveillance programme, which restarted face to face mandatory medicals in December 2020. Following risk assessment, this Service recently resumed in its entirety (Excluding the Physical Aspect of Spirometry testing) which has seen a further increase in attendance.

In comparison to 2019/2020 (Pre Covid) appointments are down 4% (Approx). However, based on knowledge of previous years we are optimistic that the number of appointments at the Occupational Health Centre will increase further, in line with the support required by the authorities' employees.

Appointments Attended – Reason breakdown:

Figures 3, 4 and 5 below show a breakdown of the reasons by number of employees that have attended the Employee Wellbeing Centre. The tables below show the breakdown of total number of Appointments attended at the Occupational Health Centre for Q2 cumulative over the last 3 years.

Fig. 3

The total number of appointments are gradually increasing, which is likely due to further ease in restrictions since August 2021. Since that time, we have been able to reintroduce Health Surveillance in its entirety (excluding the physical aspect of Spirometry), which has increased engagement with management and in turn attendance.

Breakdown: Total Number of Appointments Attended the Occupational Health Centre						
Q2 Cumulative						
2020/21						
Department	Appointment Reason					Totals
	OHA	OHP	All WSS Appts (205 Employees)	H/S	*Other	
Chief Executives	9	2	94	0	2	107
Communities	96	65	475	0	13	649
Corporate Services	11	4	76	0	4	95
Environment	55	20	121	68	3	267
Education & Children	108	40	689	0	11	848
External	67	34	34	2	5	147
Total	346	165	1489	70	38	2108

OHA – Occupational health Advisor

OHP – Occupational Health Physician

WSS – Wellbeing Support Services (mental health)

H/S – Health Surveillance (statutory medicals)

Other – e.g. Chair Assessments, Ill Health Retirement Appointments with the pensions doctor, Case Conference

Fig.4

Breakdown: Total Number of Appointments Attended the Occupational Health Centre						
Q2 Cumulative						
2021/22						
Department	Appointment Reason					Totals
	OHA	OHP	All WSS Appts (272 Employees)	H/S	*Other	
Chief Executives	13	12	83	0	1	109
Communities	143	85	457	12	8	705
Corporate Services	3	1	19	0	0	23
Environment	50	30	147	231	0	458
Education & Children	118	38	645	1	17	819
External	71	89	75	26	12	273
Total	398	255	1426	270	38	2387

Fig.5

Breakdown: Total Number of Appointments Attended the Occupational Health Centre						
Q2 Cumulative						
2022/23						
Department	Appointment Reason					Total
	OHA (Including Case Conference)	OHP/OHC (Including Case Conference and Reviews following HS)	Wellbeing Support Service (312 Employees)	Health Surveillance (Including New employments Screening)	*Other	
Chief Executives	5	12	69	0	0	86

Communities	140	82	330	52	0	604
Corporate Services	5	5	25	1	0	36
Education & Children	124	57	760	12	0	953
Environment	49	53	130	214	0	446
External	92	66	133	27	4	322
Total	415	275	1447	306	4	2447

**These appointments include: Chair Assessments, Ill Health Retirement Appointments with the pensions doctor, Case Conference*

As can be seen from the above charts, most appointment types have increased on the previous year. Although the overall total Wellbeing Support service appointments have only increased slightly on the previous period, when broken down into the number of employees supported, this has increased by 14.7% 2021/22 compared to 2022/2023 and compared to 2020/2021 this shows a 52.1% increase in employees supported. The data shows that employees are now requiring less appointments before discharge (4.6 sessions) in comparison to the previous period (5.3 sessions).

OH are closely monitoring referrals to the service and the projected impact on the service, in line with the pressure on primary care and other NHS services. We are already seeing an increase in GPs referring back to OH for mental health support for our employees, as waiting lists are high via primary care. We are also monitoring waiting time for NHS treatment and operations for employees, which will impact on their fitness to work and attendance.

Percentage of employees who have attended Occupational Health in Q1-Q2

Following the request from P&R scrutiny committee the following table below shows the percentage breakdown of employees that have attended the Occupational Health Centre per department.

Percentages are based on overall headcount (September 2022)

Department	OHA %	OHP %	Wellbeing Support Service (Initial Assessment) %	Health Surveillance %	Total %
Chief Executives (432)	1.1%	2.8%	16%	0%	19.9%
Communities (1523)	9.1%	5.3%	21.7%	3.4%	39.5%
Corporate Services (198)	2.5%	2.5%	12.6%	0.5%	18.1%
Education & Children (3292)	3.8%	1.7%	23%	0.4%	28.9%
Environment (833)	5.9%	6.3%	15.6%	25.7%	53.5%

As shown in the above table the Environment department have the highest number of employees who attend Occupational Health, this is due to their mandatory Health Surveillance which employees are required to undertake based on risk assessment.

Without Health Surveillance, the Environment department have 26.4% of employees accessing our services for sickness absence reasons and support.

Charged non-attendances

Below are the annual totals for Q2 cumulative which include all attended appointments, charged cancellations and Did Not Attends (DNAs).

2019/2021 – 2758

2020/2021 – 2274

2021/2022 – 2614

2022/2023 – 3175

Following the request from P&R scrutiny committee the following table below shows the breakdown of charged non-attendances per department, and the percentage in relation to the total number of appointments.

Department	2020/2021	2021/2022	2022/2023
Chief Executives	6	2	6
Communities	54	80	82

Corporate Services	3	2	4
Education & Children	45	57	87
Environment	10	68	77
External	9	18	40
Grand Total	127 (5.5%)	227 (8.6%)	296 (9.3%)

Charged non-attendances decreased significantly during the first stage of the pandemic, this likely being due to furloughed/ shielding staff, as well as the stay-at-home message. There has been a decrease in charged non-attendances on the previous period, 17% decrease. The change compared to the main pandemic year, where we have seen individuals having usual commitments and resume has impacted on attendance. However, we know, particularly from looking at the figures above that much of the increase is due to staff shortages in the Environment department, meaning that services are unable to release employees for their annual Health Surveillance appointments. We continue to work closely with the Environment department to find solutions to reduce these instances, as well as ensuring all new employees are checked and cleared efficiently to support the high-volume of recruitment currently in progress.

Examples of reasons for non-attendance – Staff shortages leading to non-attendances in Health Surveillance appointments, Individuals accepting appointments when they are not in confidential spaces or when safety is compromised (In company of others/ whilst driving).

A message has been sent to all people managers to ensure that individuals understand the importance of accepting calls only when appropriate to do so.

Table 7: Number of employees dismissed on the grounds of capability (health)

Valuing our employees by supporting good health and wellbeing is one of the authority's core values. There is much research to demonstrate that attendance at work contributes to positive health and wellbeing. The authority aims to support its employees by providing a safe and healthy workplace and promoting a culture where regular attendance can be expected of all. Absence from work is unlikely to be a positive experience for the absent employee(s) or their colleagues, so the authority actively manages and supports those employees who experience ill health during their employment in line with its Sickness Absence Management policy.

However, there are occasions where an employee cannot be supported back to work to his/her substantive role or redeployed into suitable alternative employment due to the nature of the illness or condition and in such circumstances an employee will be dismissed on the grounds of capability (health). Table 7 below details the number of employees that have been dismissed on the grounds of capability (health) over the last three years:

	2020/21 EOY	2021/22 Q2	2021/22 EOY	2022/23 Q2
Ill Health Capability	30	15	33	18
Ill Health Capability – Tier 1	17	16	28	12
Ill Health Capability – Tier 2	2	1	1	-

Ill Health Capability – Tier 3	5	2	4	2
Medical reasons			3	
Resignation - Health Reasons	3	1	1	1
Total	57	35	70	33

Quarter 2 figure indicates that end of year figure will be on a par with previous years (Q2 2020/21 was 30).

Table 8: Causes of absence – half year cumulative Q2 EOY 2022/23

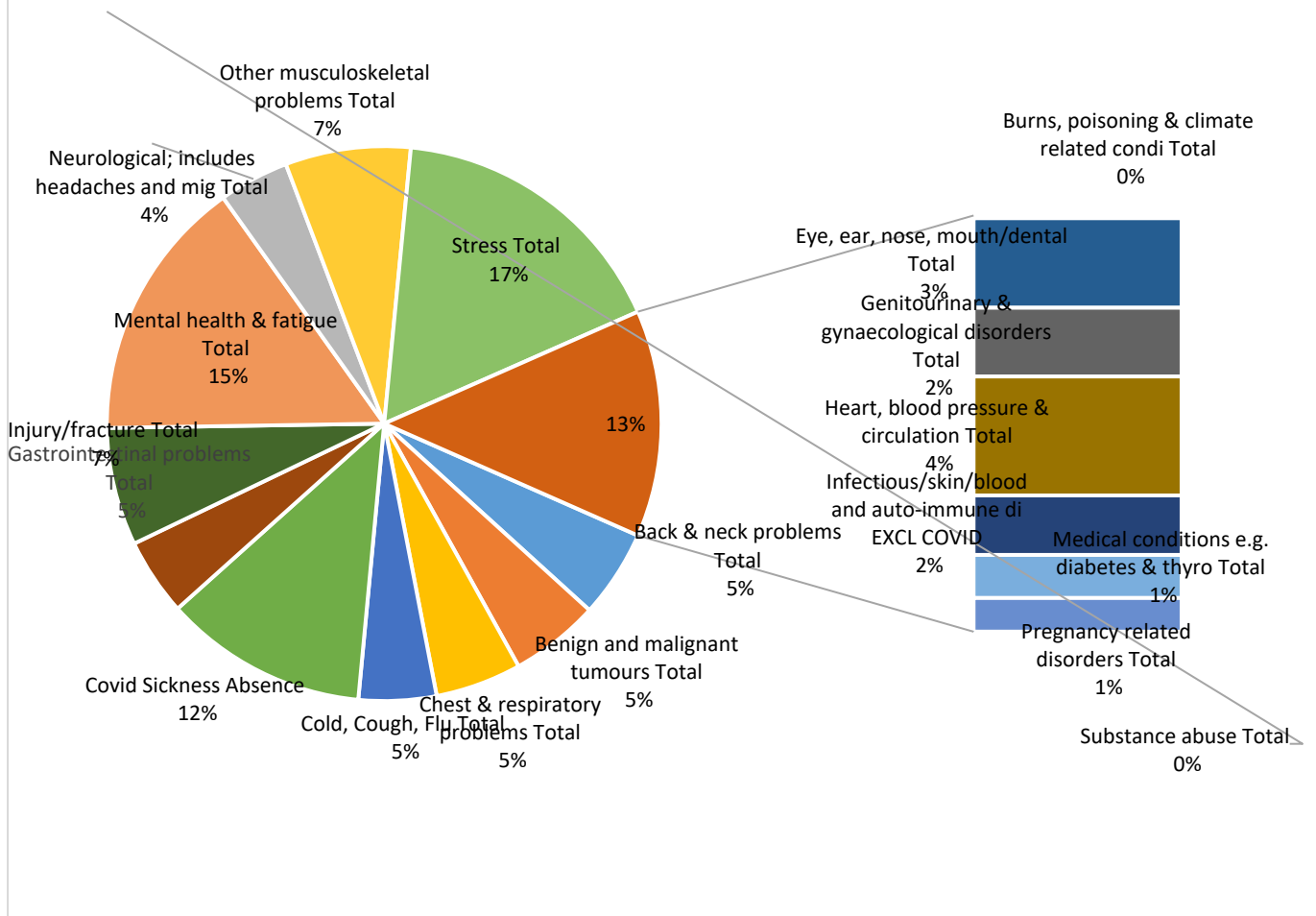
Stress is the most common cause of absence within the authority (17%) followed by mental health and fatigue (15%). Other reasons for absence are as detailed within the pie chart below and will vary from one reporting period due to seasonal variations.

The CIPD Health & Wellbeing at Work report published in April 2022 focusing on the public sector has found that more organisations include mental health and stress related absences amongst the most common reason for short- and long-term absence. The report’s findings show that stress continues to be one of the main causes of short- and long-term absence.

Workloads remain by far the most common cause of stress at work, as in previous years. In some organisations the COVID-19 pandemic will have significantly increased workloads, both directly (for example, due to additional operational demands and health and safety procedures) and indirectly (for example, due to higher than usual levels of absence affecting staffing levels).

Whilst stress and mental health are the main causes of absence within CCC and an area of significant concern, the level of absence for this reason is comparable with other public sector organisations including health, education and civil service.

Authority Total FTE Days Lost Q2 2022/23



The percentages displayed below relate to the sub categories to the stress and mental health absence codes combined which accounts for 32% of all authority sickness absence. Of the 32% of sickness absence, stress constitutes 52%. (Stress is 17% of all sickness absence).

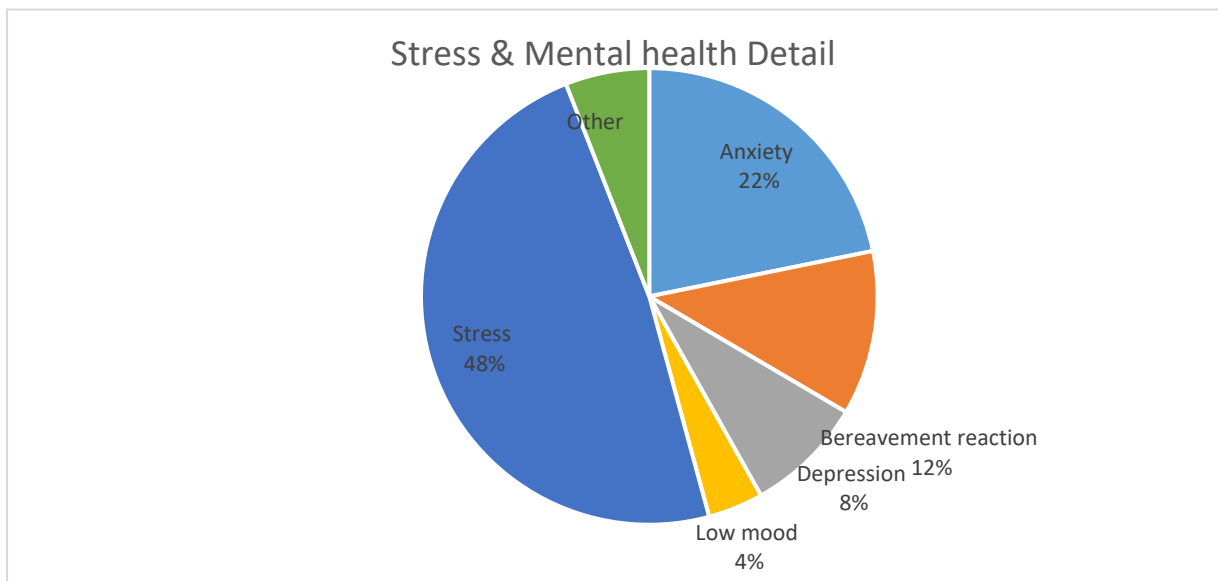


Table 9: Comparative sickness absence performance indicator

The Authority directly employs approximately 8120 employees in a range of occupations including catering, cleaning, residential / domiciliary care, refuse and leisure services. In many of the local authorities listed below these services are contracted outside of the authority and therefore not included in the respective calculations. It should be noted that, according to benchmarking figures, these occupations generally have higher sickness absence rates either due to the physical nature of the work or being more susceptible to illness due to interaction with service users/customers.

It should also be noted that the actual make up of local government reported sickness figures can also vary considerably i.e. first 3 days removed, long term sickness removed; Carmarthenshire County Council include both.

All Wales Comparative benchmarking data for 2021/22 at the time of writing this report is yet to be published.

Full details from all Welsh authorities for **2020/21** is provided below:

Local Authority	All staff					Quartile
	Number of working days lost to sickness absence per employee					
	2016-17	2017-18	2018-19	2019-20	2020-21	
Gwynedd	9	8.7	9.5	9.8	6.3	1
Denbighshire	8.7	8.4	8.3	8.1	6.5	
Isle of Anglesey	9.8	10	10.3	8.8	6.8	
Pembrokeshire	10.5	10.2	9.3	8.9	7.1	
Powys	9	9.7	9.1	9.3	7.7	
Newport	9.8	10.1	10.1	9.5	7.7	
Carmarthenshire	10.8	10.1	9.8	10.7	7.7	2
Ceredigion	10.4	13.6	10.9	11.4	7.9	
Conwy	11.3	9.7	10.1	12	8	
Neath Port Talbot	9.9	9.5	9.8	12.1	8.1	
Wales	10.3	10.4	10.5	11.2	8.4	
Torfaen	10.8	11.1	11.2	11.5	8.4	
The Vale of Glamorgan	8.8	10.1	9.1	10.5	8.6	3
Cardiff	10.8	11.3	11.5	11.8	8.6	
Wrexham	11.3	10.9	11.5	12.2	8.8	
Bridgend	10.7	10.8	11.9	11.9	9.2	
Swansea	9.7	10.8	11	13.1	9.3	4
Merthyr Tydfil	5.5	7.8	8.7	9.4	9.6	
Caerphilly	12.2	12.3	11.3	12	10	
Monmouthshire	11.5	10.9	11.5	12.2	11	
Blaenau Gwent	12.5	11.2	12.7	13.9	11.7	
Flintshire	9.8	8.9	10.5	11	-	
Rhondda Cynon Taf	-	-	-	-	-	

NHS Wales benchmarking data

Below is benchmarking data relating to 11 NHS organisations in Wales shown as a percentage. Data is extracted from the NHS Electronic Staff Record. Sickness absence rates by quarter for the period April 2021 to March 2022 and calculated by dividing the total number of sickness absence days by the total number of available days for each organization.

	Apr Jun 2021	Jul Sept 2021	Oct-Dec 2021	2021	Jan Mar 2022
	%	%	%	%	%
All Wales	5.5	6.7	7.3	6.3	7.2

Betsi Cadwaladr University LHB	5.3	6.2	7.0	6.0	6.9
Powys Teaching LHB	5.2	5.4	5.6	5.3	6.3
Hywel Dda University LHB	5.0	6.0	6.6	5.7	6.7
Swansea Bay University LHB	6.3	7.8	8.5	7.3	8.6
Cwm Taf Morgannwg University LHB	6.5	7.8	8.1	7.2	7.9
Aneurin Bevan University LHB	5.3	6.5	7.2	6.1	7.1
Cardiff & Vale University LHB	5.8	7.0	7.5	6.6	7.4
Public Health Wales NHS Trust	3.6	4.2	5.0	4.1	4.5
Velindre NHS Trust	3.8	5.7	6.6	4.3	6.5
Welsh Ambulance Services NHS Trust	8.1	10.6	11.7	9.7	11.7
Health Education and Improvement Wales	2.4	1.9	2.6	2.2	2.2
Digital Health and Care Wales	1.7	2.1	3.3	2.4	3.4
NHS Wales Shared Services Partnership	2.5	2.9	3.4	2.9	3.6

[Table 10: Sector comparisons by percentage working time lost v FTE days lost](#)

XpertHR is a reference tool for HR professionals with information on compliance, legislation, best practice and benchmarking. It undertakes annual benchmarking exercises on sickness absence rates and costs, and focuses on absence figures according to industry, organisation size and sector.

The latest survey results conducted in 2021 was published in 2022 and approximately 149 employers participated from all industry sectors. 2022 data is pending publication and will be reported in 2022/23 EOY report once published.

The research finds that coronavirus continued to impact sickness absence rates in 2021, particularly in organisations where working from home is not an option. Sickness absence rates climbed to their highest levels since 2009 for the 2021 calendar year.

The average sickness absence rate stands at 3.2%, up from 2.5% in 2020 and 2.9% in 2019. These rates translate to an average of 7.3 days - up from 5.7 days in 2020 and 6.5 in 2019.

The survey presents the interquartile range, which focuses on the middle 50% of findings and excludes the lowest and highest figures. The interquartile range for 2021 stood between 1.7% and 4.7%, an indication of the level of volatility among organisations depending on their function and ability to facilitate homeworking. When the absence rate is measured as the number of days' absence per employee, the interquartile range for 2021 is 4.3 days to 10.5 days. These compare with interquartile ranges from five to 5.7 days in 2020 and between 3.6- and eight-days' absence in 2019.

Absence rates by sector and organisation size 2021, number of days' absence per employee per annum

	Lower quartile	Median	Upper quartile	Average
Broad economic sector				
All	4.3	6.9	10.5	7.3
Private-sector services	3.0	5.7	10.5	6.7
Manufacturing and production	5.8	7.3	10.0	7.6
Public sector	6.4	8.2	11.6	10.0
Workforce size				
1-99 employees	2.0	3.1	5.9	4.3
100-249 employees	4.3	6.6	9.0	6.7
250-499 employees	5.3	7.5	11.4	8.6
500-999 employees	7.2	8.0	8.2	7.9
1,000+ employees	7.5	10.5	12.9	11.0
n=102 organisations. Source: XpertHR.				

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CORPORATE PERFORMANCE AND RESOURCES SCRUTINY COMMITTEE

13/12/2022

A VISION FOR THE NEXT PHASE OF THE COUNCIL'S TRANSFORMATION PROGRAMME

Purpose: The report aims to set out a vision/business case for the next phase of the Council's transformation and change programme, which will be used to inform the development of a Transformation Strategy.

THE SCRUTINY COMMITTEE IS ASKED TO:-

Review the information contained in the Report and provide any comments and / or recommendations to inform the development of a Transformation Strategy.

Reason(s)

The purpose of this report is to set out the vision and approach to the next phase of the Council's Transformation Programme.

The report will form the basis of a Transformation Strategy which will provide the strategic framework to support the implementation of a programme of organisational transformation over the next 5 years.

CABINET MEMBER PORTFOLIO HOLDER : Cllr Phillip Hughes - Cabinet Member for Organisation and Workforce

Directorate	Designations:	Tel/Email addresses:
Name of Head of Service: Paul R Thomas	Assistant Chief Executive (People Management)	PRThomas@carmarthenshire.gov.uk JOwen@carmarthenshire.gov.uk
Report Author: Jon Owen	TIC Programme Manager	

EXECUTIVE SUMMARY

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY COMMITTEE

13/12/2022

A vision for the next phase of the Council's Transformation Programme

Background

- The Council's TIC Programme has been the one of the main vehicles for supporting change and transformation across the organisation during the last 10 years. The programme was established in response to the severe budget challenges facing the Council during the years that followed the financial crisis of 2008. The main aim of the TIC programme was to support the delivery of a sustainable approach to transforming the organisation; an approach that would allow the Council deliver on its financial savings targets and protect the standards and quality of front-line services.
- The learning gained from the experience of responding to the Covid-19 pandemic, and the legacy that follows in its aftermath, now presents both significant challenges and opportunities for the organisation, and these could now act as the main drivers for a new era of transformation and change across the Council. The advent of a new municipal term, and the development of a revised Corporate Strategy also now provides an opportunity to ensure that key Council priorities are used to shape and inform the next phase of our transformation journey.

Key Proposals

- The aim of the Transformation Programme will be to design and implement a programme of internal change and transformation that will support the Council to deliver on its vision and priorities as set out within its Corporate Strategy- The Programme will be made up of 8 thematic workstreams.
- Governance arrangements will also be strengthened to bring a greater focus to the delivery aspects of the programme. It is proposed that the TIC Programme Board will be renamed the 'Transformation Board' and will now meet on a quarterly basis
- It is also recommended that the membership of the Transformation Board is widened to include all Directors and that the membership of the group should also reflect some of the new priorities that are now to be incorporated within the Programme e.g., Net Zero Carbon and accommodation/buildings priorities.
- Small, focussed 'Delivery Groups' will be responsible for delivering projects within each of these priority areas. These groups will be led and coordinated by a Director/Head of Service and include officers who will be allocated responsibilities for delivering specific projects.
- The current TIC team will now be renamed the 'Transformation Team'. Functions such as learning and development and communication will continue to play a key role in the future of transformation, in ensuring that staff are properly engaged in the work of the programme and by supporting the development of the necessary skills and behaviours to help facilitate the change process.

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: **Paul R Thomas** Assistant Chief Executive (People Management)

Policy, Crime & Disorder and Equalities YES	Legal NO	Finance YES	ICT YES	Risk Management Issues YES	Staffing Implications YES	Physical Assets YES
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Policy, Crime & Disorder and Equalities

The report will be used to inform the development of a Council Transformation Strategy which will then provide the strategic framework to support the implementation of a programme of organisational transformation and change over the next 5 years. The Transformation Strategy is due to be considered by CMT and Pre-Cabinet in September 2022.

Finance

The Transformation Programme will encompass two workstreams whose purpose will be to help the Council to continue to achieve a sustainable financial future in the context of a potential reduction in budgetary resources combined with increasing service demands and costs. The ‘Efficiencies and Value for Money’ workstream will aim to continue and build on the work of the current TIC Expenditure workstream and to deliver financial savings through efficiencies or cost reductions and smarter ways of working. The ‘Income & Commercialisation’ workstream will look to develop a more commercial approach to the delivery of Council services with a view to increasing the level of income generated and debt recovered.

ICT

The use of technology will be key to the modernisation and automation of Council processes, supporting smarter and more productive ways of working for staff whilst making it easier for customers to contact us. The Customers and Digital Transformation will be the main vehicle for progressing these changes within the Transformation Programme.

Staffing implications

The report proposes that key people/workforce issues also become a key priority for the revised transformation programme. The main purpose of this workstream will be to oversee the development of a Workforce Strategy and delivery of key workforce priorities to enable the Council to become a more modern and responsive organisation and an ‘Employer of Choice’.

Effective staff engagement mechanisms will be key to the successful delivery of the wider transformation and change programme.

Risk Management

The delivery of individual workstreams and wider programme will need to be underpinned by effective application of risk management practices.

Buildings

The report recommends that the current Better Ways of Working project is brought under the umbrella of the Transformation programme. The workstream will look to exploit the opportunities presented by a move to hybrid working to further rationalise the Council’s accommodation portfolio and to modernise and improve the working environment within the remaining core buildings.



CONSULTATIONS

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

Signed: Paul R Thomas, Assistant Chief Executive (People Management)

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

**CABINET PORTFOLIO HOLDER(S)
AWARE/CONSULTED**

Include any observations here

Yes

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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'Springing Forward' – a Business Case to move to the next phase of our Transformation journey

Corporate Policy and Resources Scrutiny
Committee

December 2022



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Executive Summary

1. Purpose of report

The main aim of the report is to set out a business case and proposed approach to the next phase of the Council's transformation programme.

This report will be used to underpin the development of a Transformation Strategy, which will provide the strategic framework to support the implementation of a programme of organisational change and transformation over the next 5 years.

2. Context/Key drivers

The Council's TIC Programme has been the one of the main vehicles for supporting change and transformation across the organisation during the last 10 years. The programme was established in response to the severe budget challenges facing the Council during the years that followed the financial crisis of 2008. The main aim of the TIC programme was to support the delivery of a sustainable approach to transforming the organisation; an approach that would allow the Council to deliver on its financial savings targets and protect the standards and quality of front-line services. An internal evaluation of the impact of the TIC programme undertaken in 2019, identified that the programme had successfully delivered on these objectives and had helped in the development of more modern and resilient working practices that appear to have served the Council well during its response to the Covid-19 pandemic.

The learning gained from the experience of responding to the pandemic, and the legacy that follows in its aftermath, now presents both significant challenges and opportunities for the organisation, and these could now act as the main drivers for a new era of transformation. This period now represents the first opportunity for the Chief Executive, only in post since 2019, and the Senior Management Team, to move away from the 'crisis management' that dominated the period of the pandemic, and to use the experience of that last 2 years to help drive and shape of period of planned change and transformation. The key challenge now for the organisation is how to 'lock' in some of these positive changes and learning that we have acquired during this period, and to ensure that the Covid-19 crisis almost acts as a 'marker in the sand' and that people in years to come will identify the post Covid era as a period of modernisation and transformation for the Council.

The advent of a new municipal term, and the development of a revised Corporate Strategy, also provides an opportunity to ensure that key Council priorities are used to shape and inform the next phase of our transformation journey.

3. Purpose

The aim of the Transformation Programme will be to design and implement a programme of internal change and transformation that will support the Council to deliver on its vision and priorities as set out within its Corporate Strategy.

It should be set apart from the day-to-day workings of the Council in terms of both governance and delivery, to ensure that it is able to provide the energy, capacity, and commitment to deliver the type of change required. It will also aim to ensure that change is sustainable and long term and support a seamless transition from transformation to 'business as usual' activity.

