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WEDNESDAY, 26 APRIL 2023

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 WEDNESDAY, 3RD MAY, 2023 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
Cllr. Alex Evans
Cllr. Hazel Evans
Cllr. Deian Harries
Cllr. Jean Lewis
Cllr. Dai Nicholas

LABOUR GROUP - 4 Members

Cllr. Lewis Davies
Cllr. Rob James
Cllr. Dot Jones
Cllr. Kevin Madge

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. **CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE FORWARD WORK PLAN FOR 2023/24.** 5 - 24
5. **CHIEF EXECUTIVE'S DEPARTMENT DIVISIONAL DELIVERY PLANS.** 25 - 100
6. **CORPORATE SERVICES DEPARTMENT DIVISIONAL DELIVERY PLANS.** 101 - 132
7. **FORTHCOMING ITEMS.** 133 - 136
8. **TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE COMMITTEE HELD ON THE 31ST MARCH 2023.** 137 - 140

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**CORPORATE PERFORMANCE & RESOURCES
SCRUTINY COMMITTEE
3rd May, 2023**

**CORPORATE PERFORMANCE & RESOURCES
SCRUTINY COMMITTEE
FORWARD WORK PLAN FOR 2023/24**

To consider and comment on the following issues:

- That the Committee confirms its Forward Work Plan for 2023/24

Reasons:

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

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

CABINET MEMBER PORTFOLIO HOLDER: N/A

<p>Directorate Chief Executive's Name of Head of Service: Linda Rees-Jones</p> <p>Report Author: Martin S. Davies</p>	<p>Designations: Head of Administration & Law</p> <p>Democratic Services Officer</p>	<p>Tel Nos. / E Mail Addresses: 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
3rd May, 2023

Corporate Performance & Resources Scrutiny Committee
Forward Work Plan for 2023/24

Purpose of the Forward Work Plan

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

The development of a work plan:

- Provides an opportunity for members to determine the priority issues to be considered by their scrutiny committee over the course of the next year.
- Provides a focus for both officers and members and is a vehicle for communicating the work of the Committee to the public. The plan (see attached report) will be published on the council’s website www.carmarthenshire.gov.uk/scrutiny and it will be updated on a quarterly basis.
- Ensures agreement of provisional agendas for scheduled scrutiny meetings within the council diary. The Plan is a flexible document that can be amended to reflect additional meetings and agenda items during the course of the year.

The draft Forward Work Plan includes statutory and annual reports as well as those reports requested by the Committee during the course of previous meetings.

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 & Law

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

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

CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below
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 PORTFOLIO HOLDER(S)
AWARE/CONSULTED**

NO

**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
Policy & Resources Scrutiny Committee Reports and Minutes		Meetings from September 2015 onwards: https://democracy.carmarthenshire.gov.wales/ieListMeetings.aspx?Committeeld=170

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Corporate Performance & Resources Scrutiny Committee – Forward Work Programme 2023/24

3 rd May 2023	16 th June 2023	19 th July 2023	18 th October 2023	12 th December 2023	January 2024 TBC	1 st March 2024	17 th April 2024
Corporate Performance & Resources Scrutiny Committee Forward Work Plan for 2023/24	Revenue & Capital Budget Monitoring Report 2022/23 (April – February)	Annual Treasury Management and Prudential Indicator Report 2022-2023	Revenue Budget Outturn Report 2022/23	Revenue & Capital Budget Monitoring Report 2023/24 (April – August)	Revenue Budget Strategy Consultation 2024/25 to 2026/27	Quarterly Treasury Management and Prudential Indicator Report 1st April 2023 to 31st December 2023	Revenue & Capital Budget Monitoring Report 2023/24 (April – December)
Chief Executive's Departmental Business Plan 2023/24.	Corp Perf & Resources Scrutiny Committee Annual Report 2022/23	May 2023 PSB minutes	Revenue & Capital Budget Monitoring Report 2023/24 (April-June)	Mid-Year Treasury Management and Prudential Indicator Report 1st April 2023 to 30th September 2023	Five Year Capital Programme 2024/25 - 2028/29	Revenue & Capital Budget Monitoring Report 2023/24 (April – December)	
Corporate Services Departmental Business Plan 2023/24.	Corp Perf & Resources Scrutiny Committee Actions and Referrals update		Quarterly Treasury Management and Prudential Indicator Report 1st April 2023 to 30th June 2023	Corp Perf & Resources Scrutiny Committee Actions and Referrals Update	Treasury Management Policy & Strategy 2024/25	Corp Perf & Resources & Resources Scrutiny Committee Actions and Referrals Update	
			July 2023 PSB minutes	September 2023 PSB minutes	Revenue and Capital Budget Monitoring Report 2023/24 (April - October)		
					November 2023 PSB minutes		

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CABINET/COUNCIL – FORWARD PLAN

FOR THE PERIOD 1 APRIL 2023 TO 31 MARCH 2024

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director Report Author
CARMARTHENSHIRE PUBLIC SERVICE BOARD WELL BEING PLAN 2023-2028	Each board must carry out a well-being assessment and publish a well-being plan. The plan sets out how the Board will meet its responsibilities under the Well being of Future Generations (Wales) Act.	County Council 19 Apr 2023	No	Cllr. Darren Price, Leader of the Council	Chief Executive Gwyneth Ayers, Corporate Policy and Partnership Manager GAyers@carmarthenshire.gov.uk
DEFENCE EMPLOYEE RECOGNITION SCHEME	To approve progression within the Defence Employee Recognition Scheme (DERS) to Silver Award and to strengthen our ongoing commitment to the Armed Forces Covenant. In October 2021, Cabinet approved the re-signing of the Armed Forces Covenant, which pledged a commitment to apply for the DERS. The DERS encourages employers to support those serving (reservists) or who have served in the armed forces (veterans) and their dependants. It aligns with the Armed Forces Covenant which is a pledge to the Armed Forces Community and their	Cabinet 24 Apr 2023	No	Cabinet Member for Organisation & Workforce	Chief Executive Noelwyn Daniel, Head of ICT and Corporate Policy ndaniel@carmarthenshire.gov.uk

Page 11

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
	families that they will be given respect and fairness in the United Kingdom that they serve. The DERS encompasses Bronze, Silver, and Gold Awards for employers that pledge, demonstrate or advocate support to the Armed Forces Community.				
BURRY PORT HARBOUR PETITION TO FULL COUNCIL – UPDATE POSITION	The purpose of this report is to update Cabinet on the position at Burry Port Harbour, following a petition presented to full Council on the 25th January 2023.	Cabinet 22 May 2023	No	Cabinet Member for Regeneration, Leisure, Culture & Tourism	Director of Communities Ian Jones, Head of Leisure IJones@carmarthenshire.gov.uk
CAPITAL PROGRAMME 2022/23 UPDATE	To provide and update of the latest budgetary position for the 2022/23 capital programme, as at 28th February	Cabinet 22 May 2023	No	Cabinet Member for Resources	Director of Corporate Services Hayley John, PA to Director of Corporate Services hejohnson@carmarthenshire.gov.uk
Cleansing Service Strategic Management Plan	To present the outcomes of the review into the Council's street cleaning service and make recommendations for future service delivery.	Cabinet 22 May 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Daniel John, Interim Head of Waste DWJohn@carmarthenshire.gov.uk
Conservation Area	This report sets out the work being	Cabinet	No	Cabinet Member for	Director of Place &

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
Appraisals	<p>undertaken to review ten designated Conservation Areas across the County. It 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>	22 May 2023		Rural Affairs and Planning Policy	<p>Infrastructure Rhodri Griffiths, Head of Place and Sustainability RDGriffiths@carma rthenshire.gov.uk</p>
COUNCIL'S REVENUE BUDGET MONITORING REPORT	To provide Cabinet with an update on the latest budgetary position as at 28th February 2022, in respect of 2022/23	Cabinet 22 May 2023	No	Cabinet Member for Resources	<p>Director of Corporate Services Hayley John, PA to Director of Corporate Services hejohnson@carma rthenshire.gov.uk</p>
Covid 19 impact on Contractors – Major works	<p>A report will be produced to explore the financial impact on Contractors as a consequence of the Covid-19 pandemic. The report will establish the current contract provisions being enforced by the Authority compared against various government advice and relief procedures. To further inform stakeholders, the report</p>	Cabinet 22 May 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	<p>Director of Place & Infrastructure Jason G. Jones, Property Maintenance Manager JGJones@carma rthenshire.gov.uk</p>

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
	will capture the potential implications for adopting and seek a decision on implementing contractor support mechanisms to mitigate the financial impact of Covid-19.				
PLOT 1 TROSTRE RETAIL PARK	Report outlining an application by the prospective developer to extend the timeframe for a revised planning application for the above together with a request for a reduction in the purchase price to reflect unforeseen abnormal costs.	Cabinet 22 May 2023	No	Cabinet Member for Regeneration, Leisure, Culture & Tourism	Chief Executive Jason Jones (Head of Regeneration), Head of Regeneration JaJones@carmarthenshire.gov.uk
PLOT 3 TROSTRE RETAIL PARK	Report outlining a revised development proposal for plot 3 Trostre Retail Park and sale terms for consideration.	Cabinet 22 May 2023	No	Cabinet Member for Regeneration, Leisure, Culture & Tourism	Chief Executive Jason Jones (Head of Regeneration), Head of Regeneration JaJones@carmarthenshire.gov.uk
POLICY ON AWARDING GRANTS AND THE WELSH LANGUAGE	In line with the requirement of the Welsh Language Standards the Council must produce and publish a policy on awarding grants (or, where appropriate, amend an existing policy) which requires you to consider positive or negative effects the awarding and implementing of the	Cabinet 22 May 2023	No	Cabinet Member for Education and Welsh Language	Chief Executive Noelwyn Daniel, Head of ICT and Corporate Policy ndaniel@carmarthenshire.gov.uk