4. Transformation Priorities

It is proposed that the programme will focus on supporting the delivery of the following thematic priorities:

Priority	Aim	Proposed Lead
People	To oversee the development of a Workforce Strategy and delivery of key workforce priorities to enable the Council to become a more modern and responsive organisation and an 'Employer of Choice'.	Paul Thomas
Service Design & Improvement	To provide for a more sustainable and creative approach to the review, remodelling and improvement of Council services	Noelwyn Daniel
Efficiencies and Value for Money	To continue to deliver financial savings through efficiencies or cost reductions and smarter ways of working.	Jonathan Morgan
Income & Commercialisation	To develop a more commercial approach to the delivery of Council services with a view to increasing the level of income generated.	Chris Moore
Customers & Digital Transformation	To continue to make better use of technology to deliver smarter, efficient service processes and to deliver a better experience for customers	Ainsley Williams
Buildings	To exploit the opportunities presented by a move to hybrid working to further rationalise the Council's accommodation portfolio and to modernise and improve the working environment within the remaining core buildings.	Jake Morgan
Net Zero Carbon	To support the Council in delivering transformational change in support of key NZC targets	Rhodri Griffiths
Schools	To assist schools in identifying cost reductions and better ways of working and support the development of more sustainable school budgets and help protect front line academic provision.	Gareth Morgans

Governance

Governance arrangements will also be strengthened to bring a greater focus to the delivery aspects of the programme. It is proposed that the TIC Programme Board will be renamed the 'Transformation Board' and will now meet on a quarterly basis. These meetings will place greater emphasis on progress and outcomes in respect of key work programme priorities that are identified within the Transformation Strategy and annual work programme.

It is also recommended that the membership of the Transformation Board is widened to include all Directors and that the membership of the group should also reflect some of the new priorities that are now to be incorporated within the Programme e.g., Net Zero Carbon and accommodation/buildings priorities.

Small, focussed 'Delivery Groups' will be responsible for delivering projects within each of these priority areas. These groups will be led and coordinated by a Director/Head of Service and include officers who will be allocated responsibilities for delivering specific projects.

The successful outcomes generated by the TIC Programme also demonstrates the importance of having dedicated resources to provide the capacity to help deliver an effective organisational change and transformation programme. The current TIC team will undertake this role, but the team will now be renamed the 'Transformation Team'. The resources within the team may need to be reviewed to ensure that it has the capacity and skills to support the priorities outlined within the programme.

Functions such as learning and development and communication will continue to play a key role in the future of transformation, in ensuring that staff are properly engaged in the work of the programme and by supporting the development of the necessary skills and behaviours to help facilitate the change process.

5. Key recommendations

1. To approve the report as the basis for the next phase of the Council's Transformation Programme.
2. The report to be used to inform the development of a Transformation Strategy to be presented to CMT/ Cabinet in September, to be accompanied by an annual delivery plan
3. To agree the new priorities for the programme as set out in section above.

4. To approve the revised governance arrangements for the Programme:
 - TIC Programme Board to be renamed 'Transformation Board'
 - The Transformation Board to meet on a quarterly basis
 - The membership of Board to be widened to include all Directors and other officers to reflect new priorities coming into the programme
 - The use of small, focussed Delivery Groups to oversee implementation of programme priorities.
5. The current TIC Team to be renamed the 'Transformation Team'.
- 6 To develop supporting Communications Plans and L&D programmes.

Main Report

1. Introduction

In 2012, the Council established the TIC (Transform, Innovate and Change) Programme in response to the significant budget challenges that it was facing during the period of severe financial austerity that followed the worldwide financial crisis of 2008. This response also included the creation of a dedicated team to support the Council in identifying efficiency savings, and the TIC Programme has been the one of the main vehicles for supporting change and transformation across the organisation during the last 10 years.

A 'Taking Stock' Review of the TIC Programme undertaken in 2019, identified that the programme had delivered a number of positive outcomes, including: £20m of financial savings over a period of 10 years, improvements to the quality of services, a greater focus around the needs of customers; all of which had been underpinned by the cultural and behavioural changes that the programme had also influenced. However, the review also identified a number of areas where the programme could be further strengthened, including ensuring better alignment between the TIC Programme and corporate priorities. In response to this review, it was agreed to move to a more thematic approach, which would allow the programme to be more strategic in nature and provide more opportunities for the programme to influence the delivery of the Council's key objectives.

The emergence of the Covid-19 crisis has undoubtedly impacted upon the pace at which the programme could transition to this new approach. Although a more thematic work programme has been adopted, and the new workstreams have delivered some significant outcomes, capacity constraints across the organisation during this time has naturally impacted on the ability to fully achieve the expectations outlined in the initial vision for the next phase of the programme, as set out in early 2020. However, the learning from the response to the Covid-19 crisis, and some of the new ways of working adopted during this time, now presents significant opportunities for the organisation to move away from crisis management to the next phase of its modernisation and transformation agenda.

2. Purpose of report

The purpose of this report is to set out the vision and approach to the next phase of the Council's Transformation Programme and will seek to cover the following:

- The lessons learned from the transformation journey to date.
- Context – the external/internal factors that will need to be considered.
- The key aims of the next phase of transformation
- The principles that will underpin this approach
- Our Transformation priorities
- Projected outcomes/deliverables from the transformation programme
- Governance / Programme Management
- Learning and Development
- Communication

These areas will form the basis of a Transformation Strategy which will provide the strategic framework to support the implementation of a programme of organisational transformation over the next 5 years.

3. Transformation –the lessons learned from the journey so far

The TIC Programme 2012-2022

The UK Government's decision to significantly reduce public expenditure as a response to the financial crisis of 2008 resulted in severe budget challenges for local government which lasted for a period of almost 10 years. Early on in this period, it was projected that the Council could expect annual budget reductions of 10%, which would have severely compromised its ability to continue to deliver key front-line service when the demands and expectations of these services were also increasing. It was acknowledged therefore that the Council had to think very differently about the way that it dealt with these challenges, with a knowledge that traditional methods and approaches for delivering savings would not be sufficient to allow it to meet the level of budget savings required whilst continuing to improve the quality of services that it delivers.

It was agreed that a dedicated team would be needed to provide the necessary capacity within the organisation to support this level of change and transformation. As the programme has grown and developed, additional capacity has been added to the team, and the team is now (May 2022) made up of 6 permanent posts.

The additional capacity has allowed the team to support on new priorities, including the roll out of the TIC approach to schools and to support the delivery of the Council's Agile/Better Ways of Working projects. There may be a need to bring further capacity and specialist knowledge into the team as the scope of the programme broadens to focus on a wider range of priorities e.g., supporting the development of a more commercial approach across the organisation.

During the formulation of the original TIC concept, it was also clear that robust and clear governance arrangements would be required to provide strategic direction and to oversee the delivery of the programme. The TIC Board, chaired by the Chief Executive, has also been influential in developing a positive meeting environment, where service representatives were able to feel confident in providing feedback from the outcomes from reviews and projects, as this often required them to provide an honest appraisal of where significant improvement was required within their respective service areas.

Representation on the TIC Programme Board is made up of Directors/Heads of Service, along with 3rd tier officers, who bring a range of specialist expertise to the forum. One of the themes to emerge from the Taking Stock review of the TIC programme was that there appeared to be a disconnect between CMT and TIC Board, and that those Directors that were not represented on TIC Board were often unaware of some of the work being undertaken by the programme. This has been partly addressed through the introduction of quarterly reporting of the programme to CMT and the practice of having Directors to lead on the thematic workstreams. However, perhaps consideration should now be given to ensuring that all Directors are represented on future transformation governance arrangements.

The Council also wanted to ensure that it adopted a sustainable approach to this programme of transformation and was mindful of the need to avoid taking steps to deal with the short-term budget challenges which could impact on its ability to maintain front-line service delivery and compromise its ability to meet its objectives in the medium to long term.

The programme was to be focussed on the delivery of three key objectives: 1) to help identify and deliver financial savings 2) to maintain, and where possible, improve the quality and standards of front-line service performance and 3) support the Council in meeting its budgetary challenges whilst limiting the need to make compulsory redundancies.

It was also recognised that the ability to deliver these objectives would require significant cultural and behavioural change across the organisation, and that the close involvement of staff in the programme would be critical to its success. The methodology and approach that has underpinned the delivery of the programme has therefore encouraged a highly participative approach, which has usually involved the members of the TIC Team working

collaboratively with teams across the organisation to review current service delivery methods and processes. The approach encourages teams to think very differently about ‘why’ and ‘how’ they deliver their services, and to identify opportunities for smarter, more efficient ways of working which will deliver better outcomes for users and customers.

By mid-2019, the TIC Programme had been operating for almost 7 years, the new Chief Executive suggested that it would now be appropriate to undertake an evaluation of the impact of the programme to date. It was also agreed that the evaluation should be based on the programme’s progress in meeting the original programme objectives set in 2012.

TIC Programme Objective	Evaluation Findings
To help identify and deliver financial savings	<p>The review identified that by 2019, the TIC Programme had helped identify and / or deliver over £20m in efficiency savings. Whilst cashable savings accounted for the majority of this figure, other savings relating to productivity, costs avoided, and the recovery of debt had been achieved.</p> <p>The Council has demonstrated its willingness to invest to additional capacity to deliver longer term financial benefits. For example, an investment of £300k in debt recovery functions, resulted in over £2m of additional debt being recovered.</p> <p>There has also been a focus on reducing the Council’s routine expenditure related to back-office support activities which could limit the need to make budget reductions in front line services.</p> <p>The Taking Stock also proposed that there should be better alignment between the TIC Programme and the Council’s mid to long term financial planning processes.</p>
To maintain, and where possible, improve the quality and standards of front-line service provision	<p>By 2019, the TIC Team had helped support on the delivery of over 20 service reviews, with the aim of improving the quality of services provided, ensuring a better focus around the needs of the customer and where possible to do this in a way that allows the service to deliver financial efficiencies.</p> <p>There are numerous examples where reviews and projects initially delivered significant change and transformation in support of these objectives.</p> <p>However, the evaluation did identify concerns over the sustainability of this change and improvement when TIC capacity was withdrawn.</p> <p>The programme has sought to learn the lessons from this experience, and this was one of the main drivers that has supported the creation of a dedicated Service Improvement Workstream.</p>
To support the Council in meeting	The programme was able to achieve the objectives outlined above without having the need to make compulsory staff redundancies. This has helped the

its budgetary challenges whilst limiting the need to make compulsory redundancies.	team in fostering positive working relationships with staff across the organisation and has helped support an open and transparent approach to be adopted within TIC projects and reviews.
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There was also evidence to suggest that the TIC Programme has influenced a level of cultural and behavioural change that has taken place within the organisation over the past 5-10 years. One of the key principles that has underpinned the delivery of the programme has been the need to adopt an inclusive approach to its work, by encouraging and empowering staff to identify and implement opportunities for change and improvement in their own service areas. It is estimated that over 500 staff have participated in TIC related projects over the past 10 years; many of these projects adopted a 'Vanguard/Systems thinking' methodology, which aims to put the needs for customer at the heart its approach. Recent 'Investors in People' reviews have also identified the positive way that the Council has sought to engage staff in its approach to transformation.

The Council has also sought to use the TIC programme to help progress some key cross-cutting projects which may have previously represented a challenge for the organisation. For example, a number of attempts had been made previously to implement agile working initiatives across the Council, but with limited success. It was therefore agreed to bring the project under the umbrella of the TIC Programme in order that it could benefit from the governance and capacity provided via a corporate transformation programme. Within a year, the Council had approved an investment of over £1.9 million in new technology and building adaptations and was then in the process of rolling out this new approach across the organisation. The Council clearly reaped the benefit of this investment when it was to adapt seamlessly to the move to remote working as part of the response to the Covid-19 pandemic.

The Taking Stock Review also identified the opportunity for the TIC Programme to be more aligned with the delivery of key Council priorities, and in early 2020, this led to the refocussing the programme around 6 thematic workstreams

TIC Thematic workstreams (2020)

Expenditure	Income
Digital Transformation	Service Improvement
Demands and Waste	Schools

Audit Wales has also suggested that the Council may want to explore whether all transformation related activity should be brought under the umbrella of a corporate transformation programme, and there is now an opportunity for this to be considered as the Council seeks to shape the next phase of its transformation journey.

The Council's response to the Covid-19 pandemic – unplanned transformation

In March 2020, Carmarthenshire County Council was about to enter one of the most challenging periods ever faced by local government. The impact of the worldwide Covid-19 pandemic presented a unique set of challenges for the whole country, and there was an acceptance that Councils would need to be at the heart of the local response to the crisis.

When in July 2020, the Council began to emerge from the immediate period of the crisis, there was a recognition that 'things would never quite be the same' and that we were already not the same organisation that we had been only five months earlier.

The Council was keen therefore to capture the learning from its response to the pandemic; what worked well/didn't work so well, and how this could potentially change 'what we do' and 'how we do', it in the future.

The emergence of the Covid crisis meant that services had to adapt quickly to put in place alternative delivery arrangements for users and staff to ensure continuity of provision. This often required innovative and creative thinking and a multi-team approach to be adopted between services within the Council and with other public sector partners, and this experience can only benefit the way that we shape and deliver our services moving forward. Services have also demonstrated themselves to be extremely resilient and are now armed with more robust service continuity plans and a more mature approach to risk - this means that they can move with greater confidence and ambition in seeking ways of developing more purposeful services.

The move to more remote working and less reliance on face-to-face meetings and paper-based processes, alongside changing customer expectations and demands, will provide an opportunity for the Council to consider the type of services that it provides in future and how it delivers them. The pandemic may also have changed customer expectations of 'how' and 'when' they access services, and therefore the Council may need to consider adopting more flexible service delivery models e.g., 7 day/ 24 hr working.

However, there will also be a need to ensure that services continue to respond to customer needs and expectations. Alternative delivery models put in place as part of a response to a pandemic may not be what the customer wants during more normal circumstances. Co-production therefore should be a central feature of the Council's approach to reviewing and re-designing its services moving forward.

This is also now an opportunity to re-set or go back to basics in using some core principles that underpin service delivery. We do not always have to have extensive service remodelling or to spend significant amounts of money to deliver better services. Simple behavioural and process changes around the way we treat customers can result in dramatic improvements in service provision – it doesn't always require a big investment in staff and systems to achieve this.

The benefits of having a more flexible, dynamic, empowered workforce will now be equally as important to support our transformation programme, and to help the Council achieve its wider aims and objectives. The likelihood is that our staff recruitment challenges are likely to be with us for at least the medium term, and therefore there will need to be a greater focus on the development and retention of staff, which will be a priority of our Workforce Strategy moving forward. The Council is seeking to develop a more sustainable approach to meet its future workforce needs by adopting a 'grow your own' strategy. The Council is currently about to launch its 'Future Workforce' programme which will seek to increase graduate, apprenticeship and work experience opportunities.

There also needs to a considerable focus on the well-being agenda moving forward, including developing a sustainable approach to remote working and re-connecting the organisation to a whole generation of new starters who will have not met their colleagues at all on a face-to-face basis.

The Council has launched its 'Better Ways of Working' Project, which was an early statement of intent on the part of the organisation to fully embrace opportunities presented by the move to greater remote/hybrid working as part of the response to the Covid-19 pandemic This Project, led by Strategic Director, is looking to align workforce, technology and buildings initiatives which will feed through into better, more productive ways of working.

A programme of work is already underway to rationalise and automate a number of paper-based processes, such as the processing of mail, timesheets and invoices, and also to move to electronic signing of documentation. All these initiatives will further support staff to work in a hybrid way, deliver financial and productivity savings and help contribute towards our wider environmental objectives.

Expectations around the future use of technology have advanced considerably during the period of the pandemic. Staff and customers have adapted well to delivering and accessing services in different ways and this now present opportunities for further advances in the use of technology in coming years.

The Council is already making use of AI technology for undertaking some back-office tasks, and the next phase of the Digital Transformation programme will look to extend the roll out of this approach across other relevant functions. The use of Chat Box and Live Chat in our customer contact services, together with further promotion of a self-help approach, will continue to expand the ways that customers choose to access our services.

It is anticipated that the majority of what would have been traditionally classed as 'office-based employees', will now move to a more hybrid approach, which will be a combination of office/remote working. The move away from full time office working naturally means that we will probably need less buildings in the future, and that we may need to re-purpose and modernise those buildings that we decide to retain. Office working requirements will be met through the establishment of central hubs in the key towns, which will then allow other buildings to be released for sale or rent. This will provide an opportunity to deliver financial savings, but also for the Council to consider how it can modernise its remaining building assets (including operational depots) to ensure that it can support the needs of a modern workforce.

The response to the pandemic at both a national and local level has further highlighted the importance of having up to date and accurate data to help inform effective planning and decision making. This is reflected in the Council's decision to establish a dedicated team to support the better use of data at a corporate level. The level of data that we can now capture, analyse and report on, and the ease in which we can share this data, will be fundamental to the way that we plan and deliver our services moving forward. The use of data will also be a central feature of the Council's transformation programme, both in terms of informing the identification of programme priorities and evaluating the impact and outcomes from programme activity.

One of the most positive aspects of the response to the pandemic was the level of cross organisational working that has taken place, where staff across different services and levels within the organisation joined forces to take forward initiatives and projects. The breaking down of barriers between services, and the so called 'silo mentality', has been a long-standing aspiration of the authority as a means of delivering a more flexible, responsive way of working. The Covid crisis demonstrated what can be achieved when the organisation is united behind a common purpose. There is no doubt that the crisis created an urgency which helped energise the Council's response, and the same common purpose and levels of energy will now be required to help maximise the opportunities presented by an organisational transformation programme.

The governance arrangements adopted during crisis were also considered to be very effective as a means of translating organisational priorities into operational reality. The 'actions focussed' approach to meetings provided for greater clarity and accountability for progressing outcomes, and it was suggested that this type of approach should be replicated within some of the Council's wider decision-making arrangements.

4. Strategic Context

Legislative/strategic environment

One of the most significant areas of new legislation to emerge in the last 10 years that will have a major bearing on the delivery of the Council's transformation programme, is the Well-Being of Future Generations Act, introduced by the Welsh Government in 2015. This is a statutory duty for every Council in Wales and requires a significant change in Council processes and behaviours. 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:

'... 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.'

The Council must demonstrate use of the 5 ways of working: **Long term, integrated, involving, collaborative and preventative.**

This provides a significant opportunity to align the aims and objectives of the WBFG Act with those of the wider transformation agenda and ensure that the 5 ways of working are fully considered and integrated into the design, delivery and evaluation of the transformation programme.

Way of Working	Opportunities for Transformation Programme
Long-term	The Transformation Programme will seek to identify and deliver sustainable solutions in supporting the Council to make better use of its resources. The programme will aim to deliver on a balanced set of priorities to support the Council in achieving its objectives in the short, medium, and longer term.
Integrated	The delivery of priorities within the transformation programme will also need to consider the impact on, and interdependencies with, other transformation priorities and wider Council and partner objectives. Any initiatives or proposals for change will also consider opportunities to integrate work programmes and processes with others where there is clear benefit to the end user.
Involving	The current transformation has adopted a very inclusive and participative approach to its work and has to include staff from all parts and levels of the organisation in its work. The new phase of the transformation will now place greater emphasis on the use of co-production – to ensure that users of the service are fully engaged in any review or redesign of processes and service delivery models.
Collaborative	One of the key principles that will underpin the transformation programme will be that the Council will commit to collaborate and work in partnership with others where there is a clear benefit in terms of positive outcomes for the end user.
Preventative	One of the key features of the Council's service improvement methodology involves supporting services to better understand the nature of the customer demands coming into their service areas, and to identify issues which could be prevented if the Council placed more emphasis on understanding and addressing the root cause of these requests and thereby preventing issues from escalating.

There is also a need to consider the implications of the Local Government and Elections (Wales) Act 2021 and how the transformation programme can support the Council in meeting some of the key requirements of the Act. Part 6 of the Act provides for an enhanced improvement regime for Councils and seeks to '*establish a more regularised performance and governance system that puts the onus on the Council to take ownership of its own improvement*'. The Council will now be required to undertake an annual review of performance and how efficiently it used its resources. There will now be an opportunity to align the transformation framework with the Council's performance management and improvement framework, and for the programme to act as a further mechanism in helping to drive improvement in the efficiency and effectiveness of Council services.

Development of new Corporate Strategy

As outlined earlier in the report, the main purpose of the Transformation Programme will be to support the internal change and improvement required to allow the Council to deliver on its wider strategic objectives. The Corporate Strategy sets out the direction for the Council over a 5-year period and incorporates the Council's improvement and well-being objectives as defined by legislation. The current Strategy is currently being reviewed and the new Strategy will cover the period 2023-2028. This will provide an opportunity to ensure that the aims of the Transformation Programme and Strategy are fully aligned with the Council's wider priorities.

It is proposed that the new the Corporate Strategy will incorporate a smaller number of population-based well-being objectives underpinned by thematic priorities. One of these Well-Being objectives will aim '*To further modernise and develop as a resilient and efficient Council*'. It is anticipated that the transformation programme will act as the main vehicle for delivering on this objective.

Challenges

The longer-term impact of the Covid-19 pandemic is likely to be far reaching, which will present a number of challenges for the organisation, but also some opportunities.

Pre pandemic, local government was already experiencing increasing demand for many of its services, within the context of shrinking resources. It is likely that the pandemic could make these challenges far more acute, although the full impact of the pandemic on the organisation in the medium to long term is still unknown.

The Covid-19 pandemic resulted in a vast financial outlay by the UK Government, and the need to tackle the historic levels of national debt may result in a future tightening of public spending in the short to medium turn, which in turn could result in another extremely challenging financial environment for the public sector, including local councils. Although, it is currently unclear whether this could lead to the type of financial settlements experienced

during the period of financial austerity between 2010-2017, it is still unlikely that the Council will be able to meet the challenge of increasing demand and the desire to continue to invest in its services, without having the need to deliver on-going financial savings and efficiencies.

The new phase of transformation will have a key role to play in identifying and delivering these savings and will continue to seek ways of achieving this in a sustainable way. One way of delivering savings, without having to reduce departmental budgets, would be increase the levels of income generated by the Council. More and more authorities have looked to adopt a more commercial approach within their organisations, and Audit Wales has also recommended that the Council should explore the opportunities presented by increased commercialisation. The launch of the new phase of transformation provides an opportunity for the Council to consider its appetite and ambitions in this area.

The demand for Council services has increased significantly over the last 20 years, both in terms of volume and complexity. This is especially the case for our social care services, where increases in demand have been associated with an ageing population. It is likely that the impact of the Covid pandemic will place additional demands on these and other Council services, including schools, as the legacy of Covid in respect of its implications for people's physical and mental well-being plays out in the wider population.

The effectiveness of the Council's response to the Covid pandemic may have also increased the expectations of our customers, especially in the way that they access and receive services. This may result in the Council having to review the way that it delivers these services and consider a move to a 24hr/7-day approach to service delivery. Such changes will be dependent on the ability create a more flexible and adaptable workforce. A number of services have identified that a quicker, more streamlined recruitment process would greatly enhance their ability to move to a more flexible workforce. A TIC review of the staff recruitment process is already underway, and this, together with the introduction of a new IT system, will create an opportunity for transformational change in this area.

The recruitment and retention of a well-trained, flexible workforce is a key aspiration of many organisations, but the current labour market represents a significant challenge for many in the public sector. The Council is now operating in a far more competitive environment in respect of opportunities and wages, and number of services are experiencing significant difficulty in recruiting suitable qualified staff, The Council is introducing a number of initiatives in an attempt to address this situation, including greater use of graduate and apprenticeship opportunities.

Further advances in the use of technology brought about by the pandemic now presents a significant opportunity for the Council in terms of widening access to services and the automation of back-office processes. However, the skills and capabilities of our workforce will need to keep pace with these developments if we are to fully maximise the potential benefits on offer. There is also a need to be mindful that there is still a significant part of the wider population that may not have kept pace with advances in technology, and this also needs to be considered in our approach.

Climate change represents one of the biggest challenges that currently confronts the organisation. At a meeting of Full Council in February 2019, the Council declared a 'climate change emergency' and unanimously agreed to become a Net Zero Carbon authority by 2030. Achieving NZC by 2030 will require the delivery of a range of ambitious actions and targets as set out within a Carbon Reduction Plan, which in turn will require the involvement and commitment of services across the Council. Although the Council has agreed to adopt a phased and pragmatic approach to this work, it is recognised that transformational change will be required in some areas if these ambitious targets are to be achieved. There is now an opportunity to align the aims of the NZC agenda with those of the wider transformation programme.

5. Aims and objectives of our Transformation Programme

Aim

The overall aim of the Transformation Programme will be to design and implement a programme of internal change and transformation that will support the Council to deliver on its vision and priorities as set out within its Corporate Strategy.

The successful delivery of the Transformation Programme will allow the Council to achieve significant and rapid change, and to deliver outcomes that will have a positive impact on the Council and the communities that it serves.

It should be set apart from the day-to-day workings of the Council in terms of both governance and delivery and ensure that it is able to provide the energy, capacity and commitment to deliver the type of change required. It will also aim to ensure that change is sustainable and long term and support a seamless transition from transformation to 'business as usual' activity.

It will aim to encourage a high degree of creativity and innovation, where new ideas and ways of working can be tested and evaluated in a safe environment before being integrated into day-to-day activity. It will also aim to provide for a realistic programme of work where ambitions and expectations are matched to the resources available and will seek 'to do things well' rather than 'do too many things'.

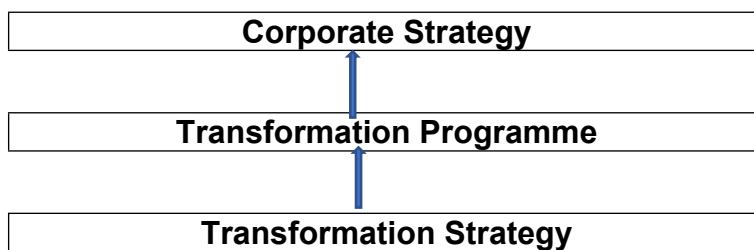
Key objectives

- To support in the development of a financially sustainable Council, which can deliver high quality, value for money services.
- To identify and help deliver financial savings through efficiencies or cost reductions.
- To develop a more commercial approach to the delivery of Council services with the aim of increasing income generation opportunities.
- To implement a service improvement programme that ensures that the Council is able to deliver high performing services with the highest standards of customer care.
- To support on the remodelling of services in order to provide modern, flexible and dynamic services designed around the needs of the customer/end user.
- To become a more creative and innovative organisation.
- To work in collaboration with stakeholders and end users to identify the most appropriate way of delivering services
- To continue to develop an agile, well trained, flexible and empowered workforce, committed to delivering high quality services with the highest standards of customer care.
- To make further use of technology in support of the Council becoming a more modern, dynamic organisation.
- To act as an intelligent Council by making effective use of data to manage and improve performance and understand and to effectively manage demands through prevention and early intervention
- To provide an opportunity to share and recognise good practice across the organisation
- To identify where additional capacity and/ or resources may be required to support the change and transformation.
- To make effective of use communications, staff engagement and L&D mechanisms to help create necessary culture and behavioural change

Development of a Transformation Strategy

A key component of the next phase of the Council's Transformation Programme will be the development of a Council Transformation Strategy. A transformational strategy is a plan of action aimed at providing the necessary capacity and governance to create significant change within an organisation, usually over a period of many years.

The Strategy will set out the long-term vision to transform the Council in a sustainable way and allow the Council to deliver on its key priorities as set out within its Corporate Strategy. It will also set out the transformation priorities for the organisation and also identify other organisational enablers that will need to be in place to underpin effective implementation of the programme.



6. Transformation Principles

The programme will be underpinned by the Council's Core Values:

- Working as one team
- Focus on our customers
- Listen to improve
- Strive for excellence
- Act with Integrity
- Take personal responsibility

The other key principles that will underpin our approach:

- To be innovative and creative
- Empower and trust our staff
- Be willing to invest in the short term to deliver longer term benefits
- Customer focussed
- Encourage inclusivity and participation
- Sustainable and long term
- Decisions to be based on data and evidence
- Based on quick and informed decision-making
- Balanced and appropriate use of risk
- Action and outcome focussed
- Identify cause and focus on prevention
- Be open to work in partnership to deliver mutual benefit

- Be solution focussed

7. Our Transformation Priorities

People

Employees are the organisation's most important asset and account for approximately 60% of total expenditure. The future recruitment, retention, development and well-being of our workforce will be key to the delivery of a successful transformation programme and to the Council's wider strategic objectives.

There are clear benefits in ensuring that key workforce priorities are now better aligned with those of the transformation programme, and therefore it is proposed that the work of the People Strategy Group should now be positioned under the umbrella of transformation.

One of the priorities will be to develop a new Workforce Strategy for the organisation, which will seek to ensure that the Council has the 'right people, with the right skills, in the right place at the right time'.