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
	grant could have on: (i) opportunities for persons to use the Welsh language, and (ii) treating the Welsh language no less favourably than the English language.				
SALARY SACRIFICE SCHEMES AND CAR LOANS	Following review of the Authority's current Salary Sacrifice schemes key decisions are required: 1. Utilising a different framework through mini competition process for Car Salary Sacrifice. 2. Providing Cycle to Work scheme through Cycle Solutions. 3. Increasing maximum loan advance on Car Loans to eligible employees to £9,999 reflecting inflation.	Cabinet 22 May 2023	No	Cabinet Member for Resources	Director of Corporate Services Anthony Parnell, Treasury & Pension Investments Manager aparnell@carmarthenshire.gov.uk
Street Naming and Numbering Policy	The report seeks to update on the preparation of the Street Naming and Numbering Policy. It sets out the responses received as part of the formal consultation on the policy and officer recommendations ahead of its formal adoption.	Cabinet 22 May 2023	No	Cabinet Member for Rural Affairs and Planning Policy	Director of Place & Infrastructure Ian R Llewelyn, Forward Planning Manager IRLlewelyn@carmarthenshire.gov.uk
Tackling Poverty	The Council has prepared a tackling	Cabinet	No	Deputy Leader and	Chief Executive

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
Action Plan	poverty action plan which incorporates its response to the cost of living crisis. The plan outlines actions to be taken by a range of Council services and steps to further our involvement with a range of external stakeholders.	22 May 2023		Cabinet Member for Homes	Noelwyn Daniel, Head of ICT and Corporate Policy ndaniel@carmarthenshire.gov.uk
Welsh Language Promotion Strategy 2023-28	To approve the Welsh Language Promotion Strategy for 2023-28, as a part of our statutory responsibilities under the Welsh Language Measure (Wales) 2011. Carmarthenshire County Council leads on the preparation of the Promotion Strategy; however, we work closely with partners across the county to co-design our work to support the Language in our communities. This is the second promotion strategy and there will be an opportunity to reflect on the results of the 2021 Census as part of our work.	Cabinet 22 May 2023	No	Cabinet Member for Education and Welsh Language	Chief Executive Noelwyn Daniel, Head of ICT and Corporate Policy ndaniel@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 5 Jun 2023	No	Cabinet Member for Regeneration, Leisure, Culture & Tourism	Director of Communities Ian Jones, Head of Leisure IJones@carmarthenshire.gov.uk
AN EVALUATION OF ESTYN	This report provides an evaluation of Estyn inspections over the last five years,	Cabinet 5 Jun 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
INSPECTIONS ACROSS CARMARTHENSHIRE SCHOOLS, PUPIL REFERRAL UNITS AND SPECIALIST SETTINGS.	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.			Language	Children Elin Forsyth, Strategic Lead for School Effectiveness EMForsyth@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 policy will guide officers when dealing with council tenants ensuring a consistent approach.	Cabinet 5 Jun 2023	No	Deputy Leader and Cabinet Member for Homes	Director of Communities Jonathan Morgan, Head of Housing and Public Protection JMorgan@carmarthenshire.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 5 Jun 2023	No	Deputy Leader and Cabinet Member for Homes	Director of Communities Jonathan Morgan, Head of Housing and Public Protection JMorgan@carmarthenshire.gov.uk
THE MID & WEST WALES	This Annual Report provides an overview of the objectives and achievements of the	Cabinet 5 Jun 2023	No	Cabinet Member for Health & Social Services	Director of Communities

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
SAFEGUARDING CHILDREN & ADULTS BOARDS ANNUAL REPORT 2021-2022	Mid and West Wales Safeguarding Children & Adults Boards. It outlines the progress made against the outcomes set by CYSUR and CWMPAS as part of the Joint Annual Strategic Plan for the year 2021-2022.				Jake Morgan, Director of Community Services jakemorgan@carmarthenshire.gov.uk
Workforce Strategy 2023-2026	Our Workforce Strategy describes how we plan to develop our current and future workforce to ensure they have the right skills, environment, and core values to deliver our Corporate Strategy.	Cabinet 5 Jun 2023	No	Cabinet Member for Organisation & Workforce	Chief Executive Paul R Thomas, Assistant Chief Executive (People Management & Performance) prthomas@carmarthenshire.gov.uk
10-YEAR SOCIAL SERVICES STRATEGY (PRE-CONSULTATION)	To provide members with a vision on how we will provide the statutory social services functions over the next decade. The document will detail the following areas; Introduction, Vision Statement, The services people receive, Social Work Models of care, Safeguarding, Integration and Partnerships , Workforce and an Action Plan	Cabinet 19 Jun 2023	No	Cabinet Member for Health & Social Services	Director of Communities Silvana Sauro, Performance, Analysis & Systems Manager ssauro@carmarthenshire.gov.uk
Burry Port Placemaking Plan	Work has been commissioned to undertake a Placemaking Plan for Burry Port in order to develop a plan which	Cabinet 19 Jun 2023	No	Cabinet Member for Regeneration, Leisure, Culture & Tourism	Chief Executive Nicola Evans, Business Support

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
	supports the growth and resilience of the town.				Manager njevans@car-marth-enshire.gov.uk
Shared Prosperity Fund – Tackling Towns	<p>Funding is available via the Tackling Towns fund to bring forward direct delivery projects identified in the Recovery and Growth Plans of the 3 Primary Towns and 11 Secondary Towns in Carmarthenshire</p> <p>The projects have been endorsed by the Local Task Forces and Town Forums and Carmarthenshire County Council will now look to progress projects.</p>	Cabinet 19 Jun 2023	No	Cabinet Member for Regeneration, Leisure, Culture & Tourism	Chief Executive Jason Jones (Head of Regeneration), Head of Regeneration JaJones@car-marth-enshire.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 3 Jul 2023	No	Cabinet Member for Regeneration, Leisure, Culture & Tourism	Director of Communities Ian Jones, Head of Leisure IJones@car-marth-enshire.gov.uk
A Strategic Plan for Managing our Land and for Pollinators in Carmarthenshire	To adopt pollinator-friendly land management practices on Council-managed land where there is no conflict between these and the existing land use, and as agreed with clients (e.g. Housing) and the contractor (Grounds	Cabinet 17 Jul 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Rosie Carmichael, Rural Conservation Manager racarmichael@car-

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
	<p>Maintenance).</p> <p>We will ensure the way we manage our grasslands is consistent with the climate and nature emergencies.</p>				marthenshire.gov.uk
ANNUAL REPORT FOR THE WELSH IN EDUCATION STRATEGIC PLAN (WESP)	The Carmarthenshire 2022-32 WESP became operative on 1.9.22. The Local Authority is required to submit an annual progress report to Welsh Government. It's deemed pertinent to present this report to the Scrutiny process prior to WG submission.	Cabinet 17 Jul 2023	No	Cabinet Member for Education and Welsh Language	Director of Education & Children Aeron Rees, Head of Strategy and Learner Support jarees@carmarthenshire.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@carmarthenshire.gov.uk
Treasury Management and Prudential Indicator Report 1st April 2023 to 30th June 2023	To provide members with an update on the treasury management activities from 1st April 2023 to 30th June 2023	Cabinet 18 Sep 2023	No	Cabinet Member for Resources	Director of Corporate Services Hayley John, PA to Director of Corporate Services hejohnson@carmarthenshire.gov.uk

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
					thenshire.gov.uk
CAPITAL PROGRAMME 2023/24 UPDATE	To provide an update of the latest budgetary position for the 2023/24 capital programme as at 30th June 2023	Cabinet 2 Oct 2023	No	Cabinet Member for Resources	Director of Corporate Services Hayley John, PA to Director of Corporate Services hejohnson@carmar thenshire.gov.uk
COUNCIL'S REVENUE BUDGET MONITORING REPORT	To provide the Cabinet with an update on the latest budgetary position as at 30th June 2023, in respect of 2023/24	Cabinet 2 Oct 2023	No	Cabinet Member for Resources	Director of Corporate Services Hayley John, PA to Director of Corporate Services hejohnson@carmar thenshire.gov.uk
10-YEAR SOCIAL SERVICES STRATEGY (POST-CONSULTATION)	To provide members with a vision on how we will provide the statutory social services functions over the next decade. The document will detail the following areas; Introduction, Vision Statement, The services people receive, Social Work Models of care, Safeguarding, Integration and Partnerships , Workforce and an Action Plan	Cabinet 16 Oct 2023	No	Cabinet Member for Health & Social Services	Director of Communities Silvana Sauro, Performance, Analysis & Systems Manager ssauro@carmarthe nshire.gov.uk
STATUTORY	The Report examines each Service area	Cabinet	No	Cabinet Member for	Director of