Staff recruitment and the maintenance of adequate staffing levels currently represent the biggest challenge to the delivery of front-line services. A number of managers have observed that the ability to create a flexible, more dynamic workforce which can respond to fluctuations in service demands, would be the biggest contributory factor in allowing them to transform their services. The ongoing review of the staff recruitment process together with the introduction of a new IT system will provide an opportunity for significant change in this area.

Workforce Planning will be critical to forecasting and identifying current and future organisational needs. Age profile analysis indicates that a low proportion of the workforce is under 25, and as the workforce ages (over 50% of our workforce are over 45 years of age), there is a need to ensure that service delivery is sustained into the future. 'Our Future Workforce' Programme will look to support a 'grow your own approach' to responding to future workforce needs, especially via greater use of graduate and apprenticeship opportunities.

There will also be a need to ensure that our workforce is equipped with the required skills and behaviours to support the type of change and transformation required across the organisation. The development of a dedicated Learning and Development Strategy will enable learning and development activity to more aligned to support on key transformation and other wider Council objectives.

Buildings

The Council's property portfolio encompasses a range of buildings including office buildings, operational depots, schools, community and leisure facilities. One of the aims of the Agile Working project, which was rolled out across the authority between 2017-18, was to adapt designated Council building, to create a work environment that supported the transition to a more agile way of working and This involved changes to the internal design and layout of some buildings to

create more suitable, open plan office environments, together with the use of designated hot-desking facilities.

The impact of the Covid-19 pandemic has further accelerated the use of remote working, which now provides further opportunities for the Council to rationalise its building stock. This Project, which is led by the Director of Communities, is looking to align workforce, technology and buildings initiatives which will feed through into better, more productive ways of working. The move away from full time office working naturally means that we will probably need less buildings in the future, and also that we may need to re-purpose those we decide to retain. Office working requirements will be met through the establishment of central hubs in the key towns, which will then allow other buildings to be released for sale or rent. This will provide an opportunity to deliver financial savings, but also for the Council to consider how it can modernise its remaining building assets (including operational depots), to ensure that it can support the needs of a modern workforce and increase footfall in town centre locations.

Income and Commercialisation

One of the key priorities of the TIC programme has been to seek ways of generating more income from fees and charges and to increase the levels of debt that the Council is able to recover.

The majority of the Council's income comes from WG funding, Council Tax and business rates with additional income generated from fees and charges levied by the Council. Many of these charges are set annually as part of the Council's budget setting process and some are set nationally or by statute. Charges can be an important source of income and can help improve or sustain services. In many cases, charges are not based on the cost of providing the service and services can therefore be subsidised to varying degrees. Improved information on the relationship between costs and charges would help identify where current subsidies are disproportionate to the level of positive outcomes delivered for individuals or communities.

This is one example where the Council could adopt more of a commercial approach to generate more income. However, commercialisation is more than just reviewing fees and charges, but involves looking at the business as a whole and identifying new opportunities to generate income. A significant number of local authorities are now recognising that an increasing level of commercialisation, and the associated increase in revenue, can provide for a more sustainable approach to dealing with the on-going challenges of shrinking budgets and increasing demands. The Audit Wales study on 'Commercialisation in Local Government' (October 2020) identified that '*local councils are looking at different ways of making savings, safeguarding services and generating income. Commercialisation is consequently becoming more important for Councils*'.

A number of Councils have consequently created Commercial Manager roles in order to provide the capacity and expertise to drive this agenda forward in their respective organisations, recognising the significant return on investment that this role could provide.

The TIC Income workstream has been undertaking work to identify the appetite and opportunities to implement a more commercial approach across the organisation and what skills and capacity may be required to support this. The team is currently holding workshops with key services with a view to developing a position statement/business case for increased use of commercialisation to be considered by CMT/Cabinet in September 2022. The initial work undertaken to date has already identified that there are clear benefits of investing in additional capacity and expertise to support a commercial approach, as evidenced by the success achieved by the Council's Leisure Services Division which has significantly developed its income generation activities over the last 5 years which then also reduces the level of Council subsidy required to deliver these services.

Efficiencies and Value for Money

One of the key priorities of the TIC Programme since the outset has been to support in the identification and/or delivery of financial savings, through efficiencies or cost reductions. to allow the Council to try and protect, or invest in, front line services budgets. Although the Council's financial settlements have generally been more favourable in recent years compared to those experienced during the preceding decade, the outlook beyond the current year remains very uncertain, with an expectation that the need to deal with legacy of Covid related debt at a national level could place a further squeeze on public finances. The need to deliver financial savings to some degree is likely to remain the norm for many years to come.

The current workstream has prioritised the review of areas of 'routine/repetitive' Council expenditure, such as travel, mail, and printing etc, as costs reductions in these areas of spend could limit the need to make any budget reductions in front line service areas as part of the Councils on-going budget setting process. A 5% reduction in repetitive related expenditure could deliver an annual saving of over £1m million.

The Council has achieved ongoing reductions in travel and print related expenditure for a number of years, and over £2m of staff travel related savings (cumulative) have been achieved since 2012. The Covid pandemic and the move to more use of remote working, now presents opportunities for further savings in these areas, and the workstream identified that a further £300k should be saved from travel and print during the next 3 years, which will also deliver associated environmental benefits.

This workstream has also prioritised a review of the Council's staffing related expenditure with a view to developing more sustainable staffing models moving forward. The Council currently spends over £5m per year on the use of agency staff and overtime payments and there may be opportunities to review core staffing levels within certain services which could deliver net financial savings and provide wider benefits in terms of ensuring enhanced service resilience. An action plan is already in place to start investigating these opportunities and this will probably remain a priority as part of the next phase of transformation.

The workstream may also want to continue its current role in strategically overseeing the Council's procurement activity, which includes evaluating the potential to make further use of the category management approach and reviewing the contract management procedures.

An independent divisional budget analysis exercise was undertaken in the Autumn of 2021 to support services in identifying future budget savings, which is an integral part of the Council's budget setting process. The Efficiency and Value for Money workstream will look to identify any corporate themes to emerge from the reports which could then be further explored as potential savings opportunities, whilst also seeking to work with individual service areas to offer support and assistance in further exploring and progress opportunities at a service level.

Customers & Digital Transformation

The priorities of Digital workstream have been re-focussed during the last 12 months in order to take account of the learning from the Covid-19 pandemic, both in terms of addressing the barriers which impacted on the ability of some staff to work remotely, and also due to the need to act on the opportunities to capitalise on the smarter, better ways of working which had been adopted during this time.

One of the findings from the Strategic Review of the Council's response to Covid-19 was that the Council was still heavily reliant on a range of paper-based processes (e.g., incoming and outgoing mail, invoices, timesheets and signing of documents and forms requiring wet signatures) which had required some staff to attend office bases during the period of the pandemic. The Council had already been working towards rationalising and automating a number of these processes during the pre-pandemic period, but the experience of the last two years has further highlighted the need to press ahead with these changes, and to achieve some of the associated financial and environmental benefits that these changes will also deliver. A programme of process automation work is already underway, and a business case has been approved to support the implementation of an e-signature's platform and a hybrid mail solution is also being piloted in a number of services.

The majority of what were previously categorised as office based staff, now have the equipment to work remotely, but there is a need to ensure that we achieve the real benefits from genuine mobile working by maximising the number of work tasks that can be undertaken remotely without having to need to attend a fixed base, such as an office or depot.

Technology has acted as a key enabler to allow services to be delivered and accessed in alternative ways during the pandemic. The way that staff and customers have adapted to these changes has also increased expectations about the use of technology moving forward. New technologies can play a key role in modernising services by allowing them to be delivered in a way that provides better outcomes for customers, with fewer resources and reduced costs. In addition, increasing numbers of people are seeking faster and more flexible ways to access services and experiences.

Therefore, digital transformation is expected to play a central role in the future design and delivery of services. Data collected from a range of LA's by SOCITM shows that web contact is 5% of the cost of a phone contact, which in turn is less than a third of the cost of a phone contact. In addition to being significantly cheaper, fully integrated web services also offer other additional benefits, as they are available 24hrs per day, are often faster, can reduce workload and suit the preference of the individual service user. They offer an opportunity to make significant savings and deliver better, more accessible services.

The Council has already embarked on a programme of work which is looking to improve the way that it manages and responds to customer contacts. This will aim to ensure that contacts are managed in a timely manner and are dealt with at 'first point of contact', where possible.

The use of technology, and especially the integration of IT systems, will be key to this supporting this approach and ensure that the most efficient 'end to end' process is adopted. The Council will only be able to fully maximise the benefits of greater take-up of online provision if it is able to ensure that the associated back office processes are as efficient as possible, so that the move to digital options does not result in the automation of waste and inefficiency into the electronic version of the process. Increasing the number of services provided online does not mean that traditional ways of accessing the Council should be deliberately downgraded or removed and ensuring the sustainability of face to face and telephone options will still need to be a priority for the Council.

As more services look to the use of technology, and commission specific IT systems to support the automation of service processes, there will be more of a reliance on the effective integration with existing core IT systems.

The Council has established a dedicated fund to provide investment of £200k per year to support digital transformation projects across the organisation; there may be a need to increase this funding in order to keep pace with future service expectations and technological advances. The Council is already making use of AI technology for undertaking some back-office tasks, and the next phase of the Digital Transformation programme will look to extend the roll out of this approach across other relevant functions. The use of Chat Box and Live Chat in our customer contact services, together with further promotion of a self-help approach, will continue to expand the ways that customers choose to access our services. However, there will be a need to ensure that the pace of digital related developments also matches the needs and capabilities of service users.

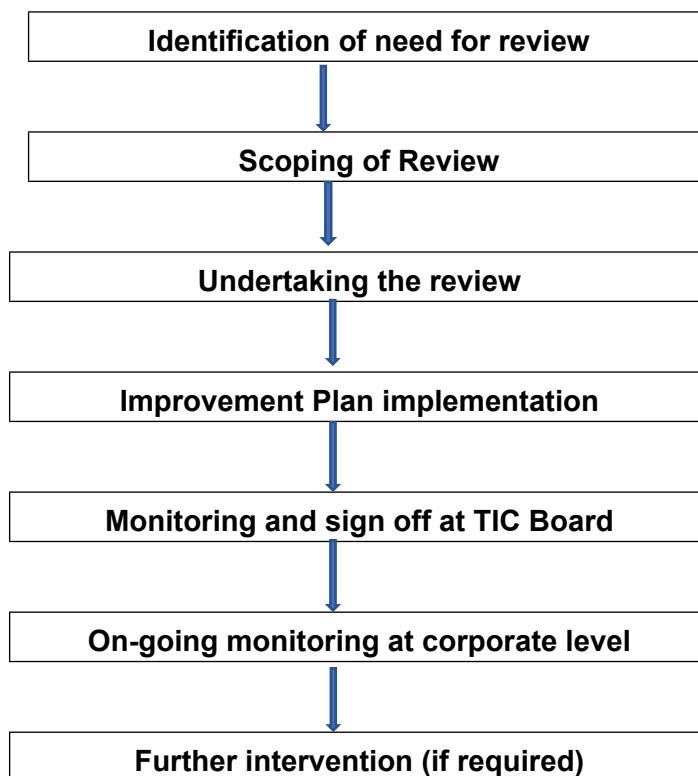
Service Design and Improvement

This workstream was established to provide for a more evidence based and sustainable approach to the improvement of Council services. Previously, there has been concerns that the Council was not making best use of TIC capacity and that the team's work was not sufficiently aligned to support the Council's priorities in respect of service improvement. There were also concerns over the pace and delivery of TIC reviews, and follow-up improvement plans, and that often the change and improvement generated by these interventions were short-lived and seemed to diminish significantly when TIC resources and governance was withdrawn.

This was particularly evident in respect of the Planning Services Review, where a TIC review had resulted in significant initial improvements in respect of service performance, which then appeared to deteriorate in the years following the review. This ultimately led to a very critical WAO Review and the need for corporate intervention in the management of the service.

The Council has sought to learn the lessons from the experience and part of this response will be to strengthen the governance arrangements for the 'sign off' of TIC reviews and improvement plans, and also to introduce mechanisms to ensure a corporate overview of ongoing performance. This will also provide for greater clarity on when corporate intervention will be required if there are concerns over the capacity within the service to deliver the levels of change and improvement expected.

The Workstream has developed a **Service Review Improvement framework** which will include the whole life cycle of the change and improvement process:



Further details of the approach to be adopted within specific stages of the cycle can be found in Appendix B

There will be greater use of data and information to inform the review programme, and it is likely that CMT quarterly performance monitoring reports will be the main source of review requests. Suggestions for reviews may also come directly for Directors or Heads of Service or via elected members. The requests to consider carrying out a review may not necessarily be based on performance related concerns, and instead could be driven by the need to exploit new opportunities in a specific area or to create better alignment in support of a key strategic objective e.g. reviewing the approach to the delivery of a Well-Being objective

The TIC Programme is now identified with a clear methodology for undertaking reviews which provides for a consistent approach that can then be modified to suit the needs of specific services. The principles that underpin the Vanguard/System Thinking methodology remain at the heart of the approach, but the experience of undertaking over 20 reviews over the last 10 years has resulted in an approach which is tailored more to the specific needs of Carmarthenshire and its core values.

The current TIC review methodology and any follow-on re-design of processes, continue to be based around the need to identify and best meet the needs of customers and also the need for evidence-based decision making and to seek all opportunities to eliminate waste and bureaucracy. However, principles of ensuring good customer care and having robust and effective performance and workforce management practices have also been integrated into the approach. Simple changes to working practices and behaviours can often result in significant benefits in terms of customer outcomes and service quality and it does not always require a huge investment in resources or systems to generate transformational improvements in service performance.

The TIC methodology has also sought to promote a very inclusive approach to its reviews with staff being actively encouraged to contribute to the development of new ideas and solutions as part of review teams.

Understanding the needs and priorities of service users has also been central to the approach adopted as part of TIC reviews. There is now an opportunity to take this further and actively involve service users in the review process, especially when looking at options for redesigning processes or the remodelling of service delivery. This emphasis on a 'co-production' approach has clear benefits in helping users shape the future of the service around their specific needs.

The experience of creating alternative service ways of accessing and delivering services during the Covid pandemic may mean that services are now more willing to explore other more ambitious service delivery options in the future. The strengthening of service continuity plans and a mature approach to risk could mean that services are now more confident in exploring more radical

options for delivering their services in the future. The development of a risk appetite at both a corporate and service level should further assist in this area.

One of the key lessons learned from undertaking previous TIC reviews has been the need to develop mechanisms to ensure that any changes brought about by the review result in long term, sustainable change and improvement. The commitment of leaders within the service to ensure that changes arising from reviews are fully implemented will be key to this, but there will also be a need to develop mechanisms to provide on-going monitoring at a corporate level.

TIC review sign off processes will be strengthened and will require services to identify a suite of measures which can then be used to support the on-going monitoring and oversight of performance at a service and corporate level. These measures will then form part of the overall corporate performance monitoring framework with any issues and concerns being highlighted at the relevant forums. If there is sufficient concern that the deterioration in performance cannot be justified or there are concerns over the capacity of the service to deliver the change and improvement required, further corporate intervention will be recommended, which could lead to the decision to establish an Intervention Board to take over management of the service on interim basis.

Schools

The TIC Schools' Programme was established in 2017 to support our schools as education budgets come under increasing pressure whilst schools strive to maintain high quality outcomes for children and young people. The programme aims to apply the core TIC principles of collaborative working and challenging existing practices by engaging with schools to support head teachers and governing bodies in taking advantage of cost saving opportunities across a wide range of activities.

A key focus of the programme to date has been to work with schools to identify alternative procurement arrangements for a range of support services and this work helped deliver over £1million to date. These have included printing and copying, telephone services, stationery and educational resources and waste and recycling, among others. Moving forward, it will be necessary to continue to raise awareness of these opportunities and encourage schools to maintain a focus on achieving Best Value and consider the most efficient deployment of resources in their spending plans, particularly when there are changes in leadership. This can be achieved through regular newsletters and formal engagement sessions with school governors which have taken place in the past.

The programme has also sought to improve the quality and value for money of a range of operational services provided to schools including building cleaning, property maintenance and grounds maintenance. These reviews have generated a number of positive outcomes including the introduction of the Property 'Handyvan' Service for schools which has the potential to deliver significant change and improvement in the quality of the service received by schools. Early

feedback from primary head teachers on the service suggests that it is having a positive impact and it is hoped that, following the current pilot phase, schools will be willing to fund the service direct from school budgets in the future.

Another key activity promoted by the programme is the sharing of good practice in planning for efficient budget setting and making savings in all areas of school operation by using locally derived benchmarking data to enable schools to compare their spending with others. Enabling schools to compare themselves with others in the county across a range of curriculum, staffing and operational areas rather than operating in isolation has enabled open dialogue and good practice to be shared between schools in terms of operating more efficiently. For example, a number of schools have reviewed their staffing profiles in light of information in the benchmarking documents and revised their TLR structures leading to savings and leaner structures. The Covid-19 pandemic has had a significant impact on the efficacy of schools' financial data which has meant that the benchmarking activity has been curtailed over the past two years, but it is planned to re-energise this work in the coming months and into the next academic year.

The use of financial efficiency templates to provide schools with a financial 'health-check' has also been trialled with a number of individual schools and it is hoped that it will be possible to develop this in the future alongside the benchmarking work to support schools in developing sustainable budgets. These reports can also be used to contribute to the evidence base in considering business plans and decision making in the context of the MEP review.

Over the past two years, the programme has become more embedded more firmly in the work of the Access to Education division within the Education and Children Department, in particular through contributing to the MEP review which is considering the future sustainability of the school footprint across the Authority. This has included ongoing work to develop a new programme of School Suitability assessments and supporting with school capacity calculations, all of which contribute to the strategic MEP review.

Net Zero Carbon

At a meeting of Full Council in February 2019, the Council declared a 'climate change emergency' and unanimously agreed to become a Net Zero Carbon authority by 2030. Achieving NZC by 2030 will require the delivery of a range of ambitious actions and targets as set out within a Carbon Reduction Plan which in turn will require the involvement and commitment of services across the Council.

Although the Council has agreed to adopt a phased and pragmatic approach to this work, it is recognised that transformational change will be required in some areas if wider, overall objectives are to be achieved.

This could look to build on the work of projects undertaken as part of the current TIC programme which have sought to reduce the environmental and financial cost of staff travel through the promotion of more sustainable meeting and travel options together with initiatives to rationalise printing and paper processes.

8. Proposed outcomes

- Improvements in service quality and value for money
- More cost-efficient services
- Purposeful, responsive, customer focussed services
- A highly trained, flexible workforce
- A more engaged, motivated workforce
- Further development of a learning and 'can do' culture
- The best standards of customer care
- Delivery of financial savings
- Environmental savings and benefits
- Increases in the level of income generated
- Modernised and efficient work processes
- Increases in staff productivity
- More modern and 'fit for purpose' working environments

9. Governance / Delivery arrangements

One of the perceived strengths of the current TIC approach has been the governance arrangements for overseeing the management and delivery of the programme. The main objective of the TIC Programme Board has been to provide *for 'robust and inclusive governance arrangements that will aim to encourage and promote creativity, flexibility and learning across the organisation in support of sustainable change and transformation but will also be underpinned by a comprehensive project and performance management approach to ensure effective implementation and delivery of required outcomes.'*

The TIC Taking Stock Review undertaken in 2019, identified the positive culture and environment created within the TIC Programme Board, which has engendered an honest and transparent approach to the programme's improvement work. The Board has also sought to strengthen its role in monitoring and overseeing progress and delivery of outcomes from the work programme. There is now an opportunity to further review the approach in this area and to bring for an even greater focus to the delivery aspects of the programme.

It is proposed that the board will be renamed the 'Transformation Board' and will now meet on a quarterly basis. These meetings will place greater emphasis on progress and outcomes achieved in respect of key work programme priorities identified within the Transformation Strategy and annual work programme and to help identify solutions to problems or barriers that may be impacting on progress.

It is also recommended that the membership of the Transformation Board is now be widened to include all Directors, and that it should also reflect some of the new priorities that are now to be incorporated within the Programme e.g., Net Zero Carbon and the Accommodation/buildings priorities.

Small, focussed Delivery Groups will also be established to support the implementation of each of the transformation priorities and these will be led by a Director/Head of Service.

Each Delivery group will produce an end of year summary and then agree a new delivery plan for the following year taking into account the priorities as agreed at Transformation Board.

Quarterly progress meetings will be held with the Cabinet Member with responsibility for Transformation and 6 monthly updates will be reported to Cabinet.

10. Resources

The successful outcomes generated by the TIC Programme during the last 10 years, also demonstrates the importance of having dedicated resources to provide the necessary capacity to help deliver an effective organisational change and transformation programme.

This capacity allows the programme to be developed and delivered in a structured and timely way and to drive actions, oversee progress and to support monitoring and reporting.

The current TIC team will undertake this role but will now be renamed 'Transformation Team'.

Resources within the team may need to be reviewed to ensure that it has the capacity and skills to support the priorities outlined within the programme.

11. Learning and Development

The Council's learning and development function will also have a key role to play in any organisational transformation programme, by ensuring that staff are able to develop the necessary skills, knowledge and behaviours required to support the type of change required.

The Transformation Programme itself can also have a role to play in supporting the development of these skills and behaviours, by actively engaging staff in the work of the programme.

One of the key themes to emerge from the review of the Councils response to the Covid-19 was that staff felt more empowered and were encouraged to think creatively when looking to develop new solutions to the challenges posed by the pandemic. The programme should continually seek opportunities for staff to be actively engaged and participate in the projects and reviews that will underpin the delivery of the programme. The principles of collaboration and partnership working has been very much at the heart of the TIC approach and the new phase of transformation should look to further build on this approach.

The programme should also seek to develop the skills and knowledge required to support a sustainable approach to the transformation journey which will enable teams to resource their own change and improvement work on an on-going basis.

12. Communication

There will be a need to clearly communicate the vision and purpose of the Transformation Programme to the rest of the organisation. Staff will need to understand their role in helping to deliver the programme and to have an opportunity to contribute to its development and implementation. It will also be important to share information on progress and the outcomes being achieved via the programme.

This will also provide an opportunity to good practice across the organisation and to provide examples of innovation and good practice from other local authorities and external organisations. The annual TIC Awards event was launched in 2017 to help recognise and profile the excellent work being undertaken by teams across the organisation to transform and improve services. The Covid-19 has caused the cancellation of the last two events but there may be an opportunity for a similar initiative to be re-launched as part of the new phase of transformation.

13. Recommendations

1. To approve the report as the basis for the next phase of the Council's Transformation Programme
2. The report to be used to inform the development of a Transformation Strategy to be presented to CMT/ Cabinet in September, to be accompanied by an annual delivery plan
3. To agree the new priorities for the programme as set out in section above.
4. To approve the revised governance arrangements for the Programme:
5. TIC Programme Board to be renamed 'Transformation Board'
6. Council Transformation Board to meet on a quarterly basis
7. Membership of Board to be widened to include all Directors, Membership of Board to be widened to include all Directors, and other officers to reflect new priorities coming into the programme
8. The use of small, focussed Delivery Groups to oversee implementation of programme priorities.
9. The current TIC Team to be renamed the 'Transformation Team'.
10. To develop supporting Communications Plans and L&D programmes

Transformation Framework

Council Transformation Strategy

Transformation Board

- Meets qtlly
- Chaired by CEX
- Sets priorities for each workstream, approves and monitors progress
- Receives progress updates with measures

Cabinet – 6 monthly reports

Cabinet member – monthly meetings

CMT - Performance Management meetings

Service Improvement and re-design	Income & Commercialisation	Efficiency and Value for Money	Customers & Digital Transformation	People	Schools	Buildings	Net Zero Carbon
<ul style="list-style-type: none"> • Agree review programme based on data and priorities • Oversee reviews - engaging users and staff • Monitor implementation and outcomes • Use data to ensure sustainability of improvement • Re-model services to meet user needs 	<ul style="list-style-type: none"> • Development of Commercial Strategy • Reviews of fees and charges – cost recovery approach • Selling of services to other partners • Advertising and sponsorship • Income from renewable energy • Debt Recovery 	<ul style="list-style-type: none"> • Routine Spend/cost reductions • Data to identify PBB’s • Oversee delivery of PBB’s • Capacity to help deliver PBB’s • Category Management • Contract Management and VFM 	<ul style="list-style-type: none"> • Digital Transformation Strategy • Automation of paper-based processes. • Use of AI • Mobilising the workforce • Customer Contacts • Increase First point of contact response • Shift to online options 	<ul style="list-style-type: none"> • Workforce/ People Strategy • Recruitment process/IT systems • Staff engagement • Leadership and Management Programmes 	<ul style="list-style-type: none"> • Sustainable school budgets • Financial Sustainability Assessments linked to MEP • Support services hub model -0 • Leadership and Management Programme 	<ul style="list-style-type: none"> • Development of hubs • Fit for purpose/ modern buildings • Sustainable travel facilities • Sustainable approach to hybrid/remote working 	<ul style="list-style-type: none"> • Oversee delivery of carbon reduction plan priorities

Transformation Team

Service Improvement Review Framework

<p>1. Identification of Review Programme</p> <p><i>-Use of data and intelligence to identify priorities e.g., Corporate Performance Monitoring reports and CMT discussion</i></p> <ul style="list-style-type: none"> - <i>Requests from TIC Board/CMT/Cabinet</i>
<p>2. Scoping of Review</p> <ul style="list-style-type: none"> - <i>Ensuring that we are clear on what we expect to achieve/outcomes</i> - <i>Sign off by Directors/Heads of Service/Service Workstream</i>
<p>3. Undertaking Review</p> <ul style="list-style-type: none"> - <i>Service to allocate capacity to ensure that reviews can be carried out in timely manner</i> - <i>Reviews to be undertaken in line with a consistent methodology which has been designed and adapted to meet the specific needs of Carmarthenshire and is underpinned by the Council's Core Values.</i> - <i>Outcomes to be reported to Service Improvement Workstream</i>
<p>4. Development and Delivery of Service Improvement Plan</p> <ul style="list-style-type: none"> - <i>Development of delivery plans that set out of how, when and by whom actions will be taken to address findings of the review</i> - <i>Heads of Service to provide leadership and commitment to the implementation process</i> - <i>Development of measures to evaluate outcomes</i> - <i>Actions/measures to be integrated into service business planning process</i>
<p>5. Sign off from TIC Programme</p> <ul style="list-style-type: none"> - <i>Evidence of significant change and improvement</i> - <i>Evidence of ability to create long term-sustainable change</i> - <i>Production of key measures to be reported into corporate performance management framework</i>
<p>6. On-going monitoring of performance</p> <ul style="list-style-type: none"> - <i>Corporate Performance Monitoring reports to CMT</i> - <i>Monitoring via Corporate Data unit</i>
<p>7. Further Corporate Intervention (if required)</p> <ul style="list-style-type: none"> - <i>Transformation Team required to undertake further review/provide support</i> - <i>Request that Intervention Team take over interim management of the service</i>

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CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE

13 DECEMBER 2022

CARMARTHENSHIRE PUBLIC SERVICES BOARD (PSB) MINUTES – SEPTEMBER 2022

THE SCRUTINY COMMITTEE IS ASKED TO:-

Review and assess the information contained in minutes from the PSB meeting on the 28 September 2022 and provide any recommendations, comments, or advice to the Cabinet Member and / or Director prior to the report's consideration by Cabinet.

Reason(s)

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 Corporate Performance & Resources Scrutiny Committee has been designated as the relevant scrutiny committee.

CABINET MEMBER PORTFOLIO HOLDER:- Cllr. Darren Price, Leader

<p>Directorate: Chief Executive</p> <p>Name of Head of Service: Noelwyn Daniel</p> <p>Report Author: Gwyneth Ayers</p>	<p>Designations: Head of ICT & Corporate Policy</p> <p>Corporate Policy, Performance & Partnership Manager</p>	<p>Tel Nos.</p> <p>E Mail Addresses: NDaniel@carmarthenshire.gov.uk GAyers@carmarthenshire.gov.uk</p>
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EXECUTIVE SUMMARY
CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE
13 DECEMBER 2022

**Carmarthenshire Public Services Board (PSB) Minutes –
September 2022**

In order to ensure PSBs are democratically accountable, the Well-being of Future Generations (Wales) Act 2015 places a requirement on councils to designate an overview and scrutiny committee to scrutinise the work of the PSB. In the ‘Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards’ issued by Welsh Government in August 2017 it notes:

‘Under the provisions contained in the Act, overview and scrutiny committees have extensive powers to review the PSB’s governance arrangements as well as any decisions made or actions taken by the PSB. In addition, overview and scrutiny committees are provided with considerable reporting powers as they are required to share copies of any reports or recommendations made in connection with the board’s function or governance arrangement with the Welsh Ministers, the Future Generations Commissioner for Wales and the Auditor General for Wales.’

In Carmarthenshire, the Council’s Corporate Performance & Resources Scrutiny Committee has been designated as the relevant scrutiny.

The minutes of the September 2022 Carmarthenshire PSB meeting were approved by the PSB at its 23 November 2022 meeting.

The minutes are presented to the Corporate Performance Policy & Resources Scrutiny for further consideration and scrutiny.

DETAILED REPORT ATTACHED?	YES
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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 YES	Legal NONE	Finance NONE	ICT NONE	Risk Management Issues NONE	Staffing Implications NONE	Physical Assets NONE
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1. Policy, Crime & Disorder and Equalities

The presentation of PSB minutes to a designated overview and scrutiny committee is a requirement of the Well-being of Future Generations (Wales) Act 2015. Paragraph 181 of Statutory Guidance SPSF 3: Collective role notes:

'The (scrutiny) committee must send a copy of any report or recommendation it makes to the Welsh Ministers, the (Future Generations) Commissioner and the Auditor General for Wales.'

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 Policy

1. Scrutiny Committee

Policy & Resources Scrutiny Committee – 19 October 2022

2. Local Member(s) N/A

3. Community / Town Council

Representatives from one of the seven Carmarthenshire Town & Community Councils subject to the Well-being of Future Generations Act in their own right, attend PSB meetings on a rota basis.

4. Relevant Partners

Through the Public Services Board meeting

5. Staff Side Representatives and other Organisations N/A

**CABINET MEMBER PORTFOLIO
HOLDER(S) AWARE/CONSULTED**

YES

**Cllr. Darren Price, Leader – chair of
Carmarthenshire PSB**

**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
SPSF 3 – Guidance on the collective role through public services boards		Cymraeg http://gov.wales/docs/desh/publications/161111-spsf-3-collective-role-cy.pdf English http://gov.wales/docs/desh/publications/161111-spsf-3-collective-role-en.pdf
Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards		Cymraeg http://gov.wales/docs/dpsp/publications/170817-public-services-boards-guidance-cy.pdf English http://gov.wales/docs/dpsp/publications/170817-public-services-boards-guidance-en.pdf

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2.00pm, Wednesday 28 September 2022
Multi-location Meeting – DSU, County Hall, Carmarthen & Zoom

MINUTES

Present	
Name	Organisation
Clr Darren Price (Chair)	Carmarthenshire County Council
Noelwyn Daniel	Carmarthenshire County Council
Huwel Manley	Natural Resources Wales (online)
Mydrian Harries	Mid & West Wales Fire and Rescue Service (online)
Clr Elwyn Williams	Mid & West Wales Fire and Rescue Service Authority (online)
Andrew Cornish	Coleg Sir Gâr (online)
Carys Morgans	Office for the Police and Crime Commissioner (online)
Dr Daniel Warm	Hywel Dda University Health Board (online)
Marie Mitchell	Carmarthenshire Association of Voluntary Services (online)
Andrew Charles	Welsh Government (online)

In attendance	
Name	Organisation
Gwyneth Ayers	Carmarthenshire County Council
Llinos Evans	Carmarthenshire County Council
Kate Harrop	Carmarthenshire County Council (online)
Wendy Phillips	Carmarthenshire County Council
Mark Howard	Carmarthenshire County Council (online)
Owain Enoch	Carmarthenshire County Council (online)
Beth Cossins	Public Health Wales (online)

1. Welcome and Apologies

Apologies	
Name	Organisation
Barry Liles	University of Wales Trinity Saint David
Maria Battle	Hywel Dda University Health Board
Supt Clark Jones-John	Dyfed Powys Police
Mark Bowling	Hywel Dda University Health Board
Jo McCarthy	Public Health Wales
Dr Michael Thomas	Public Health Wales
Wyn Morris	Department for Work and Pensions

Christine Harley	Probation Service
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Cllr. Darren Price, Chair, welcomed everyone to the first multi-location meeting.

3. PSB New Ways of Working Llandeilo

Mark Howard presented the context of the work in terms of New Ways of Working and the objectives for the project. A subgroup has been set up with a number of PSB partners to explore the potential opportunities for future collaboration. The aims and objectives of many of the partners are very similar as we move out of the pandemic, including making the best use of buildings and work settings.

The public sector has a number of joint objectives in terms of workplaces, energy costs, optimising locations and ensuring quality services for our customers. There are differences in culture, IT equipment, budget, and work practices, however, partners have agreed to bring the best possible opportunities to the table in terms of the negotiations from the outset.

There has been an ongoing challenge in allowing access to venues. It was agreed that Llandeilo was an ideal location for trialling this new way of working. The space will be available from 9-5 Monday to Friday and a reservation system is currently being developed. The wireless facilities will connect individuals to their own organisations. This will not be permanent office space but there is still an opportunity to discuss that, should it be required.

Positive steps have emerged from the work so far and one recent instance was noted where MAWWFRS was able to offer office space to an individual supporting a partner receiving treatment at Glangwili Hospital to save travel and to improve their emotional well-being.

It was noted that Natural Resources Wales has not had office space in Llandeilo for a number of years but members of staff would use if available. There are challenges in terms of the organisation's fleet and asked if parking and charging space can also be shared between the partners. Historic parking at the Beechwood estate was discussed and whether it would be possible to look at that location. It was agreed that Mark Howard and Huwel Manley will have a further discussion and Huwel will be invited to attend future project meetings.

A number of charging sites are being developed by the MAWWFRS and it will be possible to consider further how these can be shared resources for the future. Work is also underway within the County Council in terms of an electric fleet and opportunities to share an electric fleet could be explored for the future. Mark Howard agreed that it will be possible to map out current charging sites at a future project meeting.

ACTION	
To invite Huwel Manley to the Better Ways of Working sub-group	Mark Howard
Link in with Mydrion Harries regarding utilising electric vehicle charging points at Fire Stations	Huwel Manley
Map locations of electric vehicle charging points at the next Better Ways of Working meeting	Gwyneth Ayers / Mark Howard

2. The South West Wales Corporate Joint Committee

Owain Enoch, Business and Portfolio Manager, explained the context for the Corporate Joint Committee and the establishment of the new structure. An outline was provided of the

governance of the Corporate Joint Committee (CJC). The Chair is Councillor Rob Stewart of City and County of Swansea Council, and the Vice-Chair is Councillor Darren Price.

The CJC has adopted two plans to work towards - Regional Economic Development Plan and Regional Energy Plan. These will give a framework to the CJC. There will be a Local Authority levy based on population size and each County will lead on certain elements i.e. Legal, ICT, Democratic Services, Internal Audit, Finance and Communications.

There will be a number of workstreams which will have place-based policy interventions on the Strategic Development Plan, Regional Transport Plan and Economic Well-being. The next steps are to progress the workstreams as part of a portfolio approach, develop a Committee structure, develop branding and raise awareness.

It was asked if there is potential for the Well-being Plan objectives to be included in the CJC work streams? Owain Enoch explained that the objectives of the CJC are focused on the statutory areas but there is consideration of local Well-being Plans going forward. There will also be consideration in terms of the Levelling Up funding and the Shared Prosperity Fund. There is a continual challenge in terms of the regional partnership's footprint and that of the Public Services Boards, but the important point is to ensure that we are flexible in terms of those partnerships going forward. Similarly, there needs to be a discussion in terms of the footprint of the City Deal and how this links in with the CJC.

It is assumed that the CJC will link in with the National Energy Programme. There is potential that one of the first sites will be in Carmarthenshire and an announcement from the Welsh Government Minister is expected in the coming months. Owain Enoch stated that the Regional Energy Strategy will be a focus for the work of a specific subcommittee of the CJC.

ACTION

Invite Owain Enoch to a future meeting to provide update on CJC Workstreams	PSB Support Team
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4. Minutes and Matters arising

12 July 2022

The minutes were accepted as a true and accurate record.

Action Log

Updates were provided on previous actions.

5. (Draft) Well-being Plan 2023-28

Llinos Evans provided an overview of the Draft Well-being Plan following the agreement of the Well-being Assessment at a previous meeting.

The structure of the report is concise and is clear in terms of its aim, vision of the PSB, possible steps and how the five ways of working have been considered in its preparation. As the Plan is further developed and consulted upon, the aim is to develop short, medium, and long term actions. A summary was provided on the feedback streams which have fed into the Plan.

The next step is to include any additional feedback received before 17 October into the draft Plan and to continue to discuss action steps with the WBFGC Office. A 12-week consultation will run from 25 October to 17 January along with various engagement and consultation events.

Questions were asked relating to Welsh specific data and the specific impact of Covid-19 on Black and Minority Ethnic groups. Beth Cossins confirmed that local data is available and that she would link in with Llinos Evans over the next week.

Cllr Darren Price commented that, as a new Chair, and due to the number of apologies received, he felt that it would be advantageous for the Board to hold a workshop to discuss the added value of meeting as a Public Services Board and to develop a forward work programme. It was agreed to hold a face-to-face meeting before the next scheduled meeting on 23 November.

ACTION	
Provide comments on draft Well-being Plan by 17 October	ALL
Link in with Beth Cossins and Huwel Manley regarding Well-being Plan	Llinos Evans
Arrange Reflection Workshop prior to next meeting in November	PSB Support Team

6. Any Other Business

Real Living Wage

An update was provided on the MAWWFRS progress on becoming a Real Living Wage organisation. This is to be further discussed at the November meeting along with an invitation to the Police and Crime Commissioner as Chair of Mid and West Wales Regional Group of Real Living Wales, and Mari Arthur from Real Living Wales organisation to attend the meeting.

ACTION	
Invite Dafydd Llywelyn and Mari Arthur to discuss the Real Living Wage at the next meeting	Gwyneth Ayers

CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE 13th DECEMBER 2022

REVENUE & CAPITAL BUDGET MONITORING REPORT 2022/23

THE SCRUTINY COMMITTEE IS ASKED TO:

- Receive the Authority's Corporate Budget Monitoring Report, the Chief Executive and Corporate Services departmental reports and the Savings Monitoring report and considers the budgetary position.

Reasons:

- To provide Scrutiny with an update on the latest budgetary position, as at 31st August 2022, in respect of 2022/23.

CABINET MEMBER PORTFOLIO HOLDERS:

- Cllr. Darren Price (Leader)
- Cllr. Alun Lenny (Resources)
- Cllr. Phillip Hughes (Organisation and Workforce)

Directorate: Corporate Services	Designation:	Tel No. / E-Mail Address:
Name of Director of Service: Chris Moore	Director of Corporate Services	01267 224120 CMoore@cararthenshire.gov.uk
Report Author: Chris Moore		

EXECUTIVE SUMMARY
CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE
13th DECEMBER 2022

REVENUE & CAPITAL BUDGET
MONITORING REPORT 2022/23

The Financial Monitoring report is presented as follows:

Revenue Budgets

Appendix A – Authority Corporate Budget Monitoring Report

Overall, the monitoring report forecasts an overspend for the year at departmental level of £4,930k, with a forecast overspend on the Authority's net revenue budget of £4,804k.

At a high level this is due to a combination of:

- nationally negotiated pay offers (as yet unresolved) at much higher levels than budgeted, for which additional governmental funding is currently unknown. High level estimates are that this could be £7.1m above budget.
- overspends in service areas where budget reductions have been implemented, but progress against delivery of these is delayed, for example in Learning Disabilities
- a sustained reduction in commercial income, covering car parks, leisure centres and school meals
- capital financing underspends due to scheme delays and reduced need to borrow

As part of the 2022/23 budget setting process the Authority has agreed a £3m in year contingency budget which is currently held centrally which provides a partial offset to the general pressures above.

Appendix B

Chief Executive and Corporate Services detailed variances for information purposes only.

Capital Budgets

Appendix C – Corporate Capital Programme Monitoring 2022/23

The current capital programme is based on information available as at the end of August 2022.

Appendix C shows a forecasted net spend of £78,293k compared with a working net budget of £148,731k, giving a -£70,438k variance. This is a significant reappraisal of the forecasted outturn to that reported following the June Monitoring. This is mainly owing to reprofiling and slippage of City Deal, Towy Valley Path, MEP and HRA programme. In part, some of the slippage is because of contractor capacity issues.

The net budget includes the original H.R.A. and General Fund capital programmes approved by Council on 2nd March and slippage from 2021/22. Some of the budgets have also been amended to account for differences in actual grant allocations compared with the anticipated allocations at the time the programme was approved, and new grant awards received during the year to date.

Appendix D

Details the main variances within each department.

New Projects and virements to note and approve for the current year:

There are no new virements or new grants to approve at this time.

Appendix E

Details a full list of Chief Executive and Regeneration schemes, respectively. There are no Corporate Services schemes.

Savings Report

Appendix F

The Savings Monitoring report.

DETAILED REPORT ATTACHED?

YES – A list of the main variances is attached to this report.

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
NONE	NONE	YES	NONE	NONE	NONE	YES

3. Finance

Revenue

Overall, the Authority is forecasting an overspend of £4,804k.

Corporate Performance & Resources Services are projecting to be under the approved budget by £1,376k.

Capital

The capital programme shows a variance of -£70,438k against the 2022/23 approved budget.

Savings Report

The expectation is that at year end £417k of Managerial savings against a target of £484k are forecast to be delivered. There were no Policy savings put forward.

7. Physical Assets

The expenditure on the capital programme will result in the addition of new assets or enhancement to existing assets on the authority's asset register.

CABINET MEMBER PORTFOLIO HOLDER(S) AWARE / CONSULTED?

YES

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
2022/23 Budget	Corporate Services Department, County Hall, Carmarthen
2022-27 Capital Programme	Online via corporate website – Minutes of County Council Meeting 2 nd March 2022

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REPORT OF THE DIRECTOR OF CORPORATE SERVICES
CORPORATE PERFORMANCE & RESOURCES 13th DECEMBER 2022
COUNCIL'S BUDGET MONITORING REPORT 2022/23

Director and Designation	Author & Designation	Telephone No	Directorate
C Moore, Director of Corporate Services	R Hemingway, Head of Financial Services	01267 224886	Corporate Services

Table 1

Forecasted for year to 31st March 2023

Department	Working Budget				Forecasted				Aug 2022 Forecasted Variance for Year	June 2022 Forecasted Variance for Year
	Controllable Expenditure	Controllable Income	Net Non Controllable	Total Net	Controllable Expenditure	Controllable Income	Net Non Controllable	Total Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Chief Executive	38,311	-16,962	-4,140	17,210	38,706	-17,993	-4,139	16,574	-636	-490
Communities	175,762	-69,960	13,794	119,596	178,241	-70,717	13,795	121,319	1,723	1,619
Corporate Services	79,849	-46,040	-1,693	32,116	74,508	-41,439	-1,693	31,377	-739	-794
Education & Children (incl. Schools)	197,905	-33,417	22,906	187,394	225,473	-56,400	22,906	191,980	4,585	3,854
Environment	136,117	-83,585	13,252	65,784	143,096	-90,567	13,252	65,781	-2	545
Departmental Expenditure	627,944	-249,963	44,120	422,100	660,025	-277,115	44,121	427,030	4,930	4,735
Unfunded pay offers (above budget):										
NJC Staff (employers' offer)				0				6,500	6,500	6,500
Teachers (IWPRB recommendation)				0				600	600	600
Corporate Contingency				0				-3,000	-3,000	-3,000
Capital Charges/Interest/Corporate				-17,694				-19,194	-1,500	-750
Levies and Contributions:										
Brecon Beacons National Park				154				152	-2	-2
Mid & West Wales Fire & Rescue Authority				11,170				11,170	0	0
West Wales Corporate Joint Committee				155				155	0	0
Net Expenditure				415,885				423,414	7,528	8,082
Transfers to/from Departmental Reserves										
- Chief Executive				0				318	318	245
- Communities				0				-982	-982	-982
- Corporate Services				0				370	370	397
- Education & Children (incl Schools)				0				-2,431	-2,431	-2,431
- Environment				0				1	1	-545
Net Budget				415,885				420,690	4,804	4,767

**Chief Executive Department
Budget Monitoring - as at 31st August 2022**

CORPORATE PERFORMANCE & RESOURCES 13th DECEMBER 2022

Division	Working Budget				Forecasted				Aug 2022 Forecasted Variance for Year £'000	June 2022 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Chief Executive	859	0	-845	14	718	-4	-845	-130	-144	-145
People Management	4,680	-1,585	-2,619	476	5,173	-1,751	-2,619	803	326	333
ICT & Corporate Policy	6,500	-964	-4,785	752	6,442	-995	-4,785	662	-90	-77
Admin and Law	4,926	-838	703	4,791	4,776	-932	703	4,547	-244	-277
Marketing & Media	2,826	-713	-1,430	683	2,380	-526	-1,430	424	-259	-165
Statutory Services	1,444	-346	281	1,380	1,498	-550	281	1,229	-151	-206
Regeneration	17,076	-12,518	4,555	9,114	17,719	-13,235	4,555	9,039	-74	47
GRAND TOTAL	38,311	-16,962	-4,140	17,210	38,706	-17,993	-4,139	16,574	-636	-490

Chief Executive Department - Budget Monitoring - as at 31st August 2022

Main Variances

CORPORATE PERFORMANCE & RESOURCES 13th DECEMBER 2022

Division	Working Budget		Forecasted		Aug 2022	Notes	June 2022
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Marketing & Media							
Marketing and Media	409	-171	430	-32	161	Overspend on salaries pending divisional realignment. Loss of income streams from external partners (e.g. ERW £80k). Looking at alternative potential partnership arrangements	168
Translation	595	-53	473	-53	-122	2 vacant posts pending divisional realignment & number of staff working reduced hours, savings on supplies & services.	-117
Customer Services Centres	1,203	-362	959	-358	-240	Part year vacancies in Contact Centre and Hwbs. Constantly out to advert due to difficulty in filling posts.	-160
Yr Hwb, Rhydaman a Llanelli	174	-96	73	-53	-58	2 vacant posts pending divisional realignment, offset partly by less income from decreased demand for desk rent space.	-57
Statutory Services							
Registrars	525	-343	577	-498	-104	Increase in anticipated income due to large number of ceremonies taking place.	-115
Electoral Services - Staff	265	0	220	0	-45	1 post currently vacant, unlikely to be filled until January. Another vacant post in first half of year has now been filled.	-23
Other variances					-3		-68
Regeneration & Property							
Community Development and External Funding	545	0	529	0	-16	3 posts have recently become vacant. Estimated to be filled from December	0
Property	1,195	-91	1,079	-12	-37	4 posts currently vacant estimated to be filled from November. These vacancies and an underspend on supplies and services are covering a shortfall on income generated from external work undertaken.	5
Commercial Properties	34	-463	108	-563	-26	Occupancy levels relatively high	-25
Industrial Premises	494	-1,519	520	-1,567	-21	Occupancy levels relatively high	-16
County Farms	79	-351	82	-308	46	Income target not met due to current economic climate, as no scope to increase tenancy agreements at the moment	43
Other variances					-20		41
Grand Total					-636		-490

Department for Communities
Budget Monitoring - as at 31st August 2022

CORPORATE PERFORMANCE & RESOURCES 13th DECEMBER 2022

Division	Working Budget				Forecasted				Aug 2022 Forecasted Variance for Year £'000	June 2022 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Adult Services										
Older People	71,356	-26,220	3,557	48,693	71,155	-26,852	3,557	47,860	-833	-1,162
Physical Disabilities	8,497	-1,909	286	6,874	8,548	-2,371	286	6,463	-411	-109
Learning Disabilities	44,036	-11,718	1,438	33,756	45,078	-11,338	1,438	35,178	1,422	1,407
Mental Health	11,478	-4,324	233	7,387	12,025	-4,314	233	7,945	558	364
Support	10,461	-6,544	1,167	5,085	10,504	-6,629	1,167	5,043	-42	38
Homes & Safer Communities										
Public Protection	3,506	-1,384	532	2,655	3,433	-1,234	532	2,731	76	-48
Council Fund Housing	9,216	-7,993	798	2,020	10,845	-9,468	798	2,176	156	90
Leisure & Recreation										
Leisure & Recreation	17,211	-9,868	5,783	13,126	16,653	-8,512	5,783	13,923	797	1,040
GRAND TOTAL	175,762	-69,960	13,794	119,596	178,241	-70,717	13,795	121,319	1,723	1,619

Department for Communities - Budget Monitoring - as at 31st August 2022

Main Variances

CORPORATE PERFORMANCE & RESOURCES 13th DECEMBER 2022

Division	Working Budget		Forecasted		Aug 2022	Notes	June 2022
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Adult Services							
Older People							
Older People - Commissioning	4,520	-912	4,292	-911	-227	Recruitment issues re Social Workers. Additional budget has been allocated in 2022/23 and a wide range of initiatives are being launched to increase recruitment.	-235
Older People - LA Home Care	7,764	0	7,602	0	-162	Demand for Home Care remains high but capacity to deliver is constrained by staff recruitment issues. A wide range of initiatives have been launched to address this.	-112
Older People - Direct Payments	1,285	-313	1,429	-313	143	Demand for Direct Payments remains high as an alternative to other service provision	104
Older People - Private Home Care	9,515	-2,638	9,672	-2,638	157	Additional costs in the Home Care Framework due to supporting rural provision	86
Older People - Enablement	2,132	-485	1,685	-485	-447	Demand for Reablement Services remains high but capacity to deliver is constrained by staff recruitment issues. A wide range of initiatives have been launched to address this.	-389
Older People - Day Services	895	-84	525	-24	-309	Provision of Day Services is reduced compared to pre-pandemic levels.	-136
Older People - Other variances					12		-481
Physical Disabilities							
Phys Dis - Private/Vol Homes	1,574	-313	1,317	-313	-257	Demand for residential placements is lower than pre-pandemic. Demand levels are increasing slowly.	-297
Phys Dis - Group Homes/Supported Living	1,447	-174	941	-174	-506	Demand for Supported Living placements is lower than pre-pandemic.	-210
Phys Dis - Direct Payments	3,031	-603	3,487	-603	456	Demand for Direct Payments remains high as an alternative to other service provision	540
Phys Dis - Other variances					-104		-142
Learning Disabilities							
Learn Dis - Employment & Training	1,921	-279	1,645	-126	-123	Provision of LD Day Services is reduced compared to pre-pandemic levels.	-123
Learn Dis - Commissioning	1,041	-35	917	-35	-124	Recruitment issues re Social Workers. A wide range of initiatives are being launched to increase recruitment.	-68
Learn Dis - Private/Vol Homes	12,296	-4,482	13,274	-4,482	978	Whilst demand for LD Residential Placements has not increased significantly, the budget has been reduced to reflect efficiency proposals. The delivery of this has been delayed.	831

Department for Communities - Budget Monitoring - as at 31st August 2022

Main Variances

CORPORATE PERFORMANCE & RESOURCES 13th DECEMBER 2022

Division	Working Budget		Forecasted		Aug 2022	Notes	June 2022
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Learn Dis - Direct Payments	4,490	-572	4,949	-572	459	Demand for Direct Payments remains high as an alternative to other service provision	401
Learn Dis - Group Homes/Supported Living	10,967	-2,295	12,175	-2,295	1,209	Whilst demand for LD Supported Accommodation has not increased significantly, the budget has been reduced to reflect efficiency proposals. The delivery of this has been delayed.	956
Learn Dis - Day Services	2,651	-464	2,405	-427	-209	Provision of LD Day Services is reduced compared to pre-pandemic levels.	-213
Learn Dis - Private Day Services	1,179	-84	696	-84	-483	Provision of LD Day Services is reduced compared to pre-pandemic levels.	-240
Learn Dis - Adult Placement/Shared Lives	2,940	-1,992	2,432	-1,803	-318	Provision of LD Day Services which forms part of the Shared Lives Services, is reduced compared to pre-pandemic levels.	-172
Learn Dis - Other variances					33		34
Mental Health							
M Health - Commissioning	1,558	-154	1,219	-143	-329	Recruitment issues re Social Workers. Additional budget has been allocated in 2022/23 and a wide range of initiatives are being launched to increase recruitment.	-296
M Health - Private/Vol Homes	6,653	-3,377	7,122	-3,376	469	Whilst demand for MH Residential Placements has not increased significantly, the budget has been reduced to reflect efficiency proposals. The delivery of this has been delayed.	358
M Health - Group Homes/Supported Living	1,648	-466	2,085	-466	438	Accommodation and Efficiency project plans for strategic longer term future accommodation options as well as current client group has experienced delays due to COVID19. The Progression & Review Team will prioritise Rightsizing in Supported Living in 2022.	212
M Health - Direct Payments	273	-45	397	-45	124	Demand for Direct Payments remains high as an alternative to other service provision	154
M Health - Other variances					-145		-64
Support							
Other Variances - Support					-42		38

Department for Communities - Budget Monitoring - as at 31st August 2022

Main Variances

CORPORATE PERFORMANCE & RESOURCES 13th DECEMBER 2022

Division	Working Budget		Forecasted		Aug 2022	Notes	June 2022
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Homes & Safer Communities							
Public Protection							
PP Business Support unit	160	0	136	0	-25	Under on salaries & supplies & services	-22
Noise Control	227	0	188	0	-40	Under on salaries	-40
Animal Welfare	87	-87	90	-41	49	Under achievement of income, mainly due to reduction in licensed dog breeders	43
Dog Wardens	105	-30	122	-26	20	Increase in abandoned dogs & not reclaimed	20
Licensing	373	-345	359	-353	-23	Underachievement of licence income	-12
Trading Standards Services Management	94	-40	44	-40	-50	Staff Vacancy	-65
Safeguarding, Licensing & Financial Investigation	96	0	43	0	-53	Under on salaries & Supplies & Services	-23
Financial Investigator	124	-527	194	-427	170	This is on assumption that court process for outstanding cases will be part delivered during 2022/23. There is a significant risk that some cases will be carried forward to 2023/24	0
Other Variances					28		51
Council Fund Housing							
Independent Living and Affordable Homes	121	-45	59	-45	-62	Savings on supplies & services budget.	-32
Penybryn Traveller Site	182	-132	153	-132	-29	Reduced employee costs and expenditure on supplies and services.	-8
Non HRA Re-Housing (Inc Chr)	175	0	155	-0	-21	Reduced employee costs	-6
Temporary Accommodation	533	-113	1,420	-745	254	Increased pressure on service previously funded through Hardship Grant. Alternative accommodation options currently being developed e.g. more dispersed /smaller schemes	87
Other variances					14		49
Leisure & Recreation							
Pendine Outdoor Education Centre	557	-375	393	-186	26	Income shortfall for Board & Accom (COVID19 recovery) £190k offset by reduced staffing requirement £117k along with various underspends in Premises and S & S headings	45
Newcastle Emlyn Sports Centre	337	-192	302	-132	26	Income shortfall (COVID19 recovery) £60k offset by in year vacancies / lower use of casual staff £20k, along with various underspends in S & S headings	41

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Main Variances

CORPORATE PERFORMANCE & RESOURCES 13th DECEMBER 2022

Division	Working Budget		Forecasted		Aug 2022	Notes	June 2022
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Carmarthen Leisure Centre	1,513	-1,616	1,397	-1,348	151	Income shortfall (COVID19 recovery) £267k offset by in year vacancies / lower use of casual staff £95k, along with various underspends in S & S headings	279
Amman Valley Leisure Centre	960	-856	908	-692	112	Income shortfall (COVID19 recovery) £165k offset by in year vacancies / lower use of casual staff £53k	150
Llandovery Swimming Pool	376	-259	357	-143	97	Income shortfall (COVID19 recovery) £116k offset with by in year vacancies / lower use of casual staff £19	125
Gwendraeth Sports Centre	0	0	-37	0	-37	Credit relating to backdated NNDR	-38
Actif health, fitness and dryside	213	-135	189	-71	40	Income shortfall (COVID19 recovery) £67k offset by in year vacancies / lower use of casual staff £27k	0
PEN RHOS 3G PITCH	21	-48	11	-58	-20	Forecast excess income to budget £10k along with numerous minor underspends in Supplies & Services £10k	-2
St John Lloyd - 2G Pitch	62	-14	39	-13	-23	Numerous minor expenditure underspends	-9
Llanelli Leisure Centre	1,297	-1,094	1,309	-807	299	Income shortfall (COVID19 recovery) £287k and Premises Mtce £69k offset by in year vacancies / lower use of casual staff £45k, along with various underspends in S & S headings	255
Pembrey Country Park	873	-1,139	881	-1,105	41	Forecast overspend due to planned on site mtce	90
Pembrey Country Park Restaurant	519	-382	528	-434	-44	Forecast to over achieve income to budget	-51
Carmarthen Museum, Abergwili.	187	-20	168	-21	-20	Numerous minor underspends in Supplies & Services	-7
Museum of speed, Pendine	89	-27	82	-2	17	Unable to achieve income target as site closed for most of 2022/23	12
Museums General	158	0	230	0	72	Unable to achieve vacancy factor, a legacy of undelivered PBB's and unfunded post	63
Arts General	16	0	1	0	-15	Vacant post being held pending restructure	-15
St Clears Craft Centre	111	-39	61	-16	-27	Vacant posts being held pending potential community run venture	-19
Laugharne Boathouse	157	-117	143	-64	39	Income shortfall (COVID19 recovery)	46
Lyric Theatre	417	-315	387	-317	-33	Forecast underspend on cost of Performance Fees	-19
Y Ffwrnes	813	-486	782	-390	65	Income shortfall (COVID19 recovery) £96k, offset by forecast underspend on cost of Performance Fees £23k and cost of catering £8k	49
Attractor - Management	0	0	27	0	27	Forecast cost of Project Manager post (6 mths) not funded	27
Attractor - Externals	7	-58	7	-24	34	£25k PBB proposal for Attractor site not yet achievable due to delays in contract completion	30
Leisure Management	436	-3	405	0	-28	In year staff vacancy	-26
Other Variances					-3		12
Grand Total					1,723		1,619