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
DIRECTOR OF SOCIAL CARE SERVICES' ANNUAL REPORT 2022/23	within Social Care and shows how service strategies, actions, targets and service risks will be addressed and delivered operationally. It comprises an overview on how we have performed in 2022/23 and an assessment on the future, together with our strategic priorities for 2023/24.	16 Oct 2023		Health & Social Services	Communities Silvana Sauro, Performance, Analysis & Systems Manager ssauro@carmarthe nshire.gov.uk
INCENTIVE SCHEME FOR TENANTS	The use of incentive and reward schemes by social landlords underpins the wider approach to tenancy management. Incentives may be considered to encourage desired behaviour while rewards recognise such behaviour. The report sets out our approach to how we will reward tenants but also introduce an incentive scheme.	Cabinet 30 Oct 2023	No	Deputy Leader and Cabinet Member for Homes	Director of Communities Les James, Contracts and Service Development Manager LesJames@carmar thenshire.gov.uk
CAPITAL PROGRAMME 2023/24 UPDATE	To provide an update of the latest budgetary position 2023/24 capital programme, as at 31st August 2023	Cabinet 13 Nov 2023	No	Cabinet Member for Resources	Director of Corporate Services Hayley John, PA to Director of Corporate Services hejohnson@carmar thenshire.gov.uk
CAPITAL PROGRAMME 2023/24 UPDATE	To provide an update of the latest budgetary position for the 2023/24 capital programme, as at the 31st August 2023	Cabinet 13 Nov 2023	No	Cabinet Member for Resources	Director of Corporate Services Hayley John, PA to

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
					Director of Corporate Services hejohnson@carmarthenshire.gov.uk
COUNCIL'S REVENUE BUDGET MONITORING REPORT	To provide the Cabinet with an update on the latest budgetary position as at 31st August 2023, in respect of 2023/24	Cabinet 13 Nov 2023	No	Cabinet Member for Resources	Director of Corporate Services Hayley John, PA to Director of Corporate Services hejohnson@carmarthenshire.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		
Mid-Year Treasury Management and Prudential Indicator Report 1st April 2023 to 30th September 2023	To provide members with an update on the treasury management activities from 1st April 2023 to 30th September 2023	Cabinet 27 Nov 2023	No	Cabinet Member for Resources	Director of Corporate Services Hayley John, PA to Director of Corporate Services hejohnson@carmarthenshire.gov.uk
Equestrian Strategy	The Carmarthenshire Rights of Way Improvement Plan (ROWIP) 2019-2029 has been produced and published in	Cabinet 11 Dec 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Steve Pilliner, Head

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
	<p>accordance with section 60 of the Countryside and Rights of Way (CROW) Act (2000). 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. 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. 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. The report sets out the proposal to adopt an Equestrian Strategy for Carmarthenshire.</p>				of Transportation & Highways SGPilliner@carmarthenshire.gov.uk

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY COMMITTEE

3rd MAY 2023

CHIEF EXECUTIVE'S DEPARTMENT DIVISIONAL DELIVERY PLANS

- ICT and Corporate Policy
- People Management
- Legal and Administration
- Electoral and Civil Registration
- Marketing and Media/Translation Services
- Business and Cabinet Support

These Divisional Delivery Plans set the strategic actions and measures that the services will take to make progress against the Council's Well-being Objectives, thematic priorities and service priorities.

THE SCRUTINY COMMITTEE IS ASKED TO:-

Review and assess the information contained in the Reports and provide any recommendations, comments, or advice to the Cabinet Member and / or Director.

Reason(s)

To show how the divisions, for which this Scrutiny has a remit, support the Corporate Strategy and Well-being Objectives

CABINET MEMBER PORTFOLIO HOLDER

Cllr Darren Price	Leader
Cllr Philip Hughes	Cabinet Member for Organisation and Workforce
Cllr Alun Lenny	Cabinet Member for Resources

Directorate	Designations:	E Mail Addresses:
Chief Executive		
Name of Head of Service:		
Noelwyn Daniel	Head of ICT and Corporate Policy	NDaniel@carmarthenshire.gov.uk
Paul Thomas	Assistant Chief Executive (People Management)	prthomas@carmarthenshire.gov.uk
Linda Rees-Jones	Head of Administration & Legal	lrjones@carmarthenshire.gov.uk
Amanda Edwards	Electoral and Civic Registration Manager	AMEdwaqrds@carmarthenshire.gov.uk
Deina Hockenhill	Media and Marketing Manager	DMHockenhill@carmarthenshire.gov.uk
Nicola Evans	Business and Cabinet Support Manager	NJEvans@carmarthenshire.gov.uk

EXECUTIVE SUMMARY

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY COMMITTEE

3RD MAY 2023

Chief Executive's Department Divisional Delivery Plans:

- ICT and Corporate Policy
- People Management
- Legal and Administration
- Electoral and Civil Registration
- Marketing and Media/Translation Services
- Business Support

These Divisional Delivery Plans set the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plans also note the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures will set the direction of travel and provide a framework for individual staff objectives. They provide an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.