Corporate Services Department
Budget Monitoring - as at 31st August 2022

CORPORATE PERFORMANCE & RESOURCES 13th DECEMBER 2022

Division	Working Budget				Forecasted				Aug 2022 Forecasted Variance for Year £'000	June 2022 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Financial Services	15,750	-2,788	-863	12,098	15,001	-2,499	-863	11,638	-460	-419
Revenues & Financial Compliance	64,099	-43,252	-830	20,018	59,508	-38,940	-830	19,739	-279	-375
GRAND TOTAL	79,849	-46,040	-1,693	32,116	74,508	-41,439	-1,693	31,377	-739	-794

Corporate Services Department - Budget Monitoring - as at 31st August 2022

Main Variances

CORPORATE PERFORMANCE & RESOURCES 13th DECEMBER 2022

Division	Working Budget		Forecasted		Aug 2022	Notes	June 2022
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Financial Services							
Treasury and Pension Investment Section	277	-200	270	-217	-25	Additional income for work undertaken for Wales Pension Partnership	-25
Grants and Technical	357	-114	282	-52	-14	Vacant post estimated to be filled (est December)	-18
Payments	581	-79	512	-79	-68	5 Vacant posts estimated to be filled from November	-14
Audit Fees	325	-96	300	-96	-25	A proportion of audit fees are chargeable directly to grants	-25
Miscellaneous Services	10,016	-125	9,644	-81	-329	£329k underspend on pre LGR pension costs	-324
Other variances					0		-14
Revenues & Financial Compliance							
Procurement	638	-36	600	-36	-38	Savings from staff member working reduced hours and a number of posts currently at lowest point on the salary scale	-36
Audit	511	-20	491	-40	-40	1 vacant post estimated to be filled in November, 1 recently filled post and one post working at reduced hours	-56
Corporate Services Training	62	0	52	0	-11	Less planned training during the year	-4
Local Taxation	986	-763	974	-802	-50	Savings on 4 vacant posts to date. Two have been filled, and two remain vacant and are being covered by agency following failure to recruit.	-63
Council Tax Reduction Scheme	17,249	0	17,008	0	-241	Underspend based on latest demand figures.	-241
Rent Allowances	41,323	-41,540	37,206	-37,311	112	Projections on expenditure based on 2021/22 claims	112
Rates Relief	289	0	184	0	-105	Low take-up anticipated in 2022/23. Based on current demand.	-105
Housing Benefits Admin	1,750	-753	1,538	-615	-74	Admin grant received is £212k less than budget. Offset by £283k underspend on pay costs, primarily down to 11 current vacant posts, estimated to be filled from November. Number of posts on lower points of the scale and some staff working less hours than budgeted for.	-180
Revenues	984	-139	1,149	-136	168	£100k increase in bank charges over budget due to increased number of card payments. £106k one off essential software upgrade. Offset by short term vacant posts that are being covered by agency following failure to recruit, along with 3 recent vacant posts that are estimated to be filled from November.	195
Other variances					-2		1
Grand Total					-739		-794

Department for Education & Children
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CORPORATE PERFORMANCE & RESOURCES 13th DECEMBER 2022

Division	Working Budget				Forecasted				Aug 2022 Forecasted Variance for Year £'000	June 2022 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Schools Delegated Budgets	149,922	-21,887	0	128,035	157,572	-21,887	0	135,685	7,650	8,400
Transfer from Reserves				0		-7,650		-7,650	-7,650	-8,400
Director & Strategic Management	2,692	0	-109	2,583	1,867	0	-109	1,758	-825	-957
Education Services Division	5,068	-1,332	17,587	21,323	7,704	-2,801	17,587	22,490	1,167	963
Access to Education	3,496	-103	1,339	4,733	11,501	-7,295	1,339	5,545	812	1,245
School Improvement	2,271	-119	460	2,613	3,612	-1,447	460	2,624	12	16
Curriculum & Wellbeing	6,787	-1,467	895	6,216	9,731	-4,267	895	6,359	143	232
Children's Services	27,668	-8,510	2,734	21,892	33,487	-11,054	2,734	25,168	3,276	2,355
TOTAL excluding schools	47,982	-11,530	22,906	59,359	67,901	-26,863	22,906	63,944	4,585	3,854
GRAND TOTAL	197,905	-33,417	22,906	187,394	225,473	-56,400	22,906	191,980	4,585	3,854

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Main Variances

CORPORATE PERFORMANCE & RESOURCES 13th DECEMBER 2022

Division	Working Budget		Forecasted		Aug 2022	Notes	June 2022
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Director & Strategic Management							
Director & Management Team	2,321	0	1,504	0	-817	Growth & remainder of budget held back from budget review 2021/22 - to be allocated by Director to service pressures below	-953
Other variances					-8		-4
Education Services Division							
School Redundancy & EVR	2,133	0	2,029	0	-104	Commitments are based on known redundancies at this time and therefore forecast is subject to fluctuation	-96
Additional Learning Needs	2,461	-1,332	4,730	-2,330	1,271	£1,000k overspend relates to Statementing. £317k for increased number of children placed Out of County.	1,059
Access to Education							
School Admissions	420	0	372	0	-48	Part year vacant posts currently being recruited to	-49
School Modernisation	142	0	251	-41	67	£58k closed schools & £9k additional transport costs following school reorganisations	45
School Meals & Primary Free Breakfast Services	2,934	-103	10,878	-7,254	793	Based on existing costs and income levels for school meals £650k. Primary breakfast contributions for care element shortfall £90k & increased costs of food & labour £53k. Does not reflect any forecasting regarding UPFSM.	1,250
School Improvement							
Other variances					12		16
Curriculum and Wellbeing							
Music Services for Schools	333	0	1,582	-1,222	27	SLA income insufficient to cover core staffing costs to deliver this SLA provision. However, this has been reduced by utilising grant funding to support core costs.	46
Education Other Than At School (EOTAS)	3,406	-226	4,093	-667	244	Overspend on salaries, due to current staffing level pressures and high agency costs.	255
Youth Support Service & Participation	1,178	-157	1,596	-705	-130	Underspend due to a number of vacancies, delays in recruitment and additional short term grants being utilised.	-15
School Information Systems	370	-28	343	-28	-27	Part year vacant posts being reviewed as part of current restructure	-68
Other variances					29		14

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Main Variances

CORPORATE PERFORMANCE & RESOURCES 13th DECEMBER 2022

Division	Working Budget		Forecasted		Aug 2022	Notes	June 2022
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Children's Services							
Commissioning and Social Work	7,814	-109	8,824	-161	957	Increased agency staff costs forecast - £463k re additional demand & difficulty recruiting permanent staff, additional demand forecast for assistance to clients and their families £150k and legal costs £378k with additional external provision due to increased complexity of cases. This is partly offset by other net savings - £34k, mainly on staffing budget due to vacancies - not able to recruit.	627
Corporate Parenting & Leaving Care	1,037	-124	943	-124	-94	Maximisation of grant income supporting priorities the service had already identified and have staff working on.	-132
Fostering & Other Children Looked After Services	4,271	0	4,849	0	579	Increase in Special Guardianship Orders (SGO's) £30k, increased fostering costs including transport to school costs £36k re demand & increased fuel costs, enhancement costs re more complex children in placements £41k, boarded out costs re demand, allowance increases and additional payments due to connected carers £161k, one off IT equipment purchases for Carers £36k and cost of an extension for 1 family £32k, promotion & marketing costs £20k. In addition, specialist support (mainly agency staff) needed for 1 young person with highly complex needs - £223k.	469
Adoption Services	564	0	1,242	-507	170	Increased staffing costs, including agency staff re ongoing service demands and maternity leave cover required for 3 members of the team - £135k. Also, more therapy services being used to help placements remain stable - £35k.	71
Out of County Placements (CS)	330	0	1,242	-31	881	3 new highly complex placements in 22/23 - 1 additional placement since June forecast.	611
Residential Units	669	-365	1,850	-1,082	464	£295k forecast overspend at the new Ty Magu Residential Unit - increased staffing costs re complex placements - £254k and estimated running costs - £41k, with no allocated budget or grant funding currently available for these non-staff costs. £169k in relation to Garreglwyd - non achievement of efficiency saving in relation to selling places / beds to other counties. This projected outturn position assumes £505k income from Hywel Dda University Health Board.	347
Short Breaks and Direct Payments	655	-59	1,091	-61	434	Increased demand for Direct Payments since change in legislation, further pressures linked to COVID19 & lack of commissioned services available £266k. Increased demand for 1-2-1 support under Short Breaks due to lack of available location based services £168k.	440
Other Family Services incl Young Carers and ASD	946	-577	1,029	-763	-103	Maximisation of grant income, partially offsetting overspends elsewhere within the division.	-86

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Main Variances

CORPORATE PERFORMANCE & RESOURCES 13th DECEMBER 2022

Division	Working Budget		Forecasted		Aug 2022	Notes	June 2022
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Children's Services Mgt & Support (inc Eclipse)	1,165	-164	1,405	-447	-44	1 member of staff on long term sick leave, no pay currently forecast from December 2022 onwards - £26k, 1 member of staff reducing their hours - £9k and 1 member of staff budgeted at top of grade, but currently on bottom point as newly appointed - £9k.	-26
Educational Psychology	1,074	-184	1,398	-464	44	Ongoing demand for additional staff, partly arising from COVID19 pandemic.	37
Other Variances					-12		-3
Grand Total					4,585		3,854

Environment Department
Budget Monitoring - as at 31st August 2022

CORPORATE PERFORMANCE & RESOURCES 13th DECEMBER 2022

Division	Working Budget				Forecasted				Aug 2022 Forecasted Variance for Year £'000	June 2022 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Business Support & Performance	4,273	-3,878	492	887	4,416	-3,959	492	949	62	52
Waste & Environmental Services	28,964	-4,795	1,399	25,568	29,029	-4,978	1,399	25,451	-117	-187
Highways & Transportation	56,630	-32,886	10,132	33,875	56,577	-32,071	10,132	34,638	762	1,011
Property	40,945	-39,970	899	1,874	47,920	-47,356	899	1,463	-411	-19
Place and Sustainability	5,305	-2,056	330	3,579	5,154	-2,203	330	3,281	-298	-311
GRAND TOTAL	136,117	-83,585	13,252	65,784	143,096	-90,567	13,252	65,781	-2	545

Environment Department - Budget Monitoring - as at 31st August 2022

Main Variances

CORPORATE PERFORMANCE & RESOURCES 13th DECEMBER 2022

Division	Working Budget		Forecasted		Aug 2022	Notes	June 2022
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Business Support & Performance							
Facilities Management - Building Cleaning	4,311	-3,783	4,414	-3,873	14	Additional resource (agency) required to cover sickness. Issues retaining and recruiting staff are leading to additional pressures.	33
Operational Training	40	-59	40	-50	10	Income shortfall due to staff sickness	9
Departmental - Core	45	0	78	0	32	£14k health and wellbeing staff; £19k estimated recruitment costs for Director post	8
Other variances					6		1
Waste & Environmental Services							
Waste & Environmental Services Unit	-12	0	-81	-0	-70	Interim staffing complement, recruitment will be reviewed in the Autumn.	-73
SAB - Sustainable Drainage approval Body Unit	132	-134	130	-92	40	Anticipated income not materialised - dependent on number of submissions and market buoyancy of development projects	25
Environmental Enforcement	589	-19	560	-18	-28	Underspend relates to vacated post. Work underway to assess future needs.	-62
Green Waste Collection	574	-446	622	-540	-47	Increased customer base	-56
Other variances					-13		-21
Highways & Transportation							
Departmental Pooled Vehicles	0	0	17	0	17	Under-utilisation of pool vehicles	16
Passenger Transport	5,147	-3,145	5,380	-3,378	0		-0
School Transport	12,534	-946	13,221	-1,046	587	£354k estimated additional cost of fuel price increases, £233k estimated additional tender price increases.	587
Traffic Management	553	-162	920	-606	-78	Net increase in Traffic Regulation orders income	-9
Car Parks	2,108	-3,340	1,877	-2,702	407	Parking income not achieving income targets due to reduced footfall in town centres. WG reimbursement is no longer available. Please note £125k efficiency for increasing charges and an additional £72k validation applied to budget.	688
Nant y Ci Park & Ride	85	-34	129	-60	19	Reduced demand on the service	12
Road Safety	248	-5	165	-1	-78	Vacant post estimated to be filled in November, reduced hours for another post and an estimated £40k officers time recharged to grants	-79
School Crossing Patrols	160	0	134	0	-26	Several posts have become vacant and will not be refilled	-26
Highway Lighting	2,611	-1,221	2,223	-861	-28	Vacant Assistant Public Lighting Engineer post estimated to be filled by December 2022	-28
Public Rights Of Way	1,057	-75	977	-61	-66	Savings on pay due to reduced hours; vacancies during the first and second quarters	-121
Other variances					7		-29

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Main Variances

CORPORATE PERFORMANCE & RESOURCES 13th DECEMBER 2022

Division	Working Budget		Forecasted		Aug 2022	Notes	June 2022
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Property							
Property Division Business Unit	140	0	0	0	-140	No commitment for HOS post	-140
Property Maintenance Operational	27,989	-28,939	35,884	-37,205	-371	Estimated sub-contractor costs based on 81% of works programme, this may vary as the year progresses	-0
Pumping Stations	55	0	101	0	46	Additional cost due to further testing at Llandovery pumping station	0
Design Services CHS Works	4,232	-4,437	3,768	-4,011	-37	Based on current programme of works	121
Property Design - Business Unit	2,970	-3,338	3,513	-3,791	90	Purchasing of equipment to facilitate hybrid working and return to the office. Increased non chargeable time due to increased leave	0
Place and Sustainability							
Planning Admin Account	331	-17	408	-116	-22	Due to underspend on supplies & services	-9
Building Control	687	-509	660	-429	53	Income shortfall offset by vacant post estimated to be filled in November	25
Minerals	333	-198	294	-172	-14	Due to vacant post estimated to be filled in November	-7
Development Management	1,839	-948	1,715	-1,087	-263	£252k underspend on pay costs, four estimated to be filled from November, no commitment for fifth, offset by additional agency, fees & travel	-159
Conservation	485	-13	457	-13	-27	Some officers not on top of grade	-24
Net Zero Carbon Plan	135	0	112	0	-23	Carbon Reduction officer post vacant for first 5 months of this financial year	-55
Other Variances					-2		-82
Grand Total					-2		545

Corporate Performance & Resources Scrutiny Report
Budget Monitoring as at 31st August 2022 - Detail Monitoring

Division	Working Budget				Forecasted				Aug 2022 Forecasted Variance for Year £'000	Notes	Jun 2022 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000			
Chief Executive											
Chief Executive-Chief Officer	240	0	-260	-20	215	0	-260	-45	-26	Savings on supplies & services	-24
Chief Executive Business Support Unit	618	0	-585	34	503	-4	-585	-85	-119	3 staff on secondment, savings on supplies & services £15k.	-121
Chief Executive Total	859	0	-845	14	718	-4	-845	-130	-144		-145
People Management											
TIC Team	242	-61	-221	-40	236	-61	-221	-46	-6		1
Agile Working Project	0	0	0	0	66	0	0	66	66	Unfunded post	66
SCWDP	738	-417	1	322	751	-430	1	322	-0		-0
Practice Placements	68	-67	0	1	79	-78	0	1	0		-0
Health & Social Care Induction Training Pilot	0	0	0	0	12	-12	0	0	0		0
Business & Projects Support	255	0	-275	-21	260	0	-275	-15	5		5
Payroll	662	-365	-285	11	732	-355	-285	92	80	Past year staffing efficiencies not being met	35
People Services – HR	1,174	-275	-786	113	1,263	-282	-786	195	83	Temporary additional resource to deal with increased recruitment.	111
Employee Well-being	815	-359	-423	33	820	-353	-423	44	11	Shortfall on budgeted external SLA income.	27
Organisational Development	454	-40	-498	-84	527	-7	-498	22	106	Training efficiency target not currently being met (£33k). Investors in people assessment one off costs of £26k, Unfunded Welsh Language post previously funded from Risk Management fund.	108
Employee Services – HR/Payroll Support	142	0	-132	11	150	0	-132	18	7		7
School Staff Absence Scheme	0	0	0	0	172	-172	0	0	0		-0
DBS Checks	129	0	0	129	104	-1	0	103	-26	Review of DBS checks process & budget to be undertaken	-26
People Management Total	4,680	-1,585	-2,619	476	5,173	-1,751	-2,619	803	326		333
ICT & Corporate Policy											
Information Technology	5,643	-921	-3,846	876	5,540	-887	-3,846	808	-68	Vacant posts during year. 5 currently vacant, estimated to be filled from November.	-39
Welsh Language	125	-11	-153	-39	126	-11	-153	-38	1		-0
Chief Executive-Policy	722	-32	-786	-96	707	-39	-786	-118	-23	Vacant posts in early part of year, now mostly filled. One currently vacant, estimated to be filled from November.	-38
Public Services Board	6	0	0	6	6	0	0	6	0		0
Armed Forces Covenant Scheme	0	0	0	0	57	-57	0	0	0		0
Armed Forces Veterans Hub	0	0	0	0	1	-1	0	-0	-0		0
Armed Forces and Remembrance	5	0	0	5	5	0	0	5	0		0
Total ICT & Corporate Policy	6,500	-964	-4,785	752	6,442	-995	-4,785	662	-90		-77

Corporate Performance & Resources Scrutiny Report
Budget Monitoring as at 31st August 2022 - Detail Monitoring

Division	Working Budget				Forecasted				Aug 2022 Forecasted Variance for Year £'000	Notes	Jun 2022 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000			
Admin and Law											
Democratic Services	2,133	-290	2,372	4,216	1,991	-315	2,372	4,047	-168	Underspend on members pay and allowances £125k, travelling costs £17k, along with an additional £26k of income for work undertaken for the HRA.	-206
Democratic Services - Support	526	0	-494	32	507	-30	-494	-17	-49	Additional income for work undertaken for the Wales pension partnership £21k & PCC £8k, savings on supplies & services £20k.	-44
Corporate Management	0	0	296	296	0	0	296	296	0		0
Civic Ceremonial	25	0	21	45	21	0	21	42	-4		-5
Land Charges	103	-275	20	-152	96	-233	20	-117	35	Shortfall in income due to low demand for searches	55
Police and Crime Commissioner	0	0	0	0	72	-72	0	0	0		0
Legal Services	2,092	-273	-1,511	307	2,058	-275	-1,511	272	-35	Vacancies in early part of the year now filled. 1 current vacancy estimated to be filled from November.	-55
Central Mailing	46	0	1	47	31	-8	1	24	-23	Saving on franking machine leasing costs	-22
Admin and Law Total	4,926	-838	703	4,791	4,776	-932	703	4,547	-244		-277
Marketing & Media											
Marketing and Media	409	-171	-213	25	430	-32	-213	185	161	Overspend on salaries pending divisional realignment. Loss of income streams from external partners (e.g. ERW £80k). Looking at alternative potential partnership arrangements	168
Translation	595	-53	-502	40	473	-53	-502	-81	-122	2 vacant posts pending divisional realignment & number of staff working reduced hours, savings on supplies & services.	-117
Customer Services Centres	1,203	-362	-762	79	959	-358	-762	-162	-240	Part year vacancies in Contact Centre and Hwbs. Constantly out to advert due to difficulty in filling posts.	-160
Yr Hwb, Rhydaman a Llanelli	174	-96	8	87	73	-53	8	29	-58	2 vacant posts pending divisional realignment, offset partly by less income from decreased demand for desk rent space.	-57
Marketing Tourism Development	405	-5	37	436	404	-5	37	436	-0		-0
Visitor Information	0	0	0	0	0	0	0	0	0		0
Events	40	-26	2	16	40	-26	2	16	-0		-0
Total Marketing & Media	2,826	-713	-1,430	683	2,380	-526	-1,430	424	-259		-165
Statutory Services											
Elections-County Council	110	0	129	238	110	0	129	238	-0		-0
Elections-Community Council	0	0	0	0	17	-17	0	-0	-0		-0
Registration Of Electors	176	-3	243	416	208	-35	243	416	0		-52
Registers	525	-343	192	374	577	-498	192	271	-104	Increase in anticipated income due to large number of ceremonies taking place.	-115
Comptrollers	369	0	8	377	366	0	8	374	-3		-15
Electoral Services - Staff	265	0	-291	-26	220	0	-291	-71	-45	1 post currently vacant, unlikely to be filled until January.	-23
Statutory Services Total	1,444	-346	281	1,380	1,498	-550	281	1,229	-151	Another vacant post in first half of year has now been filled.	-206

Corporate Performance & Resources Scrutiny Report
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Division	Working Budget				Forecasted				Aug 2022 Forecasted Variance for Year £'000	Notes	Jun 2022 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000			
Regeneration & Property											
Regeneration Management	308	0	38	346	310	0	38	348	1		1
Parry Thomas Centre	37	-37	11	11	38	-38	11	11	0		-0
Betws wind farm community fund	87	-87	1	1	87	-86	1	1	0		0
Welfare Rights & Citizen's Advice	161	0	2	162	161	0	2	162	0		-0
Llanelli Coast Joint Venture	150	-150	5	5	155	-155	5	5	-0		-0
Business Grants	0	0	0	0	188	-188	0	0	0		0
Town Centres	405	0	6,307	6,712	405	0	6,307	6,712	0		0
Econ Dev-Llanelli, C Hands, Coastal, Business, Inf & Ent	470	0	89	558	470	0	89	558	0		0
Community Development and External Funding	545	0	89	635	529	0	89	618	-16	3 posts have recently become vacant. Estimated to be filled from December	0
Food Banks	0	0	0	0	3	-3	0	-0	-0		3
Kickstart	0	0	0	0	122	-122	0	0	0		0
Transforming Towns Business Fund	0	0	0	0	23	-23	0	0	0		0
Wellness	275	0	19	294	275	0	19	294	-0		0
City Deal	0	0	24	24	-0	0	24	24	-0		0
SBCD - Digital Infrastructure	0	0	0	0	295	-295		0	0		0
SBCD - Skills and Talent	0	0	0	0	149	-149		0	0		0
Property	1,195	-91	-1,251	-146	1,079	-12	-1,251	-183	-37	4 posts currently vacant estimated to be filled from November. These vacancies and an underspend on supplies and services are covering a shortfall on income generated from external work undertaken.	5
Commercial Properties	34	-463	537	108	108	-563	537	82	-26	Occupancy levels relatively high	-25
Provision Markets	623	-556	376	443	589	-532	376	434	-9		9
Asset Transfers	0	0	0	0	39	-39	0	-0	-0		-0
Asset Sales	20	0	0	20	20	0	0	20	0		0
Operational Depots	356	0	-326	30	357	0	-326	31	1		-5
Administrative Buildings	3,399	-796	-3,111	-508	3,373	-778	-3,110	-516	-8		-1
Industrial Premises	494	-1,519	940	-85	520	-1,567	940	-107	-21	Occupancy levels relatively high	-16
The Beacon	164	-144	50	70	162	-142	50	70	-0		0
County Farms	79	-351	428	156	82	-308	428	202	46	Income target not met due to current economic climate, as no scope to increase tenancy agreements at the moment	43
Livestock Markets	62	-114	3	-48	21	-78	3	-54	-5		35
Externally Funded Schemes	8,214	-8,210	323	327	8,160	-8,156	323	327	-0		0
Regeneration & Property Total	17,076	-12,518	4,555	9,114	17,719	-13,235	4,555	9,039	-74		47

Corporate Performance & Resources Scrutiny Report
Budget Monitoring as at 31st August 2022 - Detail Monitoring

Division	Working Budget				Forecasted				Aug 2022 Forecasted Variance for Year £'000	Notes	Jun 2022 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000			
Financial Services											
Corporate Services Management Team	510	-142	-422	-54	545	-176	-422	-54	0		-7
Accountancy	1,877	-478	-1,253	146	1,855	-447	-1,253	155	9		0
Treasury and Pension Investment Section	277	-200	-70	7	270	-217	-70	-18	-25	Additional income for work undertaken for Wales Pension Partnership	-25
Grants and Technical	357	-114	-218	25	282	-52	-218	11	-14	Vacant post estimated to be filled (est December)	-18
Payroll Control	97	0	-88	9	97	0	-88	10	0		0
Payments	581	-79	-457	44	512	-79	-457	-24	-68	5 Vacant posts estimated to be filled from November	-14
Pensions	1,555	-1,469	-58	28	1,366	-1,280	-58	28	0		0
Audit Fees	325	-96	4	234	300	-96	4	209	-25	A proportion of audit fees are chargeable directly to grants	-25
Bank Charges	66	0	1	67	57	0	1	58	-9		-7
Wales Pension Partnership	88	-86	0	3	74	-71	0	3	0		0
Miscellaneous Services	10,016	-125	1,698	11,589	9,644	-81	1,698	11,260	-329	£329k underspend on pre LGR pension costs	-324
Financial Services Total	15,750	-2,788	-863	12,098	15,001	-2,499	-863	11,638	-460		-419
Revenues & Financial Compliance											
Procurement	638	-36	-551	51	600	-36	-551	13	-38	Savings from staff member working reduced hours and a number of posts currently at lowest point on the salary scale	-36
Audit	511	-20	-463	27	491	-40	-463	-12	-40	1 vacant post estimated to be filled in November, 1 recently filled post and one post working at reduced hours	-56
Risk Management	158	-1	-149	9	159	-1	-149	10	1		1
Business Support Unit	149	0	-81	68	146	0	-81	65	-3		0
Corporate Services Training	62	0	-59	3	52	0	-59	-7	-11	Less planned training during the year	-4
Local Taxation	986	-763	528	750	974	-802	528	700	-50	Savings on 4 vacant posts to date. Two have been filled, and two remain vacant and are being covered by agency following failure to recruit.	-63
Council Tax Reduction Scheme	17,249	0	78	17,327	17,008	0	78	17,086	-241	Underspend based on latest demand figures.	-241
Rent Allowances	41,323	-41,540	1,495	1,278	37,206	-37,311	1,495	1,390	112	Projections on expenditure based on 2021/22 claims	112
Rates Relief	289	0	5	294	184	0	5	190	-105	Low take-up anticipated in 2022/23. Based on current demand.	-105
Housing Benefits Admin	1,750	-753	-877	120	1,538	-615	-877	46	-74	Admin grant received is £212k less than budget. Offset by £283k underspend on pay costs, primarily down to 11 current vacant posts, estimated to be filled from November. Number of posts on lower points of the scale and some staff working less hours than budgeted for.	-180
Revenues	984	-139	-755	90	1,149	-136	-755	258	168	£100k increase in bank charges over budget due to increased number of card payments. £106k one off essential software upgrade. Offset by short term vacant posts that are being covered by agency following failure to recruit, along with 3 recent vacant posts that are estimated to be filled from November.	195
Revenues & Financial Compliance Total	64,099	-43,252	-830	20,018	59,508	-38,940	-830	19,739	-279		-375
TOTAL FOR CORPORATE PERFORMANCE & RESOURCES	118,160	-63,002	-5,832	49,326	113,215	-59,432	-5,832	47,951	-1,376		-1,284

Capital Programme 2022/23							
Capital Budget Monitoring - Report for August 2022							
	Working Budget			Forecasted			Variance for Year
Department	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000	
Public Housing	49,711	-15,330	34,381	39,254	-16,711	22,543	-11,838
Private Housing	3,956	-368	3,588	3,336	-368	2,968	-620
Leisure	3,737	-1,248	2,489	3,251	-498	2,753	264
Social Care	397	0	397	388	-56	332	-65
Environment	42,525	-14,451	28,074	31,427	-12,120	19,307	-8,767
Education & Children	72,928	-42,559	30,369	21,972	-7,725	14,247	-16,122
Chief Executive	3,462	0	3,462	1,967	-50	1,917	-1,545
Regeneration	89,356	-43,385	45,971	28,897	-14,671	14,226	-31,745
TOTAL	266,072	-117,341	148,731	130,492	-52,199	78,293	-70,438

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Capital Programme 2022/23								
Capital Budget Monitoring - Report for August 2022 - Main Variances								
DEPARTMENT/SCHEMES	Working Budget			Forecasted			Variance for Year £'000	Comment
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000		
COMMUNITIES								
- Public Housing	49,711	-15,330	34,381	39,254	-16,711	22,543	-11,838	
Sewage Treatment Works Upgrading	20	0	20	5	0	5	-15	
Internal and External Works (Property)	19,557	0	19,557	15,543	-1,282	14,261	-5,296	Void Project is accelerated but there is supply chain issues with other schemes.
Environmental Works (Housing Services)	450	0	450	450	0	450	0	
Adaptations and Equalities Works (Building Services)	2,000	0	2,000	2,000	0	2,000	0	
Programme Delivery and Strategy	1,056	0	1,056	1,130	0	1,130	74	
Housing Development Programme	25,527	0	25,527	18,882	-99	18,783	-6,744	Continuing supply chain issues. The purchase of new properties also depends on the supply in the market for suitable properties in areas of demand.
Retrofit and Decarbonisation	1,101	0	1,101	1,245	0	1,245	144	Additional costs because of inflationary pressures.
MRA and IHP Grants Income	0	-15,330	-15,330	0	-15,330	-15,330	0	
- Private Housing	3,956	-368	3,588	3,336	-368	2,968	-620	
Disabled Facilities Grant (DFG)	2,966	0	2,966	2,346	0	2,346	-620	Delivery will be constrained by contractor capacity.
ENABLE - Adaptations to Support Independent Living	368	-368	0	368	-368	0	0	
Empty Properties Initiatives	622	0	622	622	0	622	0	
- Leisure	3,737	-1,248	2,489	3,251	-498	2,753	264	
Amman Valley Leisure Centre Masterplan	1,050	0	1,050	1,500	0	1,500	450	Accelerated works funded by 2023/24 budget. Additional spend in 2022/23 will be covered by variances in year.
Oriol Myrddin Redevelopment	1,724	-1,000	724	725	-250	475	-249	Slip to 2023/24
Libraries & Museums	400	0	400	383	0	383	-17	Variance available for other projects.
Burry Port Harbour Walls	34	0	34	34	0	34	0	
Country Parks	529	-248	281	609	-248	361	80	£79k additional spend on Morfa Bacas subject to an additional funding bid report.
- Social Care	397	0	397	388	-56	332	-65	Slippage on the Learning Disability Accommodation.
ENVIRONMENT	42,525	-14,451	28,074	31,427	-12,120	19,307	-8,767	
Highways & Infrastructure	35,224	-14,451	20,773	25,369	-12,120	13,249	-7,524	Main Variances: -£1,673k Fleet Replacement Programme - slipped to 2023/24; -£146k against Murray Street Car Park which is needed for future works; -£780k Waste Strategy - Programme will be delivered in future years; £154k Trebeddrod Reservoir - additional works; Cross Hands EDR £103k - additional costs; £5,407k Towy Valley Path - delays with land acquisition.
Property	7,301	0	7,301	6,058	0	6,058	-1,243	Slippage to programme of works at County Hall and Ty Elwyn.