Corporate Strategy 2022-27

On the 27 January 2023 a member development session on the Corporate Strategy was held to seek views on the new Strategy. Feedback from the session was considered and included in the final Strategy which was subsequently approved by Council on the 1 March 2023.

The Corporate Strategy 2022-27, Well-being Objectives are:

1. Enabling our children and young people to have the best possible start in life (Start Well).
2. Enabling our residents to live and age well (Live and age well).
3. Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)
4. To further modernise and develop as a resilient and efficient Council (Our Council)

Note - The Divisional Delivery Plan template sets out these Well-being Objectives and the thematic priorities and service priorities within the objectives. There may be some blank spaces under some of the Corporate Strategy headings in the delivery plans as Services may not be contributing to some parts. This is acceptable as other Services will be better placed to contribute.

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

Noelwyn Daniel	Head of ICT and Corporate Policy
Paul Thomas	Assistant Chief Executive
Linda Rees-Jones	Head of Admin & Legal
Amanda Edwards	Electoral and Civic Registration Manager
Deina Hockenhull	Media and Marketing Manager
Nicola Evans	Business and Cabinet Support Manager

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

The content of these Delivery Plans will be monitored Quarterly throughout the year.

All Actions and Measures will be put into our Performance and Improvement Monitoring System (PIMS). This means that all information can be analysed and sorted as required by:

- Cabinet portfolio
- Cabinet Vision Statement
- Scrutiny Portfolio
- Department and Service Head or Manager
- Corporate Strategy by Well-being Objective, Thematic Priority or Service Priority

Senior management will hold dedicated quarterly Performance Monitoring meetings throughout the year to monitor progress on the Corporate Strategy and Delivery Plans using a range of information and data including performance data, risk management, finance, audit etc.

Monitoring reports on Actions and Measures will be available for each Scrutiny Committee based on their remit should they wish to consider.

2. Legal

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

The **Local Government and Elections (Wales) Act 2021** focuses on the extent to which we are meeting our '*performance requirements*'. That is-

1. exercising our functions effectively.
2. using our resources economically, efficiently and effectively.
3. governance is effective for securing the above.

As noted in the Act:

Scrutiny committees are a key part of offering constructive challenge to how a council is performing and how it organises itself in the delivery of sustainable services.

3 Finance

The Well-being Future Generations Act (2015) requires that we ensure that resources are allocated adequately to achieve our Well-being Objectives.

The Local Government and Elections (Wales) Act 2021 focuses on the extent to which we are using our resources economically, efficiently, and effectively.

4. ICT

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

5. Risk Management Issues

Key risks are identified in the plans.

6. Staffing Implications

- See staffing figures within the plans
- In Well-being Objective 4 (Our Council) – To further modernise and develop as a resilient and efficient Council the Cross-cutting theme of Organisational Transformation is outlined.
- A Commitment to Workforce Planning is outlined in the Enablers section of the plan.

7. Physical Assets

As identified within the plans Enablers section.

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

Supportive of the approach being taken

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
Cabinet Vision Statement		Cabinet Vision Statement 2022 - 2027 (July 2022) (gov.wales)
Carmarthenshire Transformation Strategy		Carmarthenshire Transformation Strategy (gov.wales)
Corporate Strategy 2022/27		https://www.carmarthenshire.gov.wales/media/1231822/corporate-strategy-2022-27.pdf

Divisional Delivery Plan 2023-2024

ICT and Corporate Policy



INTRODUCTION

Purpose of this Plan

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plan also notes the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures should set the direction of travel and translate into individual staff objectives targets. It provides an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.

Divisional Structure

Head Of Service – Noelwyn Daniel



Corporate Policy

Gwyneth Ayers



Applications & Business Transformation

Julian N Williams



ICT Operations & Governance

John Williams



Indication of staffing levels

Corporate Policy	Applications & Business Transformation	ICT Operations & Governance
17	29	40

Budget 2023/2024

	Information Technology	Welsh Language	Chief Executive - Policy	Public Service Bodies	Armed Forces and Remembrance	Total
Expenditure	7,277	136	904	6	5	8,329
Income	-6,304	-171	-980	0	0	-7,455
Net	973	-34	-76	6	5	874

Introduction by Head of Service

ICT Services

This Business Unit has three key strategies underpinning our service delivery. Namely the Digital Transformation Strategy 2021-2024, the Digital Technology and Digital Schools Strategies; which both are currently under revision this year. Key areas of work covered by the unit are as follows:



- Core Network and Infrastructure (Data and Telephony)
- Facilitate the delivery of the DTSG Work Program and Funding (Digital Transformation Steering Group)
- Application Development
- Systems Support for Business-Critical Systems
- Workforce / Operational Support (Hardware / Software)
- Schools Operational and Strategic ICT Support
- I.T. Procurement function

Our purpose is to engage with and understand our customers to help them deliver effective services

Corporate Policy

This Business Unit leads on a range of corporate statutory duties and strategic requirements on behalf of the whole Council. This is done by liaising with and advising Council departments and Cabinet on a range of corporate matters. As a unit we have an agreed purpose, that being 'Getting it right: supporting, advising and challenging to ensure sustainable quality services'. The key areas of work covered by the unit are as follows:

- **Corporate Policy** requirements relating to Equalities, Welsh language, Well-being of Future Generations, Armed Forces, Tackling Poverty and Complaints.
- **Performance Management** making sure we achieve what we set out to do in our Corporate Strategy and Well-being Objectives and through monitoring ensuring outcomes are better than they would otherwise be.
- **Data Insight** leading in the management, collection and analysis of key data to aid evidence-based decision making and supporting key policy areas.
- **Partnership working** between public sector organisations in the County, through the Public Services Board (PSB) including community safety.

Cabinet Members Responsible

	Cabinet portfolio areas relevant to this delivery plan:	Scrutiny
	<p>Leader – Cllr Darren Price Corporate Strategic Planning, Public Services Board, Local Government and Elections (Wales) Act 2021</p>	Corporate Performance and Resources Scrutiny
	<p>Cabinet Member for Organisation and Workforce – Cllr Philip Hughes Equalities – Policy and Workforce, Performance Management, Business and Service Improvement, Audit Wales, I.C.T. Digital Service Delivery, Police Relations, Counterterrorism and Security Act 2015, Armed Forces Champion, Community Cohesion and Tackling Extremism, Socio Economic Duty, Corporate Delivery of Priorities, Community Leadership, Anti-Slavery and Ethical Employment Champion, Complaints</p>	Corporate Performance and Resources Scrutiny
	<p>Deputy Leader and Cabinet Member for Homes – Cllr Linda Evans Tackling Poverty and Cost of Living Lead, Councillors ICT Service Lead, Corporate Governance, Covert Surveillance, FOIA and Data Protection</p>	Communities, Homes and Regeneration Scrutiny
	<p>Cabinet Member for Rural Affairs and Planning Policy – Cllr Ann Davies Rural Affairs and Community Engagement, Equalities – Community</p>	
	<p>Cabinet Member for Regeneration, Leisure, Culture and Tourism - Cllr Gareth John Town and Community Councils</p>	
	<p>Cabinet Member for Education and Welsh Language - Cllr Glynog Davies Development of the Welsh Language / Standards Reporting</p>	Education, Young People and The Welsh Language Scrutiny

National drivers/expectations for service area (strategy & policy)

Legislation

Well-being Of Future Generations Act 2015
Local Government and Elections (Wales) Act 2021
Welsh Language Standards under s44 Welsh Language (Wales) Measure 2011
Equality Act 2010
Crime & Disorder Act (1998)
National Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act
Armed Forces Act 2021

Freedom of Information Act 2000
Environmental Information Regulations 2004
Section 60 of the Local Government (Wales) Act 1994 - (relating to records management)

Strategies and Policies

Corporate Strategy (incorporating Well-being Objectives) 2022-28
Performance Management Framework
Welsh Language Promotion Strategy
Strategic Equality Plan 2020-24
Carmarthenshire's Well-being Plan 2018-23
Complaints Policy

The Digital Transformation Strategy 2021-2024
The Digital Technology Strategy 2022-2025
The Digital Schools Strategy 2022-2025

Divisional Delivery Plan

How the division supports the Corporate Strategy and Well-being Objectives of the Council.