Capital Programme 2022/23								
Capital Budget Monitoring - Report for August 2022 - Main Variances								
DEPARTMENT/SCHEMES	Working Budget			Forecasted			Variance for Year £'000	Comment
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000		
EDUCATION & CHILDREN	72,928	-42,559	30,369	21,972	-7,725	14,247	-16,122	
Schools: General Projects, including Equality Act Works, Bus Bays, Mobile Class Provision	2,167	0	2,167	2,117	0	2,117	-50	Variance to fund retentions on Dyffryn Aman
Sustainable Communities for Learning - Band A - Design Stage Schemes	200	0	200	102	0	102	-98	Delays with acquiring land for Laugharne Primary School. Slippage on Rhydygors.
Sustainable Communities for Learning - Band A - WG FBC Approved Schemes	4,476	0	4,476	4,415	0	4,415	-61	
Sustainable Communities for Learning - Band B - Design Stage Schemes	870	0	870	950	0	950	80	Design of Gwenllian £80k.
Sustainable Communities for Learning - Band B - WG FBC Approved Schemes	8,823	0	8,823	5,974	0	5,974	-2,849	Pembrey slip to 2023/24
Infant Class Size	0	0	0	140	0	140	140	Penygroes costs covered by MEP match funding.
Welsh Language Immersion Centres	4,187	-4,187	0	70	-50	20	20	New award of funding for Strade Welsh Immersion Centre and additional classroom capacity to be phased over future years. Additional costs against Maes y Gwendraeth covered by MEP match funding.
School Buildings - Education Capital Grants - including Capital Maintenance, Rollout of free school meals and Use of facilities by the Community	6,101	-1,256	4,845	6,263	-1,418	4,845	0	
Flying Start Capital Expansion Programme	214	-214	0	252	-251	1	1	
Childcare Offer Places	658	-658	0	895	-895	0	0	
Play Opportunities Grant Projects	10	0	10	10	0	10	0	
Rhydygors Intermediate Care Project	734	0	734	734	0	734	0	
MEP Income - Sustainable Communities for Learning Grant	0	-5,402	-5,402	0	-5,111	-5,111	291	Change in income for Pembrey due to reprofiling
Sustainable Communities For Learning - Match Funding Budget	44,488	-30,842	13,646	0	0	0	-13,646	Programme under development. Funding to slip to future years.
Other Projects with Minor Variances	0	0	0	50	0	50	50	Other minor projects, retentions.
CHIEF EXECUTIVE	3,462	0	3,462	1,967	-50	1,917	-1,545	
IT Strategy Developments	1,670	0	1,670	599	0	599	-1,071	Slip to 2023/24.
Purchase of Grillo Site, Burry Port	414	0	414	0	0	0	-414	Saving against the purchase of the site.
Block 3, St David's Park	1,292	0	1,292	1,292	0	1,292	0	
Glanamman Industrial Estate Redevelopment	85	0	85	25	0	25	-60	Negative slippage - funding to be identified.
Rural Estates	1	0	1	1	0	1	0	
Other Projects with Minor Variances	0	0	0	50	-50	0	0	

Capital Programme 2022/23								
Capital Budget Monitoring - Report for August 2022 - Main Variances								
DEPARTMENT/SCHEMES	Working Budget			Forecasted			Variance for Year £'000	Comment
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000		
REGENERATION	89,356	-43,385	45,971	28,897	-14,671	14,226	-31,745	
Swansea Bay City Region Projects	55,194	-34,013	21,181	10,117	-10,117	0	-21,181	
County Wide Regeneration Funds	4,859	0	4,859	1,383	0	1,383	-3,476	
Cross Hands East Strategic Employment Site Phase 1	567	0	567	567	0	567	0	
Cross Hands East Phase 2	95	-6	89	30	-6	24	-65	
Cross Hands East Plot 3 Development	6,902	-3,250	3,652	6,902	-3,250	3,652	0	
Carmarthen Town Regeneration - Jacksons Lane	5	0	5	5	0	5	0	
Carmarthen Old Town Quarter	691	0	691	25	0	25	-666	Detailed design to follow Greening Infrastructure masterplan outcome.
Pendine Iconic International Visitors Destination	2,183	0	2,183	2,383	-200	2,183	0	
Llandeilo Market Hall	3,484	0	3,484	3,484	0	3,484	0	
Ammanford Regeneration Development Fund	280	0	280	128	0	128	-152	Delays because of changes to State Aid rules following Brexit.
Town Centre Loan Scheme	1,400	0	1,400	1,400	0	1,400	0	
TRI Strategic Projects - Market Street North	1,788	0	1,788	10	0	10	-1,778	Project called in by Welsh Government planning division.
TRI Strategic Projects - Former YMCA Building, Stepney Street, Llanelli	884	0	884	884	0	884	0	
Transforming Town Centres Strategic Projects	1,410	0	1,410	0	0	0	-1,410	Slip to 2023/24. To be applied against projects in the Transforming Towns Programme.
Business Support for Renewable Energy Initiatives	500	0	500	250	0	250	-250	Slip to 2023/24.
Ten Towns Growth Plan	1,000	0	1,000	350	0	350	-650	Town Working Groups developing projects. Relies on third parties to deliver.
Place Making	1,680	-925	755	4	0	4	-751	Project Slipped.
Levelling Up Fund Projects	6,192	-5,141	1,051	850	-850	0	-1,051	Carmarthenshire West and Pembrokeshire South Levelling up. Covered from underspends in other projects in 2021/22. Negative slippage to future years.
Other Projects	242	-50	192	125	-248	-123	-315	Llanelli JV, Brilliant Basics.
TOTAL	266,072	-117,341	148,731	130,492	-52,199	78,293	-70,438	

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Chief Executive
Capital Budget Monitoring - Scrutiny Report For August 2022

Scheme	Target Date for Completion	Working Budget			Forecasted		
		Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
Acquisitions of County Buildings		414	0	414	0	0	0
Purchase of Grillo Site, Burry Port	Complete	414	0	414	0	0	0
St David's Park	Complete	1,292	0	1,292	1,292	0	1,292
St David's Block 3		1,292	0	1,292	1,292	0	1,292
Rural Estates Capital Schemes	Mar'23	1	0	1	1	0	1
House Improvements - Farms		1	0	1	1	0	1
Industrial Redevelopments	Complete	85	0	85	25	0	25
Glanamman Industrial Estate Redevelopment		85	0	85	25	0	25
Covid-19 - Field Hospitals		0	0	0	50	-50	0
Covid-19 - Field Hospitals		0	0	0	50	-50	0
IT Strategy Developments	Ongoing	1,670	0	1,670	599	0	599
Digital Transformation		469	0	469	279	0	279
PSBA Network		142	0	142	20	0	20
Strategic Digital Initiatives		193	0	193	38	0	38
Corporate Wifi Environment/Meraki Broadband Hardware		205	0	205	92	0	92
Data Centre and Power		29	0	29	15	0	15
Voice Infrastructure		164	0	164	45	0	45
HWB for Schools Infrastructure Grant		374	0	374	60	0	60
Information Security and Governance		94	0	94	50	0	50
NET BUDGET		3,462	0	3,462	1,967	-50	1,917

Variance for Year £'000	Comment
-414	
-414	
0	Subject to contractor appointment and renewed lease agreement with tenant.
0	
0	
0	
-60	
-60	
0	
0	
-1,071	Slip to 2023/24.
-190	
-122	
-155	
-113	
-14	
-119	
-314	
-44	
-1,545	

Regeneration

Capital Budget Monitoring - Scrutiny Report For August 2022

Scheme	Target Date for Completion	Working Budget			Forecasted		
		Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
Llanelli JV General	Ongoing	7	0	7	22	-15	7
Llanelli JV General		7	0	7	22	-15	7
Swansea Bay City Region Projects	Ongoing	55,194	-34,013	21,181	10,117	-10,117	0
SB City Region - Pentre Awel - Phase 1		36,100	-32,013	4,087	6	-10,117	-10,111
SB City Region - Pentre Awel - Ecology Pre-Commencement Work		0	0	0	10,111	0	10,111
SB City Region - Pentre Awel - Ecology Pre-Commencement Wstage		0	0	0	0	0	0
Swansea Bay City Region - Llanelli Leisure Centre - New Development		17,094	0	17,094	0	0	0
SB City Region - Digital Project		0	0	0	0	0	0
SB City Region - Yr Egin		2,000	-2,000	0	0	0	0
County Wide Regeneration Funds	Ongoing	4,859	0	4,859	1,383	0	1,383
Transformation Strategy Project Fund		233	0	233	233	0	233
Rural Enterprise Fund		1,715	0	1,715	250	0	250
Transformation Commercial Property Development Fund		2,911	0	2,911	900	0	900
Business Flood Relief & Infrastructure Fund		0	0	0	0	0	0
Llanelli, Cross Hands & Coastal Belt Area		7,564	-3,256	4,308	7,499	-3,256	4,243
Cross Hands East Strategic Employment Site Ph1	Complete	567	0	567	567	0	567
Cross Hands East Plot 3 Development	Mar '23	6,902	-3,250	3,652	6,902	-3,250	3,652
Cross Hands East Phase 2	Dec '22	95	-6	89	30	-6	24
Ammanford, Carmarthen & Rural Area		6,752	-50	6,702	6,134	-250	5,884
Carmarthen Town Regeneration - Jacksons Lane (81086)		5	0	5	5	0	5
Laugharne Carpark	Ongoing	9	0	9	9	0	9
Pendine Iconic International Visitors Destination	Dec '22	2,183	0	2,183	2,383	-200	2,183
Ammanford Regeneration Development Fund	Mar '23	280	0	280	128	0	128
Llandeilo Market Hall	Dec '22	3,484	0	3,484	3,484	0	3,484
Carmarthen Old Town Quarter Regeneration	Ongoing	691	0	691	25	0	25
Bright Basics Fund - Sustainable and Accessible Penrhine Sands	Jun'22	100	-50	50	100	-50	50
Town Centre Loan Scheme	Mar'22	1,400	0	1,400	1,400	0	1,400
Town Centre Loan Scheme (TCLS) - Y Linc Llanelli		1,400	0	1,400	1,400	0	1,400

Variance for Year £'000	Comment
0	Funded by JV.
0	
-21,181	Slip to 2023/24.
-14,198	
10,111	
0	
-17,094	
0	
0	
-3,476	
0	Funding transferred to Other Projects.
-1,465	Current round of grant awards complete. Balance of funds to be slipped to 2023/24 for future rounds.
-2,011	Current round of grant awards complete. Balance of funds to be slipped to 2023/24 for future rounds.
0	
-65	
0	
0	
-65	
-818	
0	
0	Funded by Reserve.
0	
-152	Delays because of changes to State Aid rules following Brexit.
0	
-666	Slip to 2023/24.
0	
0	
0	Loan negotiations ongoing.

Regeneration
Capital Budget Monitoring - Scrutiny Report For August 2022

		Working Budget			Forecasted		
Scheme	Target Date for Completion	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
Transforming Towns Strategic Projects (formerly		4,208	0	4,208	1,138	-183	955
TRI Strategic Projects - Market Street North	Ongoing	1,788	0	1,788	10	0	10
TRI Strategic Projects - Former YMCA Building, Stepney Street, Llanelli	Ongoing	884	0	884	884	0	884
Transforming Towns (Green Infrastructure & Biodiversity) - Llanelli Library Green Wall	Dec '22	98	0	98	227	-183	44
Transforming Towns (Green Infrastructure & Biodiversity) - Carregamman Car Park Enhancements	Complete	28	0	28	17	0	17
TRI Strategic Projects	Ongoing	1,410	0	1,410	0	0	0
Business Support for Renewable Energy Initiatives	Ongoing	500	0	500	100	0	100
Business Support for Renewable Energy Initiatives		500	0	500	100	0	100
Ten Town Growth Plan	Ongoing	1,000	0	1,000	250	0	250
Ten Town Growth Plan		1,000	0	1,000	250	0	250
Place Making	Ongoing	1,680	-925	755	4	0	4
Place Making		1,680	-925	755	4	0	4
Levelling Up Projects	Ongoing	6,192	-5,141	1,051	850	-850	0
Levelling Up Carmarthen West and South Pems		6,192	-5,141	1,051	850	-850	0
NET BUDGET		89,356	-43,385	45,971	28,897	-14,671	14,226

Variance for Year £'000	Comment
-3,253	Slipped to 2023/24.
-1,778	Project delayed. Slip to future years.
0	
-54	Slipped to 2023/24.
-11	
-1,410	Slipped to 2023/24.
-400	Slip to 2023/24.
-400	
-750	Town Working Groups developing projects. Relies on third parties to deliver.
-750	
-751	Project slipped.
-751	
-1,051	
-1,051	
-31,745	

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2022/23 Savings Monitoring Report
Corporate Performance & Resources Scrutiny Committee
13th December 2022

1 Summary position as at : 31st August 2022

£67 k variance from delivery target

	2022/23 Savings monitoring		
	2022/23	2022/23	2022/23
	Target	Delivered	Variance
	£'000	£'000	£'000
	Chief Executive	304	237
Corporate Services	180	180	0
	484	417	67

2 Analysis of delivery against target for managerial and policy decisions:

Managerial

£67 k Off delivery target

Policy

£0 k ahead of target

	MANAGERIAL			POLICY		
	2022/23	2022/23	2022/23	2022/23	2022/23	2022/23
	Target	Delivered	Variance	Target	Delivered	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
	Chief Executive	304	237	67	0	0
Corporate Services	180	180	0	0	0	0
	484	417	67	0	0	0

3 Appendix F (i) : Savings proposals not on target

Appendix F (ii) : Savings proposals on target (for information)

DEPARTMENT	2021/22 Budget	FACT FILE	2022/23 Proposed	2022/23 Delivered	2022/23 Variance	EFFICIENCY DESCRIPTION	REASON FOR VARIANCE
	£'000		£'000	£'000	£'000		

Managerial - Off Target

Chief Executive

People Management division	2,767	Includes Payroll, People Services, Organisational Development, Employee Wellbeing , HR Development Team, Business and Project Support	67	0	67	Focus is going to be on delivering the targets based on the realignment of OD, together with some additional income generation right across the division, this proving to be difficult as only have the staffing budgets to yield the efficiencies, and that is becoming more difficult as each year passes.	Savings not yet progressed
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Chief Executive Total			67	0	67		
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Policy - Off Target

NOTHING TO REPORT

DEPARTMENT	2021/22 Budget	FACT FILE	2022/23 Proposed	2022/23 Delivered	2022/23 Variance	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	

Managerial - On Target

Chief Executive

Chief Executive, Business and Executive Support	237	Office of the Chief Executive, business and executive support	20	20	0	Reduction in supplies, e.g. photocopying / postages / vehicle hire & others.
Information Technology	4,088	ICT Services underpins and contributes towards all that the Council delivers both internally as an organisation and externally to service users and communities, independently or in partnership. It is a vital function providing innovative opportunities for improving services and achieving our priorities in an efficient and effective way. IT Services is pivotal as an enabler of change and a vehicle for driving forward transformational improvement to all services. As we continually strive to deliver our solutions in an efficient manner and in line with our key Digital Strategies (Digital Transformation Strategy, Digital Technology Strategy, Digital Schools Strategy) our major savings in future years however will have to be found from our staffing budget. The work the service does significantly contribute to financial savings being delivered from revenue budgets held across the Authority by other service areas.	20	20	0	To be met by reduction in travel and stationery.
Statutory services / Coroners	372	The Coroner is an independent Judicial Officer and discharges his duties in accordance with the Coroners Act 1988. He has a duty to investigate deaths reported to him where he has reasonable cause to suspect that the death was violent, unnatural or of unknown cause or which occurs in prison.	18	18	0	Although efficiencies can be identified in the Coroner budget, the following must be highlighted: JNC for Coroners' pay has been agreed - 1.5% pay rise for 2021/22 with effect from 1st April 2021. Current budget can cover this. 2021-22 and 2022-23 will see one jury inquest with costs of approx. £100k. Current review of amalgamation of the jurisdiction of Pembrokeshire/Carmarthenshire with Swansea/Neath Port Talbot is being picked up again post COVID, unknown at present whether this will cost more to Carmarthenshire or less.
Member Travel & Printing			27	27	0	Reduction in Travel & Printing following implementing of paperless meetings and Hybrid Meetings
Regeneration division	3,542	Regeneration is a key priority for the council. The Division provides Business, employability, grant funding and skills support and advice. We also deliver physical regeneration projects throughout the county, including the Swansea Bay City Deal Pentre Awel Life Science and Wellness Village planned for Delta Lakes. The Regeneration Division is responsible for the management of land assets (those within the economic/commercial portfolio) of the Council, taking a strategic commercial view to ensure the portfolio is managed to meet the Council's economic development needs. The Division is also responsible for the delivery of the Council's Net Zero Carbon agenda.	70	70	0	£20k - Anticipated increase in Income/reduction in operating costs on Administrative estate through New Ways of Working. £25k anticipated decrease in utility costs on administrative estate due to reduced occupancy through continued agile working. £10k reduction in community grants. £15k supplies within industrial estate budget.
Marketing & Media	1,914	Business Unit comprising of translation, marketing and tourism, contact centres, customer services, press and communications.	45	45	0	£20k reduction in event support scheme, we will look at better ways of helping communities develop their events through advice and promotion. £5k reduction in Tourist Information Centre costs as we hand back Castle House and relocate to the Hwb/Debenhams. £20k tourism marketing - reduction in printing and advertising.
Departmental travel as per Transformation Innovation Change team exercise		Cross departmental travel costs	17	17	0	£17k reduction in departmental travel budgets
Departmental printing as per Transformation Innovation Change team exercise		Cross departmental printing costs	20	20	0	£20k reduction in departmental printing budgets

Chief Executive Total

237 237 0

Corporate Services

Financial Services						
PRE LGR Pension Costs	1,860	Cost of Pre LGR Pension Costs	100	100	0	Reduction in call on budget over time
Bank Charges	68	Cost of Authority's Banking arrangements	5	5	0	Reduction in bank charges following negotiation of new contract
Corporate Services Management Team	360	Departmental costs of Director, Head of Finance & Direct Support	10	10	0	Increase in external SLA income for work undertaken for Wales Pension Partnership
External Audit Fees	229	Cost of external audit fees	10	10	0	Reduction in external audit cost by maximising audit costs chargeable against grant schemes
Total Financial Services			125	125	0	

Revenues & Financial Compliance

Rates Relief	328	Cost to CCC of properties that are eligible and have successfully applied for discounts on their business rates	50	50	0	Demand is currently less than current budget provision
Total, Revenues and Financial Compliance			50	50	0	

Corporate Services General

General	12	Staff Travel	5	5	0	Reduction in staff travel by utilising technology
Total Corporate Services General			5	5	0	

Corporate Services Total

180 180 0

Policy - On Target

NOTHING TO REPORT

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**COPORATE PERFORMANCE AND RESOURCES SCRUTINY
COMMITTEE
13/12/2022**

**MID-YEAR TREASURY MANAGEMENT AND PRUDENTIAL
INDICATOR REPORT
1ST APRIL 2022 TO 30TH SEPTEMBER 2022**

THE SCRUTINY COMMITTEE IS ASKED TO:-

Review and assess the information contained in Report and provide any recommendations, comments, or advice to the Cabinet Member and / or Director prior to the report's consideration by Cabinet.

Reasons:

To provide members with an update on the treasury management activities from 1st April 2022 to 30th September 2022.

CABINET MEMBER PORTFOLIO HOLDER:- Cllr. A. Lenny

Directorate: Corporate Services

Name of Director: Chris Moore

Report Author: Anthony Parnell

Director of
Corporate Services

Treasury and
Pension
Investments
Manager

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EXECUTIVE SUMMARY
COPORATE PERFORMANCE AND RESOURCES SCRUTINY
COMMITTEE
13/12/2022

**MID-YEAR TREASURY MANAGEMENT AND
PRUDENTIAL INDICATOR REPORT
1ST APRIL 2022 TO 30TH SEPTEMBER 2022**

1. BRIEF SUMMARY OF PURPOSE OF REPORT.

To provide members with an update on the treasury management activities from 1st April 2022 to 30th September 2022.

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: **C Moore**

Director of Corporate Services

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

1. Policy, Crime & Disorder and Equalities

Within the requirements of the Treasury Management Policy and Strategy Report 2022-2023

3. Finance

The authority's investments during the period returned an average return of 0.94%, exceeding the 90-day un compounded SONIA rate.

The average gross interest earned on investments for the period amounted to £920k and interest paid on loans was £8.18m.

The Authority did not breach any of its Prudential Indicators during the period.

CONSULTATIONS

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

Signed: **C Moore**

Director of Corporate Services

1. Scrutiny Committee For information to Corporate Performance and Resources Scrutiny Committee on the 13th December 2022.

2. Local Member(s) N/A

3. Community / Town Council N/A

4. Relevant Partners N/A

5. Staff Side Representatives and other Organisations N/A

**CABINET MEMBER 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:

Title of Document	File Ref No.	Locations that the papers are available for public inspection
CIPFA Treasury Management in the Public Services - Code of Practice Revised 2017		County Hall, Carmarthen

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MID YEAR TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT

1ST April 2022 – 30TH September 2022

A. TREASURY MANAGEMENT REPORT

1. Introduction

The Treasury Management Policy and Strategy for 2022-2023 was approved by Council on 2nd March 2022. Section B 1.1(2) stated that Treasury Management activity reports would be made during the year. This report outlines the Treasury Management activities in the period 1st April 2022 to 30th September 2022 and satisfies the reporting requirement stated above.

There was one policy change to the Treasury Management Policy and Strategy for this period. Due to the increased level of income and cash available for investment, the Director of Corporate Services made the decision in April 2022 under emergency powers to increase the counterparty limits for the DMADF and Money Market Funds (as per section A. 4). To reflect these changes, the limits for Interest Rate Exposure have been updated for 2022-2023 (as per section B. 2.1.1).

2. Economic update

In August 2022, the Bank of England's Monetary Policy Committee (MPC) increased Bank Rate to 1.75%, and in September 2022 moved rates up a further 50 basis points to 2.25%. The MPC continues to work through the challenges of getting inflation back on track over a three-year period.

The core of the government's new policies are tax cuts and regulatory simplification. This position has now been superseded following the change of Chancellor, who has announced a reversal of the planned tax cuts and changes to the level of Government spending. It is currently too early to say how these revised policies will impact growth and inflation, but the expectation is that the plans will reduce the concerns about the level of unfunded expenditure that had previously alarmed the markets.

The Bank Rate forecast set out below will be dependent on joint communications from the Bank of England and the government.

The US Federal Open Market Committee (FOMC) has increased its rate by 3% this year to date and is expected to increase rates further before the end of 2022. Similarly, the European Central Bank (ECB) has also started to tighten monetary policy, albeit from a low starting point, as have all the major central banks apart from Japan. It is US monetary policies that are having the greatest impact on global bond markets.

What happens in Ukraine will also impact the global economy, but particularly in Europe. The search for alternative providers of energy, other than Russia, will take both time and effort.

3. Prospects for Interest Rates

Based on the average projection from a number of sources we can expect the trend in base rates over the year to be as follows:

	Dec 2022	Mar 2023	Jun 2023	Sep 2023	Dec 2023
Base Rate %	4.00	5.00	5.00	5.00	4.50

(Source: LINK Asset Services)

Link Asset Services undertook its last review of interest rate forecasts on 27th September 2022 after the MPC meeting on 22nd September 2022, where the decision was made to increase the Bank Rate to 2.25% from 1.75%.

The revised 3 year projection based on this review is:

	2022-23	2023-24	2024-25
	%	%	%
Revised Average Bank Rate	3.13	4.63	3.19
Original Average Bank Rate (TM Strategy 2022-23)	1.13	1.25	1.25

4. Investments

One of the primary activities of the Treasury Management operation is the investment of surplus cash for which the Authority is responsible. As well as the Authority's own cash the County Council invests School Trust Funds and other Funds, with any interest derived from these investments being passed over to the relevant Fund.

All surplus money is invested daily on the London Money Markets. The security of the investments is the main priority; appropriate liquidity should be maintained and returns on the investments a final consideration. It continues to be difficult to invest these funds as the market continues to be insecure and as a consequence, appropriate counterparties are limited.

The total investments at 1st April 2022 and 30th September 2022 analysed between Banks, Building Societies, Local Authorities and Money Market Funds, are shown in the following table:

Investments	01.04.22				30.09.22			
	Call and notice	Fixed Term	Total		Call and notice	Fixed Term	Total	
	£m	£m	£m	%	£m	£m	£m	%
Banks	39.50	0.00	39.50	25	27.50	14.00	41.50	21
Building Societies	0.00	7.00	7.00	4	0.00	7.00	7.00	4
Money Market Funds	25.00	0.00	25.00	16	40.00	0.00	40.00	21
DMADF (DMO)	0.00	57.00	57.00	36	0.00	76.50	76.50	39
Local Authorities	0.00	32.00	32.00	20	0.00	30.00	30.00	15
TOTAL	64.50	96.00	160.50	100	67.50	127.50	195.00	100

Investments on call are available immediately on demand. Fixed term investments are fixed to a maturity date. The current longest investment is maturing on 7th July 2023.

The DMADF (DMO) limit was increased in April 2022 to £125m from £100m by the Director of Corporate Services under Emergency powers. The limits on Money Market Funds were also increased to £10m (each) from £5m.

During the period the total investments made by the Council and repaid to the Council (turnover) amounted to £1,060.50m. This averaged approximately £40.57m per week or £5.80m per day. A summary of turnover is shown below:

	£m
Total Investments 1st April 2022	160.50
Investments made during the period	547.50
Sub Total	708.00
Investments Repaid during the period	(513.00)
Total Investments 30th September 2022	195.00

The main aims of the Treasury Management Strategy is to appropriately manage the cash flows of the Council, the required short term and longer term market transactions and the risks associated with this activity. Lending on the money market secures an optimum rate of return and also allows for diversification of investments and hence reduction of risk, which is of paramount importance in today's financial markets.

Benchmarks are widely used to assess investment performance. Previously, the "7 day LIBID rate" was the recognised rate which the Council would aim to exceed when lending money, however the LIBID rates ceased from 31st December 2021. Following discussions with our Treasury advisors at Link, a decision was made to utilise the "90 day un compounded SONIA rate" (backward looking) to benchmark our investment performance going forward. This benchmark will be reviewed periodically with our advisors.

For the period under review the average “90-day un compounded SONIA rate” was 0.91% whereas the actual rate the Council earned was 0.94%, an out performance of 0.03%. This outperformance can be quantified as £29k additional interest earned compared to the “90-day un compounded SONIA rate”.

The average gross interest earned on investments for the period amounted to £920k. This includes £220k interest on monies held for the Swansea Bay City Deal region.

The income from investments is used by the Authority to reduce the net overall costs to the Council taxpayer.

5. Security, Liquidity and Yield (SLY)

Within the Treasury Management Strategy Statement for 2022-2023, the Council’s investment priorities are:

- Security of Capital
- Liquidity and
- Yield

The Council aims to achieve the optimum return (yield) on investments commensurate with proper levels of security and liquidity. In the current economic climate it is considered appropriate to keep investments short term to cover short term cash flow needs but also to seek out value available in significantly higher rates in periods up to 12 months with highly credit rated financial institutions.

Attached at Appendix 1 is the Investment Summary and Top 10 Counterparty Holdings as at 30th September 2022.

6. Borrowing

One of the methods used to fund capital expenditure is long term borrowing. The principal lender for Local Authorities is the Public Works Loan Board (PWLB).

Under the Treasury Management Strategy, it was agreed to borrow when interest rates are at their most advantageous.

The total loans at 1st April 2022 and 30th September 2022 are shown in the following table:

Loans	Balance at 01.04.22 £m	Balance at 30.09.22 £m	Net Increase/ (Net Decrease) £m
Public Works Loan Board (PWLB)	387.61	398.61	11.00
Market Loan	3.00	3.00	0.00
Salix, Invest to Save, HILS & TCL	10.13	10.11	(0.02)
TOTAL	400.74	411.72	10.98

The Salix interest free loans have been provided by an independent publicly funded company dedicated to providing the public sector with loans for energy efficiency projects.

The interest free 'Invest-2-Save' funding is to assist in the conversion of traditional street lighting to LED, which will help deliver a legacy of reduced energy costs and associated carbon taxes.

The Home Improvement Loan Scheme (HILS) repayable funding is provided by the Welsh Government to help individual homeowners, small portfolio landlords, developers and charities to improve homes and increase housing supply.

The Town Centre Loan (TCL) repayable funding is provided by the Welsh Government to provide loans to reduce the number of vacant, underutilised and redundant sites and premises in town centres and to support the diversification of the town centres by encouraging more sustainable uses for empty sites and premises, such as residential, leisure and for key services.

6.1 New Borrowing

The following loans were borrowed during the period:

Loan Reference	Amount (£m)	Interest Rate	Start Date	Period	Maturity Date
PWLB 548866	5.00	3.91%	12th September 2022	47yrs	28th September 2069
PWLB 548868	5.00	3.90%	12th September 2022	48yrs	28th September 2070
PWLB 548870	5.00	3.90%	12th September 2022	49yrs	28th September 2071
PWLB 548872	5.00	3.89%	12th September 2022	49yrs 10mths	31st July 2072
Total	20.00				

6.2 Interest Paid

Interest paid on loans during the period was:

PWLB Interest Paid £m	Market Loan Interest Paid £m	Total Interest Paid £m
8.11	0.07	8.18

7. Rescheduling and Premature Loan Repayments

No rescheduling opportunities arose during the period and there were no premature loan repayments. However, due to the current economic climate and the consequential structure of interest rates opportunities may arise in the future.

8. Leasing

No leases were negotiated during the period 1st April 2022 to 30th September 2022.

B. PRUDENTIAL INDICATOR REPORT

1. Prudential Indicators

As part of the 2022-2023 Budget and the Treasury Management Policy and Strategy 2022-2023, the Council adopted a number of Prudential Indicators. These Indicators are designed to ensure that any borrowing or other long-term liabilities entered into for capital purposes were affordable, sustainable and prudent.

The indicators are required by the Local Government Act 2003 and the Revised Prudential Code of Practice in order to control Capital Finance. The Prudential Code also required that those Prudential Indicators that were forward looking should be monitored and reported. Some of the indicators are monitored by officers monthly and are only reported if they are likely to be breached, others are to be monitored quarterly by the Executive Board.

1.1 Affordability Prudential Indicator

1.1.1 Ratio of Financing Costs to Net Revenue Stream

The indicator set for 2022-2023 in the Budget was:

	2022-2023 %
Non-HRA	3.95
HRA	30.90

An examination of the assumptions made in calculating this indicator concluded that there have been no changes in this period.

1.2 Prudence Prudential Indicators

1.2.1 Capital Financing Requirement (CFR)

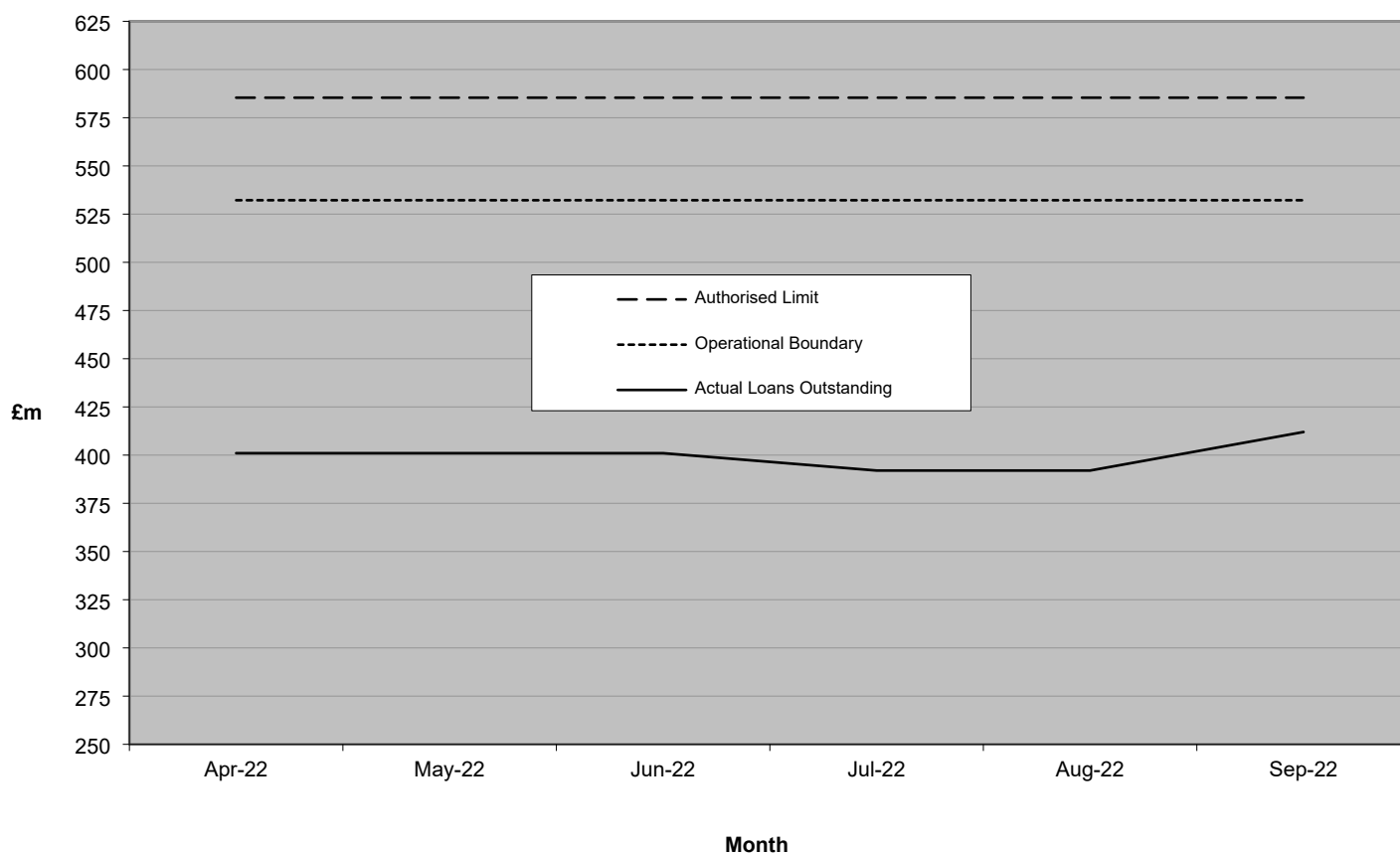
The Director of Corporate Services reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator.

	2022-2023 Estimate £m	As at 30.09.22 £m	2022-2023 Forecast £m
Capital Financing Requirement			
CFR – non housing	285	283	283
CFR – housing	178	170	170
CFR - housing subsidy buy-out	69	69	69
Total CFR	532	522	522

1.2.2. Authorised Limit and Operational Boundary

The actual value of loans outstanding must not exceed the Authorised Limit. In normal activity actual loans outstanding should be close but less than the Operational Boundary. The Operational Boundary can be breached in the short term due to adverse cash flows.

	Authorised Limit for External Debt		Operational Boundary for External Debt	
	2022-23	2022-23	2022-23	2022-23
	Estimate	Forecast	Estimate	Forecast
	£m	£m	£m	£m
Borrowing	584.9	584.9	532.1	532.1
Other Long-Term Liabilities	0.5	0.5	0.1	0.1
Total	585.4	585.4	532.2	532.2



	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
	£m	£m	£m	£m	£m	£m
Authorised Limit	585.4	585.4	585.4	585.4	585.4	585.4
Operational Boundary	532.2	532.2	532.2	532.2	532.2	532.2
Loans Outstanding	401	401	401	392	392	412

Neither the Authorised Limit nor the Operational Boundary have been breached.

2.1 Treasury Management Prudential Indicators

2.1.1 Interest Rate Exposure

Position as at 30th September 2022:

	Fixed Interest Rate £m	Variable Interest Rate £m	TOTAL £m
Borrowed	408.72	3.00	411.72
Invested	(127.50)	(67.50)	(195.00)
Net	281.22	(64.50)	216.72
Limit	512.00	51.00	
Proportion of Net Borrowing Actual	129.76%	(29.76)%	100.00%
Limit	150.00%*	5.00%	

*Revised limit, increased from 125.00%.

The authority is within limits set by the 2022-2023 indicators.

2.1.2 Maturity Structure of Borrowing

	Structure at 30.09.22 %	Upper Limit %	Lower Limit %
Under 12 months	0.52	15	0
12 months to 2 years	1.77	15	0
2 years to 5 years	6.76	50	0
5 years to 10 years	8.89	50	0
10 years to 20 years	20.80	50	0
20 years to 30 years	20.28	50	0
30 years to 40 years	22.52	50	0
40 years and above	18.46	50	0

The authority is within the limits set by the 2022-2023 indicators.

2.1.3 Maximum Principal Sums Invested Longer than 365 Days

	2022-2023 £m
Limit	10
Actual as at 30 th September 2022	NIL

RECOMMENDATION

It is recommended that this report be received by the Corporate Performance and Resources Scrutiny Committee.

Totals		
Total	£195,000,000	
Calls & MMFs	£67,500,000	35%
Fixed Deposits	£127,500,000	65%
Specified	£67,500,000	100%

Weighted Average		
Yield		1.77%
Maturity (Days)		
Total Portfolio	Total Portfolio	64.74
Long Term		
Short Term		
AAA	-	1.00
AA	F1	84.31
A	F1	74.32
BBB	F2	0.00
CCC	C	0.00

Risk Factors		
< 1 year	£13,383	0.007%
1 - 2 years	£0	0.000%
2 - 3 years	£0	0.000%
3 - 4 years	£0	0.000%
4 - 5 years	£0	0.000%
Total Portfolio	£13,383	0.007%

Maturity Structure		
< 1 Week	£67,500,000	35%
< 1 Month	£32,500,000	17%
2 - 3 Months	£54,000,000	28%
3 - 6 Months	£24,000,000	12%
6 - 9 Months	£10,000,000	5%
9 - 12 Months	£7,000,000	4%
12 Months+	£0	0%
Total	£195,000,000	100%

SLY Model

Carmarthenshire County Council

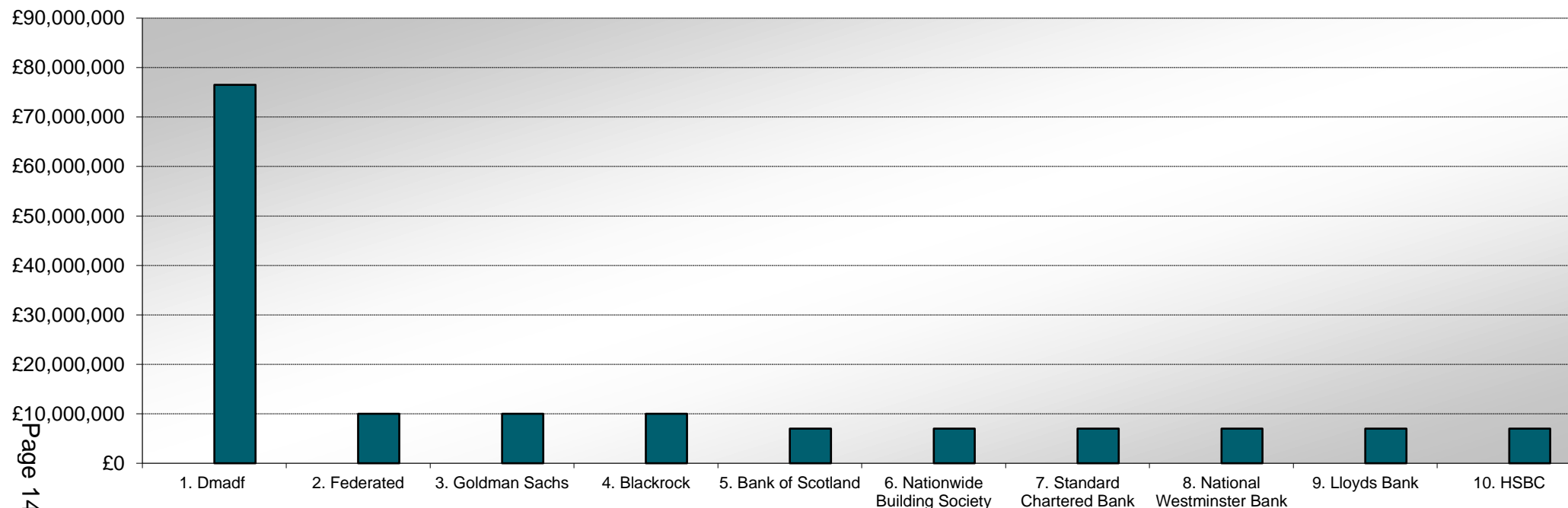
30/09/2022

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Top 10 Counterparty Holdings

Carmarthenshire County Council

Counterparty	Principal	% of Total Holding	WAM (Days)	WAYield	WADefault
1. Dmadf	£76,500,000	51.52%	69	2.16%	0.003%
2. Federated	£10,000,000	6.73%	1	1.91%	0.000%
3. Goldman Sachs	£10,000,000	6.73%	1	1.75%	0.000%
4. Blackrock	£10,000,000	6.73%	1	1.76%	0.000%
5. Bank of Scotland	£7,000,000	4.71%	1	0.50%	0.000%
6. Nationwide Building Society	£7,000,000	4.71%	49	0.35%	0.013%
7. Standard Chartered Bank	£7,000,000	4.71%	1	2.04%	0.000%
8. National Westminster Bank	£7,000,000	4.71%	182	2.30%	0.047%
9. Lloyds Bank	£7,000,000	4.71%	280	2.00%	0.072%
10. HSBC	£7,000,000	4.71%	1	1.62%	0.000%



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CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE

13th DECEMBER, 2022

SCRUTINY ACTION UPDATE

Purpose: To apprise the Committee of actions taken in response to decisions made

To consider and comment on the following issues:

- To scrutinise the progress made in relation to actions, requests or referrals recorded during previous meetings of the Committee.

Reasons:

- To enable members to exercise their scrutiny role in relation to monitoring performance.

To be referred to the Cabinet / Council for decision: NO

CABINET MEMBER PORTFOLIO HOLDER:- Not Applicable

<p>Directorate: Chief Executive Name of Head of Service: Linda Rees Jones</p> <p>Report Author: Martin S. Davies</p>	<p>Designations: Head of Administration and Law</p> <p>Democratic Services Officer</p>	<p>Tel Nos./ E Mail Addresses:</p> <p>01267 224010 lrjones@carmarthenshire.gov.uk</p> <p>01267 224059 MSDavies@carmarthenshire.gov.uk</p>
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EXECUTIVE SUMMARY
CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE
13th DECEMBER, 2022

Scrutiny Action Update

During the course of a municipal year, several requests for additional information are made by the Committee in order to assist it in discharging its scrutiny role.

The attached report provides members of the Committee with an update on the progress made in relation to these requests.

DETAILED REPORT ATTACHED?	YES
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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 and Law**

Policy, Crime & Disorder and Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
NONE	NONE	NONE	NONE	NONE	NONE	NONE

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 and 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**

CABINET MEMBER PORTFOLIO HOLDER(S) AWARE/CONSULTED	N/A
NO	

Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:
THERE ARE NONE

Policy Resources Scrutiny Committee Actions 2021-2022

Ref No	Meeting Date	Recommendation / Action / Referral	Description	Progress Update	Member / Officer	Status
P&R 001 21/22	22nd July 2021	ACTION	CARMARTHENSHIRE COUNTY COUNCIL'S ANNUAL REPORT FOR 2020/21 - the Executive Board Member for Resources agreed to ascertain the amount of money spent on external contractors when work was above the capacity of the Council's own workforce.	Update required INFORMATION CAN BE E- MAILED TO COMMITTEE MEMBERS	Cllr. D.M. Jenkins / L. Jenkins - Executive Board Support Officer	Cllr Alun Lenny, Cabinet Member for Resources, will provide a verbal update at meeting on 13/12/22.
P&R 002 21/22	22nd July 2021	ACTION	CARMARTHENSHIRE COUNTY COUNCIL'S ANNUAL REPORT FOR 2020/21 - the Environmental and Public Protection Scrutiny Committee be asked to consider the issue of pavement provision requests	Considered by Environmental and Public Protection Scrutiny Committee on 4/10/21 which resolved that a report be included on that Committee's Forward Work Programme to provide background information and the current position in relation to the provision of pavements in rural areas.	Martin S. Davies	Completed
P&R 003 21/22	22nd July 2021	ACTION	WELSH LANGUAGE ANNUAL REPORT 2020-21 - The Assistant Chief Executive (People Management & Performance) agreed to ascertain the language record figures for the 2460 school-based staff included in the language skills data	The Assistant Chief Executive (People Management & Performance) stated at the meeting on 16/3/22 that he would ensure that the language record figures for the 2460 school based staff included in the language skills data was circulated to members.	Paul R. Thomas	Completed
P&R 004 21/22	22nd July 2021	ACTION	DIGITAL TRANSFORMATION STRATEGY AND DIGITAL TECHNOLOGY STRATEGY ANNUAL REPORT 2021 - the Head of ICT & Corporate Policy agreed: 1. to ascertain the reason why, in Wales between 2018 and 2020, there had been a decrease in the percentage of households which could access the internet from 89% to 88%; 2. to follow up a concern regarding the backlog of funding applications awaiting approval by the Department for Culture, Media and Sport to enable the provision of superfast broadband to communities where it was needed; 3. to circulate details of the voucher scheme to support rural communities where possible to increase digital connectivity;	1) info e mailed to members 3/12/21. 2 & 3) info e mailed to members 7/12/21	Noelwyn Daniel	Completed
P&R 005 21/22	20th October 2021	ACTION	VACCINATION POLICY - It was suggested that the wording 'Staff who refused to have the Covid 19 vaccination' be changed to 'Staff who do not wish to have the Covid 19 vaccination'. Officers advised they would consider re-wording the sentence.	At the meeting held on 16/3/22 the Assistant Chief Executive (People Management & Performance) stated that the relevant wording in the Vaccination Policy had been amended;	Paul R. Thomas	Completed

Policy Resources Scrutiny Committee Actions 2021-2022

P&R 006 21/22	20th October 2021	ACTION	ETHICAL EMPLOYMENT IN SUPPLY CHAINS POLICY AND MODERN SLAVERY, ETHICAL EMPLOYMENT IN SUPPLY CHAINS STATEMENT - Reference was made to the wording of Employment practices on page 135 of the agenda pack. It was suggested that the wording " zero hour contracts are not used unfairly" be changed to "zero hour contracts are not used unless specifically requested by the employee"	Actioned - http://intranet/media/661816/ccc-ethical-employment-policy.pdf	Helen Pugh	Completed
P&R 007 21/22	10th December 2021	REFERRAL	REVENUE & CAPITAL BUDGET MONITORING REPORT 2021/22 - RESOLVED that the Education and Children Scrutiny Committee be recommended to closely monitor progress on the Modernising Education Programme, recognising the slippage reported in the capital monitoring report.	21/12/21 E mail sent to Chair of Education and Children Scrutiny Committee	Martin S. Davies	Completed
P&R 008 21/22	10th December 2021	ACTION	CARMARTHENSHIRE PUBLIC SERVICES BOARD (PSB) MINUTES - SEPTEMBER 2021- The Corporate Policy and Partnership Manager agreed to ask the Economic Development section for a report detailing progress with the 10 Rural Towns initiative in each of the 10 towns. The Leader also agreed to convey to the Cabinet Member for Communities and Rural Affairs the possibility of arranging a meeting in due course to consider the ways in which each of the 10 towns was benefitting from the initiative	Update required	Gwyneth Ayers / Cllr. E. Dole	Outstanding
P&R 009	14th January 2022	ACTION	2021/22 QUARTER 2 - DEPARTMENTAL PERFORMANCE REPORT (1ST APRIL TO 30TH SEPTEMBER 2021) •The Head of Revenues and Financial Compliance agreed to follow up concerns over delays by the Valuation Office in applications to reassess council tax	Update Required	Randal Hemingway	Outstanding
P&R 010	14th January 2022	ACTION	2021/22 QUARTER 2 - DEPARTMENTAL PERFORMANCE REPORT (1ST APRIL TO 30TH SEPTEMBER 2021) The Marketing & Media Manager agreed to look into the appropriateness of introducing a measure relating to response times to public queries including those received out of hours	Update Required	Deina Hockenhall	Outstanding

Policy Resources Scrutiny Committee Actions 2021-2022

P&R 011	14th January 2022	ACTION	<p>2021/22 QUARTER 2 - DEPARTMENTAL PERFORMANCE REPORT (1ST APRIL TO 30TH SEPTEMBER 2021) The Assistant Chief Executive (People Management) agreed to ascertain from the TIC Programme Manager whether feedback would be given to residents and service users who responded to consultation and engaged in the identification of future TIC priorities and projects</p>	<p>At the meeting on 16/3/22 the Assistant Chief Executive (People Management & Performance) stated that he would raise the matter at the next meeting of the TIC Board but assured the Committee that feedback would be given to residents and service users who responded to consultation and engaged in the identification of future TIC priorities and projects</p>	Paul R. Thomas	Completed
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CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE 13th DECEMBER, 2022

FORTHCOMING ITEMS

To consider and comment on the following:

- To note the forthcoming items to be considered at the next meeting of the Corporate Performance & Resources Scrutiny Committee to be held on the 30th January, 2023.

Reason:

- The Council's Constitution requires Scrutiny Committees, at the commencement of each municipal year, to develop and publish a Forward Work Plan which identifies the issues and reports which will be considered at meetings during the course of the year.

To be referred to the Cabinet for decision: NO

Cabinet Member Portfolio Holder: Cllr. D. Price (Leader), Cllr. A. Lenny (Resources), Cllr. P. Hughes (Organisation and Workforce)

Report Author: Martin S. Davies	Designation: Democratic Services Officer	Tel No. / E-Mail Address: 01267 224059 MSDavies@carmarthenshire.gov.uk
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EXECUTIVE SUMMARY
CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE
13th DECEMBER, 2022

FORTHCOMING ITEMS

The Council's Constitution requires Scrutiny Committees, at the commencement of each municipal year, to develop and publish a Forward Work Programme which identifies the issues and reports to be considered at meetings during the course of the year. When formulating the Forward Work Plan the Scrutiny Committee will take into consideration those items included on the Cabinet's Forward Work Programme.

The list of forthcoming items attached includes those items which are scheduled in the Corporate Performance & Resources Scrutiny Committee's Forward Work Plan to be considered at the next meeting, to be held on 30th January, 2023.

Also attached for information are the 2022/23 Forward Work Plans in respect of the Corporate Performance & Resources Scrutiny Committee and the Cabinet.

DETAILED REPORT ATTACHED?	YES: (1) List of Forthcoming Items (2) CP & R Scrutiny Committee Forward Work Plan (3) Cabinet Forward Work Plan
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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	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
NONE	NONE	NONE	NONE	NONE	NONE	NONE

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

CABINET MEMBER PORTFOLIO HOLDER AWARE / CONSULTED	YES
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Section 100D Local Government Act, 1972 – Access to Information List of Background Papers used in the preparation of this report:

There are none.

FORTHCOMING ITEMS – TO BE CONSIDERED AT THE NEXT MEETING OF THE CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE TO BE HELD ON 30TH JANUARY 2023

Agenda Item	Background	Reason for report
		<p>What is Scrutiny being asked to do? <i>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></p> <p><i>If the item is for information or for noting, can the information be provided in an alternative format i.e. via email?</i></p>
Revenue Budget Strategy Consultation 2022/23 to 2025/26	This item will provide members with an opportunity to consider and comment on the budget settlement, departmental service budgets and efficiency savings proposals.	To undertake consultation with the Corporate Performance & Resources Scrutiny Committee on the 3-year Revenue Budget Strategy.
Five Year Capital Programme 2023/24 - 2027/28	This item will provide members with an opportunity to consider and comment on the draft five-year capital programme.	To undertake consultation with the Corporate Performance & Resources Scrutiny Committee on the five year Capital Programme.
Treasury Management Policy & Strategy 2023/24	This item will enable members to consider and approve the content of the Treasury Management Policy and Strategy for 2023/24. This information will form the basis of this Committee's role in scrutinising the activity and function during the forthcoming financial year. The report is presented to the Committee in order to comply with the revised CIPFA Treasury Management Code of Practice and CIPFA Prudential Code 2009.	To comply with the revised CIPFA Treasury Management Code of Practice and CIPFA Prudential Code 2017. To formally approve the Treasury Management Strategy for 2023-24 including the Treasury Management Indicators, Prudential Indicators, the MRP Statement and recommendations therein.
Revenue and Capital Budget Monitoring Report 2022/23 (April - October)	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.
November 2022 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 Corporate Performance & Resources Scrutiny Committee has been designated as the relevant scrutiny committee.	To consider and scrutinise on the content of the PSB minutes.

Items attached for information

1. The latest version of the Corporate Performance & Resources Scrutiny Committee Forward Work Programme 2022/23
2. The latest version of the Cabinet's Forward Work Programme 2022/23

Corporate Performance & Resources Scrutiny Committee – Forward Work Programme 2022/23

19 th October 2022	13 th December 2022	30 th January 2023	9 th February 2023	31 st March 2023
Revenue & Capital Budget Monitoring Report 2021/22 (outturn) Revenue & Capital Budget Monitoring Report 2022/23 (April-June)	Sickness Absence Monitoring Report - Half Year Q2 2022/23	Revenue Budget Strategy Consultation 2022/23 to 2025/26	Quarterly Treasury Management and Prudential Indicator Report 1st April 2022 to 31st December 2022	Revenue & Capital Budget Monitoring Report 2022/23 (April – December)
Quarterly Treasury Management and Prudential Indicator Report 1st April 2022 to 30th June 2022	TIC Annual Report 21/22	Five Year Capital Programme 2023/24 - 2027/28	Revenue & Capital Budget Monitoring Report 2022/23 (April – December) moved to March	
May & July 2022 PSB minutes	Revenue & Capital Budget Monitoring Report 2022/23 (April – August)	Treasury Management Policy & Strategy 2023/24	Policy & Resources Scrutiny Committee Actions and Referrals Update	
Quarter 1 performance management report	Mid-Year Treasury Management and Prudential Indicator Report 1st April 2022 to 30th September 2022	Revenue and Capital Budget Monitoring Report 2022/23 (April - October)		
Policy & Resources Scrutiny Committee Annual Report 2021/22	Policy & Resources Scrutiny Committee Actions and Referrals Update	November 2022 PSB minutes		
CP & Resources Scrutiny Committee Forward Work Programme 2022/23	September 2022 PSB minutes			

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CABINET/COUNCIL – FORWARD PLAN

FOR THE PERIOD 21 NOVEMBER 2022 TO 31 MARCH 2023

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director Report Author
MID-YEAR TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT 1ST APRIL 2022 TO 30TH SEPTEMBER 2022	To provide members with an update on the treasury management activities from 1st April 2022 to 30th September 2022	Cabinet 28 Nov 2022	No	Cabinet Member for Resources	Director of Corporate Services Anthony Parnell, Treasury & Pension Investments Manager aparnell@car-marth-enshire.gov.uk
PUBLIC SPACE PROTECTION ORDER - ENHANCEMENT ON DOG RELATED CONTROLS	The report sets out the results of an engagement exercise undertaken on the potential options of enhanced Public Space Protection Orders for the control of dogs within Carmarthenshire.	Cabinet 28 Nov 2022	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Daniel John, Environmental Services Manager DWJohn@car-marth-enshire.gov.uk

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
RECLASSIFICATION OF THE A476 CROSS HANDS	Following completion of the Cross Hands Economic Link Road planned for September 2022 it is proposed that the new road will be classified as the A476 and a section of the existing A476 be given a B road classification. Other minor modifications are also included.	Cabinet 28 Nov 2022	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Steve Pilliner, Head of Transportation & Highways SGPilliner@carmarthenshire.gov.uk
SUSTAINABLE DRAINAGE APPROVAL BODY (SAB) PRE-APPLICATION FEES AND CHARGES	<p>To consider the potential for charging external bodies and developers a pre-application fees for the professional advice provided by the SAB team in relation to sustainable drainage requirements and solutions for qualifying developments.</p> <p>The charges would apply for advice provided over and above reasonable levels of advice and guidance normally provided by the unit.</p>	Cabinet 28 Nov 2022	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Ben Kathrens, Flood Defence and Coastal Protection Manager BKathrens@carmarthenshire.gov.uk
Council Tax Base 2023/24	For Cabinet to consider the Tax Base calculations and determine the Tax Base in respect of the financial year 2023-24	Cabinet 12 Dec 2022	No	Cabinet Member for Resources	Director of Corporate Services Ann Thomas, Revenue Services Manager
Waste Strategy	This report covers detailed policies implement within the strategic and operational functions of service in line with	Cabinet 12 Dec 2022	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Daniel John,

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
	the interim (2022/2023) kerbside waste changes. Placing into context the impending changes following the 2021-2025 waste strategy showing the planned path to improve recycling rates and adopt Welsh Government kerbside sort in Carmarthenshire.				Environmental Services Manager DWJohn@carmarthenshire.gov.uk
CAPITAL PROGRAMME 2022/23 UPDATE	To provide an update of the latest budgetary position for the 2022/23 capital programme, as at the 31st October 2022.	Cabinet 9 Jan 2023	No	Cabinet Member for Resources	Director of Corporate Services Randal Hemingway, Head of Financial Services RHemingway@carmarthenshire.gov.uk
CARMARTHENSHERE COUNTY COUNCIL'S ANNUAL REPORT FOR 2021/22	Under the Local Government (Wales) Measure 2009 we must publish an Annual Report on past performance by the end of October each year. Under the Well-being of Future Generations (Wales) Act 2015 we are required to publish an Annual Report on our Well-being Objectives. This report meets both these requirements in one document.	Cabinet 9 Jan 2023	No	Leader of the Council	Chief Executive Nicola Evans, Business Support Manager njevans@carmarthenshire.gov.uk

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
Council Tax Reduction Scheme	The report seeks formal adoption of the Council Tax Reduction Scheme for 2023/24	Cabinet 9 Jan 2023	No	Cabinet Member for Resources	Director of Corporate Services Ann Thomas, Revenue Services Manager
COUNCIL'S REVENUE BUDGET MONITORING REPORT	To provide the Cabinet with an update on the latest budgetary position as at 31st October 2022, in respect of 2022/23.	Cabinet 9 Jan 2023	No	Cabinet Member for Resources	Director of Corporate Services Randal Hemingway, Head of Financial Services RHemingway@car marthenshire.gov.uk
FIVE YEAR CAPITAL PROGRAMME (COUNCIL FUND) – 2023/24 TO 2027/28	To enable the authority to agree a five-year capital programme 2023/24 to 2027/28	Cabinet 9 Jan 2023	No	Cllr. Alun Lenny, Cabinet Member	Director of Corporate Services Chris Moore, Director of Corporate Services cmoore@carmarthe nshire.gov.uk
HOUSING REVENUE ACCOUNT BUSINESS PLAN 2023-2026	The HRA Business plan sets out our priorities and activities for new and existing council homes for the next three years. It also sets our capital and revenue budgets and confirms rental levels for tenants.	Cabinet 9 Jan 2023	No	Deputy Leader and Cabinet Member for Homes	Director of Communities Rachel Davies, Strategic Housing Delivery Manager RaMDavies@carm arthenshire.gov.uk

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
PERFORMANCE MANAGEMENT QUARTER 2 2022/23(1 JULY TO 30 SEPTEMBER 2022)	Authorities are under a general duty to make arrangements to monitor performance. We need to demonstrate to citizens, members and regulators how performance is managed, and appropriate interventions implemented	Cabinet 9 Jan 2023	No	Cabinet Member for Organisation & Workforce	Chief Executive Noelwyn Daniel, Head of ICT and Corporate Policy ndaniel@carmarthenshire.gov.uk
REVENUE BUDGET STRATEGY 2023/24 TO 2025/26	To provide the Cabinet with an overview of the budget issues and outlook for the forthcoming years	Cabinet 9 Jan 2023	No	Cllr. Alun Lenny, Cabinet Member	Director of Corporate Services Randal Hemingway, Head of Financial Services RHemingway@car-marthenshire.gov.uk
SELF-EVALUATION AND SCHOOL DATA	Self-evaluation is integral to the business planning process. ECS has modified its approach by triangulating judgements from a wider range of perspectives	Cabinet 9 Jan 2023	No	Cabinet Member for Education and Welsh Language	Director of Education & Children Aeron Rees, Head of Curriculum and Wellbeing jarees@carmarthen-shire.gov.uk
SUPPORT FOR CURRICULUM	This report provides an overview of the support offered to our schools in relation	Cabinet 9 Jan 2023	No	Cabinet Member for Education and Welsh	Director of Education &

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
DEVELOPMENT ACROSS THE SCHOOLS IN CARMARTHENSHIRE – PARTNERIAETH AND THE EDUCATION AND CHILDREN'S SERVICES DEPARTMENT.	to the implementation of the Curriculum for Wales, from Partneriaeth and the Education and Children's services department. In addition, the report outlines the impact of this support and the effective practice that is developing within the authority.			Language	Children Elin Forsyth, Principal Challenge Advisor EMForsyth@carmarthenshire.gov.uk
CWM BUSINESS PLAN & PROGRESS REPORT	This report presents the annual business plan of CWM Environmental, setting the annual actions and objectives and the progress the company has made	Cabinet 30 Jan 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Daniel John, Environmental Services Manager DWJohn@carmarthenshire.gov.uk
ALTERNATIVE OUTDOOR EDUCATION OFFER	The purpose of this report is to review Carmarthenshire County Council's current Outdoor Education offer and to explore options for a re-modelled service within existing resources.	Cabinet 13 Feb 2023	No	Cabinet Member for Regeneration, Leisure, Culture & Tourism	Director of Communities Ian Jones, Head of Leisure IJones@carmarthenshire.gov.uk
CONSERVATION AREA APPRAISALS	This report sets out the work being undertaken to review ten designated Conservation Areas across the County. It	Cabinet 13 Feb 2023	No	Cabinet Member for Rural Affairs and Planning Policy	Director of Place & Infrastructure Rhodri Griffiths,

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
	<p>identifies the outcome of the review and the subsequent consultation exercise including on the:</p> <ul style="list-style-type: none"> •A character appraisal; •A boundary review and •A management plan. <p>The report in setting out the above identifies the outcome of the public consultation exercise and the next steps including the processes required to amend any of the Conservation Area designations.</p>				<p>Head of Place and Sustainability RDGriffiths@carma rthenshire.gov.uk</p>
CORPORATE STRATEGY	To update our Corporate Strategy and Well-being Objectives	Cabinet 13 Feb 2023	No	Leader of the Council	Chief Executive Nicola Evans, Business Support Manager njevans@carmarth enshire.gov.uk
HIGHWAYS ASSET MANAGEMENT PLAN Maintenance Manual	<p>The Maintenance Manual is being developed as a portfolio of individual highway maintenance and management policies adopting a risk-based approach and according with a national code of practice.</p> <p>The topic being brought forward covers the management of highway drainage.</p>	Cabinet 13 Feb 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Richard Waters, Highways and Transportation Services Manager RWaters@carmarth enshire.gov.uk

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
HOUSING SUPPORT PROGRAMME (HSP) STRATEGY 2022-26	This strategy sets out our priorities and those of our partner agencies for homelessness prevention, homelessness relief and housing related support services over the coming four years (2022-26) to support our most vulnerable citizens to live as part of their communities.	Cabinet 13 Feb 2023	No	Deputy Leader and Cabinet Member for Homes	Director of Communities Christine Harrison, Head of Strategic Joint Commissioning Chris.harrison@pembroke.gov.uk
RURAL ESTATES	In January 2021, the Welsh Government announced regulatory measures to address agricultural pollution. These regulations are known as The Water Resources (Control of Agricultural Pollution) (Wales) Regulations 2021. The regulations will have a huge impact on the majority of the Council's farms, especially the dairy farms, which will involve having to upgrade slurry storage facilities to accommodate at least five months' worth of slurry. The average capacity of slurry stores on Council farms currently stands at 2-3 months of storage. This report provides an update on the current situation regarding the impact of the regulations on the Farm Estate and the implications following the outcome of recent condition surveys carried out on all 24 farms.	Cabinet 13 Feb 2023	No	Cabinet Member for Resources	Chief Executive Jason Jones (Head of Regeneration), Head of Regeneration JaJones@car-marthenshire.gov.uk
FIVE YEAR	To enable the authority to agree a five-	Cabinet	No	Cllr. Alun Lenny, Cabinet	Director of

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
CAPITAL PROGRAMME (COUNCIL FUND) – 2023/24 TO 2027/28	year capital programme 2023/24 to 2027/28	20 Feb 2023		Member	Corporate Services Randal Hemingway, Head of Financial Services RHemingway@car-marthenshire.gov.uk
REVENUE BUDGET STRATEGY 2023/24 TO 2025/26	To enable the Authority to set its Revenue Budget for the Council Fund and resultant Council Tax for 2023/24.	Cabinet 20 Feb 2023	No	Cllr. Alun Lenny, Cabinet Member	Director of Corporate Services Randal Hemingway, Head of Financial Services RHemingway@car-marthenshire.gov.uk
COUNCIL'S REVENUE BUDGET MONITORING REPORT	To provide the Cabinet with an update on the latest budgetary position as at 31st December 2022, in respect of 2022/23.	Cabinet 27 Feb 2023	No	Cabinet Member for Resources	Director of Corporate Services Randal Hemingway, Head of Financial Services RHemingway@car-marthenshire.gov.uk
Treasury Management and	To provide members with an update on the treasury management activities from	Cabinet 27 Feb 2023	No	Cabinet Member for Resources	Director of Corporate Services

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
PRUDENTIAL INDICATOR REPORT 1ST APRIL 2022 TO 31ST DECEMBER 2022	1st April 2022 to 31st December 2022				Anthony Parnell, Treasury & Pension Investments Manager aparnell@carmarthenshire.gov.uk
TREASURY MANAGEMENT POLICY AND STRATEGY 2023-2024	That Council formally approves the Treasury Management Policy and Strategy for 2021-22 and recommendations therein. That Council formally approves the Treasury Management Indicators, Prudential Indicators, the MRP Statement, the Investment Strategy and recommendations therein.	Cabinet 27 Feb 2023	No	Cabinet Member for Resources	Director of Corporate Services Anthony Parnell, Treasury & Pension Investments Manager aparnell@carmarthenshire.gov.uk
BUSINESS RATES – RETAIL, LEISURE AND HOSPITALITY RATES RELIEF SCHEME 2023/24	To consider the adoption of a rate relief scheme being made available to billing authorities by Welsh Government for 2023/24	Cabinet 13 Mar 2023	No	Cabinet Member for Resources	Director of Corporate Services Ann Thomas, Revenue Services Manager

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Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
EQUESTRIAN STRATEGY	<p>The Carmarthenshire Rights of Way Improvement Plan (ROWIP) 2019-2029 has been produced and published in accordance with section 60 of the Countryside and Rights of Way (CROW) Act (2000).</p> <p>The ROWIP details Carmarthenshire's plan for the strategic management, development, and improvement of the County's Public Rights of Way network up until 2029.</p> <p>During consultation with the Local Access Forum, The Forum identified a need for the local authority to commit to producing a Carmarthenshire Equestrian Strategy to recognise the access opportunities and challenges for horse riding and carriage driving across the County.</p> <p>An Equestrian Strategy to 'promote and develop an accessible network for equestrian use' has therefore been published in the Carmarthenshire Rights of Way Improvement Plan 2019-2029.</p> <p>The report sets out the proposal to adopt an Equestrian Strategy for Carmarthenshire.</p>	Cabinet 13 Mar 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Steve Pilliner, Head of Transportation & Highways SGPilliner@carmarthenshire.gov.uk
TENANT COMPENSATION POLICY	The report sets out our approach to when it may be appropriate to compensate a tenant who has suffered loss or inconvenience due to service failure. The	Cabinet 13 Mar 2023	No	Deputy Leader and Cabinet Member for Homes	Director of Communities Jonathan Morgan, Head of Homes &

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	policy will guide officers when dealing with council tenants ensuring a consistent approach.				Safer Communities JMorgan@car-marthenshire.gov.uk
TENANT RECHARGE POLICY	Occasionally it may be necessary to recharge a tenant for work that we have carried out to the property which was the tenant responsibility under the tenancy agreement. The policy will guide officers when dealing with council tenant recharges, ensuring a consistent approach.	Cabinet 13 Mar 2023	No	Deputy Leader and Cabinet Member for Homes	Director of Communities Jonathan Morgan, Head of Homes & Safer Communities JMorgan@car-marthenshire.gov.uk
WEST WALES ADULT ADVOCACY STRATEGY 2023 - 2027	THE ADULT ADVOCACY STRATEGY SEEKS TO SHAPE THE COMMISSIONING ARRANGEMENTS OF HDUHB, CARMARTHENSHIRE CC, CEREDIGION CC AND PEMBROKESHIRE CC IN ORDER TO MEET THEIR STATUTORY DUTIES. IT SEEKS TO ENSURE THAT GOOD QUALITY ADVOCACY IS READILY AND EQUITABLY AVAILABLE, IN THE WEST WALES REGION.	Cabinet 13 Mar 2023	No	Cabinet Member for Health & Social Services	Director of Communities Christine Harrison, Head of Strategic Joint Commissioning Chris.harrison@pembro-keshire.gov.uk
CAPITAL PROGRAMME 2022/23 UPDATE	To provide an update of the latest budgetary position for the 2022/23 capital programme, as at the 31st December 2022.	Cabinet 27 Mar 2023	No	Cabinet Member for Resources	Director of Corporate Services Randal Hemingway, Head

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
					of Financial Services RHemingway@car marthenshire.gov.u k
CARMARTHENS IRE'S SUSTAINABLE COMMUNITIES FOR LEARNING (CSCfL)	To provide Cabinet with an updated CSCfL (formerly known as Modernising Education Programme (MEP)) as the long-term strategy and investment plan for schools. The plan will be brought forward following extensive consultation with stakeholders.	Cabinet 27 Mar 2023	No	Cabinet Member for Education and Welsh Language	Director of Education & Children Simon Davies, Head of Access to Education sidavies@carmarthenshire.gov.uk
ELECTRIC VEHICLE CHARGING INFRASTRUCTURE STRATEGY, TWELVE MONTH REVIEW	The report provides an update on progress with the Electric Vehicle Charging Infrastructure Strategy.	Cabinet 27 Mar 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Steve Pilliner, Head of Transportation & Highways SGPilliner@carmarthenshire.gov.uk
THE EDUCATION AND CHILDREN'S SERVICES STRATEGY FOR SUPPORTING OUR SCHOOLS AND SPECIALIST	This report outlines the range of differentiated support provided to our schools, PRUs and specialist settings ensuring that leaders, teachers and teaching assistants access the necessary support to ensure that all pupils progress and thrive.	Cabinet 27 Mar 2023	No	Cabinet Member for Education and Welsh Language	Director of Education & Children Elin Forsyth, Principal Challenge Advisor EMForsyth@carma

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
SETTINGS, INCLUDING THOSE THAT ARE MOST CHALLENGED.					rthenshire.gov.uk
AN EVALUATION OF ESTYN INSPECTIONS ACROSS CARMARTHENSHERE SCHOOLS, PUPIL REFERRAL UNITS AND SPECIALIST SETTINGS.	This report provides an evaluation of Estyn inspections over the last five years, outlining the strengths of our schools, PRUs and specialist settings, as well as providing an overview of recommendations for improvement. In addition, the report outlines how the ECS department supports schools both pre and post Estyn inspections to ensure that all of our learners' progress and thrive.	Cabinet 11 Apr 2023	No	Cabinet Member for Education and Welsh Language	Director of Education & Children Elin Forsyth, Principal Challenge Advisor EMForsyth@carmarthenshire.gov.uk
LEISURE, CULTURE AND OUTDOOR RECREATION STRATEGY – POST CONSULTATION	The document provides a framework for the service to work with key stakeholders to deliver a strategically aligned Leisure, Culture and Outdoor Recreation Strategy for the next 10 years.	Cabinet 22 May 2023	No	Cabinet Member for Regeneration, Leisure, Culture & Tourism	Director of Communities Ian Jones, Head of Leisure IJones@carmarthenshire.gov.uk
ANNUAL REPORT FOR THE WELSH IN EDUCATION	The Carmarthenshire 2022-32 WESP became operative on 1.9.22. The Local Authority is required to submit an annual	Cabinet 17 Jul 2023	No	Cabinet Member for Education and Welsh Language	Director of Education & Children

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
STRATEGIC PLAN (WESP)	progress report to Welsh Government. It's deemed pertinent to present this report to the Scrutiny process prior to WG submission.				Aeron Rees, Head of Curriculum and Wellbeing jarees@cardiffshire.gov.uk
ANNUAL TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT 2022-2023	To provide members with an update on the treasury management activities for 2022-2023	Cabinet 4 Sep 2023	No	Cabinet Member for Resources	Director of Corporate Services Anthony Parnell, Treasury & Pension Investments Manager aparnell@cardiffshire.gov.uk
CAPITAL PROGRAMME 2022/23 UPDATE	To provide an update of the latest budgetary position for the 2022/23 capital programme	Cabinet 27 Nov 2023	No		

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Agenda Item 11

CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE

WEDNESDAY, 19 OCTOBER 2022

PRESENT: Councillor A.G. Morgan (Chair)

Councillors (In Person):

P. Hughes-Griffiths

Councillors (Virtually):

K.V. Broom	L. Davies	T. Davies	A. Evans
H.A.L. Evans	A.D. Harries	R. James	D. Jones
M.J.A. Lewis	K. Madge		

Also in attendance (In Person):

Cllr. D. Price, Cabinet Member - Leader;
Cllr. P. Hughes, Cabinet Member – Organisation and Workforce;
Cllr. A. Lenny, Cabinet Member – Resources;

The following Officers were in attendance (In Person):

R. Hemingway, Head of Financial Services;
P.R. Thomas, Assistant Chief Executive (People Management & Performance);
A. Eynon, Principal Translator;
M.S. Davies, Democratic Services Officer;

The following Officers were in attendance (Virtually):

J. Jones, Head of Regeneration;
H. Pugh, Head of Revenues and Financial Compliance;
L.R. Jones, Head of Administration and Law;
G. Ayers, Corporate Policy and Partnership Manager;
M. Evans Thomas, Principal Democratic Services Officer;
J. Williams, ICT Operational Delivery Manager.

Chamber, County Hall, Carmarthen and remotely: 10.00 am - 11.45 am

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor J. P. Hart and D. Nicholas.

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

Councillor	Minute Number	Nature of Interest
K. Madge	8 – Revenue Budget Outturn Report 2021-22; 9 – Revenue and Capital Budget Monitoring Report 2022-23;	Daughter works in Social Services.
A. Evans	8 – Revenue Budget Outturn Report 2021-22; 9 – Revenue and Capital Budget Monitoring Report 2022-23;	Mother works in Democratic Services section.

3. PUBLIC QUESTIONS

No public questions had been received.

4. CARMARTHENSHIRE COUNTY COUNCIL'S ANNUAL REPORT FOR 2021/22

The Cabinet Member for Organisation and Workforce presented the Council's draft Annual Report for 2021/22 together with the relevant Well-Being Objective [WBO] detailed reports falling within the remit of the committee namely:

- WBO5 - Create more jobs and growth throughout the county;
- WBO8 - Support community cohesion, resilience, and safety;
- WBO13 - Better Governance and Use of Resources.

It was noted that it was a requirement of the Local Government (Wales) Measure the Authority must publish an Annual Report on past performance by the end of October each year.

Amongst the issues raised on the report were the following:

WBO5

- In response to a concern that Carmarthenshire had the third lowest rate in Wales in respect of employment the committee was advised that the Council's recruitment process and job titles/profiles were being reassessed and it was noted that Pentre Awel and other City Deal developments were likely to create many new job opportunities. It was also recognised that more widely, since the covid pandemic, many people had made lifestyle choices and were no longer seeking employment;
- In response to a question relating to the 10 towns initiative it was emphasised that the Council was reliant on businesses and local communities making the most of the opportunities and funding available which could lever further funding and in this regard local members also had an important role to play;
- It was noted that the Authority had a number of initiatives in place to close the Gender Pay gap;

WBO8

- Members spoke of the positive ways in which communities had pulled together during and since the covid pandemic and it was considered that over the coming months, particularly with regard to the economic situation, community cohesion and resilience would continue to be critical. In this regard reference was made to welcome initiatives such as food banks and 'warm welcome spaces' at the public libraries and other venues;
- It was acknowledged that covid had presented huge challenges for the workforce and the Committee was informed that a 'lessons learnt' review had been undertaken with a view to taking forward and building upon ways of working which had proved beneficial to staff, the Council and service users. A survey of staff conducted as part of the review had provided positive feedback;
- Reference was made to the availability of funding from the Poverty Fund to assist with the establishment of luncheon clubs or community cafes;

WBO13

- It was noted that, covid aside, staff sickness was at the targeted level;
- In response to a question members were advised that a request by trade unions for the introduction of a home working allowance was not supported by employers.

UNANIMOUSLY RESOLVED to recommend to the Cabinet that the draft Annual Report 2021/22 be endorsed.

5. POLICY & RESOURCES SCRUTINY COMMITTEE ANNUAL REPORT 2021/22

The Committee considered the Policy and Resources Scrutiny Committee Annual Report for the 2021/22 municipal year which provided an overview of the work of the Committee including:-

- Overview of the Scrutiny Work Programmes;
- Key issues considered;
- Issues referred to or from Cabinet/Other Scrutiny Committees;
- Member attendance at meetings.

UNANIMOUSLY RESOLVED to endorse the report.

6. CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE FORWARD WORK PLAN FOR 2022/23

The Committee considered its Forward Work Programme for 2022/2023 prepared in accordance with the Council's Constitution which required Scrutiny Committees to develop and publish annual forward work programmes identifying issues and reports to be considered at meetings during the course of the municipal year.

Members were advised that following the recent publication of the Cabinet's Forward Plan for the period 1st October 2022 to 29TH December 2023 arrangements would be made for a development session for the Committee members to consider whether there were any items thereon within the Committee's remit which it would wish to include within its own Forward Work Programme.

UNANIMOUSLY RESOLVED that the Corporate Performance and Resources Scrutiny Committee's 2022/23 Forward Work Programme be endorsed.

7. CARMARTHENSHIRE COUNTY COUNCIL'S ANNUAL REPORT FOR 2021/22

The Leader presented the minutes of the meeting of the Carmarthenshire Public Services Board [PSB] held on the 12th July, 2022.

The Well-being of Future Generations (Wales) Act 2015 required that a designated local government scrutiny committee was appointed to scrutinise the work of the PSB. In Carmarthenshire, the Council's Corporate Performance & Resources Scrutiny Committee had been designated as the relevant scrutiny committee.

The Leader was congratulated on his appointment as Chair of the PSB and tribute was paid to the past Chair Mr. Barry Liles.

Members were informed that, as had been the case previously, they should contact the Corporate Policy, Performance & Partnership Manager if they were interested in attending a PSB meeting as an observer.

UNANIMOUSLY RESOLVED that the minutes of the PSB meeting held on the 12th July, 2022 be received.

8. REVENUE BUDGET OUTTURN REPORT 2021/22

[NOTE: Cllrs. A. Evans and K. Madge, having earlier declared an interest in this item, remained in the meeting for its consideration.]

The Cabinet Member for Resources presented the Authority's 2021/22 Corporate Budget Outturn Report and the Chief Executive and Corporate Services departmental reports. Overall, the net position for the Authority was an underspend of £1,433k with the Chief Executive and Corporate Services Departments showing a net variance of -£2,014k against the 2021/22 approved budgets. At year end £281k of Managerial savings had been delivered against a target of £451k.

In response to a concern regarding the 12 vacant posts in the customer service centres the Committee was informed that since some staff had been redeployed during the covid pandemic there had been difficulties filling the posts.

UNANIMOUSLY RESOLVED that the report be received.

9. REVENUE & CAPITAL BUDGET MONITORING REPORT 2022/23

[NOTE: Cllrs. A. Evans and K. Madge, having earlier declared an interest in this item, remained in the meeting for its consideration.]

The Cabinet Member for Resources presented the Authority's Corporate Budget Monitoring Report and the Chief Executive's and Corporate Services departmental reports as at 30th June 2022 in respect of the 2022/23 financial year. The report also included an appendix detailing Savings Monitoring 2022/23.

The monitoring report forecasted an end of year overspend of £4,767k on the Authority's net revenue budget with an overspend at departmental level of £4,735k.

UNANIMOUSLY RESOLVED to receive the report.

10. QUARTERLY TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT 1ST APRIL 2022 TO 30TH JUNE 2022

The Cabinet Member for Resources presented the Quarterly Treasury Management and Prudential Indicator Report for the period 1st April 2022 - 30th June 2022 which listed the treasury management activities which had occurred during the first quarter of the year in line with the Treasury Management Policy and Strategy 2022-2023 adopted by Council on the 2nd March 2022.

The Authority had not breached any of its Prudential Indicators during the period.

UNANIMOUSLY RESOLVED to endorse the report.

11. EXPLANATION FOR NON-SUBMISSION OF SCRUTINY REPORT

The Committee received the Non-Submission report.

UNANIMOUSLY RESOLVED that the report be noted.

12. MINUTES - 16TH MARCH 2022

UNANIMOUSLY RESOLVED that the minutes of the meeting held on the 16th March 2022 be signed as a correct record.

CHAIR

DATE

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