Note the Cabinet's Vision Statement commitments that we help deliver are identified with their numbers e.g. V92 & V93 below

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
1	Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)			
a	Theme: Healthy Lives – prevention /early intervention			
1	Digital lead for the Pentre Awel (Llanelli Wellness) Site Development.	31/03/2024	Matthew Jenkins	
b	Service Priority - Early years			
	Non applicable			
c	Service Priority - Education			
1	We will continue to improve the condition, suitability and ICT resources within schools and ensure all schools have the latest digital technologies and infrastructures in place to deliver 21st century education.	31/03/2024	John Williams	
2	Sub-Actions:			
3	Continued management and monitoring of the HWB and HWB Sustainability Programmes.	31/03/2024	Matthew Jenkins	
4	New Schools Builds (Gorslas, Pembrey, Y Castell)	31/03/2024	Matthew Jenkins	
5	Ysgol Rhydygors Refurbishment & Rebranding	31/03/2024	Matthew Jenkins	
6	Migration of supported School Websites to Google Sites	31/03/2024	Ben Grice	
7	Implementation of Education Digital Standards	31/03/2024	Matthew Jenkins	
8	Roll-out of Tablet devices for Schools Catering. (As part of providing responsive ICT support and expertise to all staff, elected members and schools at all times. To ensure they have a safe, secure, up-to-date and fit for purpose I.T. provision to carry out their work and duties effectively.)	31/03/2024	Lynn Price	
2	Well-being Objective 2 - Enabling our residents to live and age well (Live & Age Well)			
2A	Theme: Tackling Poverty			
1	Appoint a Cabinet Member to lead on the Tackling Poverty Agenda. V92	30/04/2023	Gwyneth Ayers	Cabinet Vision Statement
2	Review the Terms of Reference of the Tackling Poverty Advisory Panel to ensure that they have the necessary scope to undertake a review of the work required in relation to Tackling Poverty. V93	30/04/2023	Gwyneth Ayers	Cabinet Vision Statement

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
3	Request that the Tackling Poverty Advisory Panel immediately begins an additional strand of work in relation to the current cost of living crisis. V94	30/04/2023	Gwyneth Ayers	Cabinet Vision Statement
4	We will implement and update the Tackling Poverty Plan to respond to the current challenges faced by residents and communities <i>(replaces Action 14905 currently on PIMS)</i>	31/09/2023	Gwyneth Ayers	
5	We will implement our response to the recommendations of the Audit Wales report on Poverty	31/03/2024	Gwyneth Ayers	
6	Further develop and update the Poverty Profile of Carmarthenshire	31/03/2024	Rachel Clegg	
7	Roll-out of Wi-Fi Across all our Care Home and Sheltered Housing sites.	31/03/24	Jonathan Roberts	
8	Implementation of a new Cloud Contact Centre, Telephony and Alarm Monitoring solution for Delta Wellbeing	31/03/2024	Lynn Price	
2B	Service Priority - Housing			
1	Replacement Cloud System for Housing (OHMS)	31/03/2024	Janis Davies	
2C	Service Priority - Social Care			
1	Implementation of a new Social Care Cloud System (Eclipse) for Children's and Adult Services.	31/03/2024	Janis Davies	
3	Well-being Objective 3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)			
3A	Theme: Economic Recovery & Growth			
1	Continue to build on Carmarthenshire's status as a sustainable food place and in collaboration with other partners, develop a community food strategy to encourage the production and supply of locally sourced food in Wales. V85	31/03/2024	Gwyneth Ayers	Cabinet Vision Statement
2	We will ensure that the Council fully engages with the Carmarthenshire Public Services Board programme which is looking to develop opportunities for public sector procurement of locally produced and supplied food as well as ways the public sector can support local food producers to establish, develop and grow their businesses. If this approach is deemed successful and appropriate it could be extended to enable local procurement of other public sector goods and services which will in turn support the Carmarthenshire pound. MFR-36	31/03/2024	Gwyneth Ayers	Moving Rural Carms Forward
3	We will ensure that the Council works with Carmarthenshire Young Farmers Clubs Federation to ensure a closer working relationship and support structure in the future. MFR-43	31/03/2024	Gwyneth Ayers	Moving Rural Carms Forward
4	To develop a Community Food Strategy as part of the Carmarthenshire Food Recovery Plan	31/06/2023	Gwyneth Ayers	PSB Well-being Plan
	Measures:			
3B	Theme: Decarbonisation/Climate & Nature Emergency			
1	Support the development of a Net Zero Carbon Profile of Carmarthenshire	31/03/2024	Rachel Clegg	

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
2	We will ensure to align and focus to implementing solutions and infrastructure projects that assist and contribute to the Net Zero Carbon by 2030 commitment.	31/03/2024	John Williams	
3C	Theme: Welsh Language & Culture			
1	We will review the County's Welsh Language Promotion Strategy considering the progress to date and the Census 2021 results (<i>Current action 14896</i>)	31/07/2023	Llinos Evans	
2	We will review the current Internal Use of the Welsh language policy (<i>similar to Action 16118</i>)	31/03/2024	Llinos Evans	
3	We will publish a report on the current Welsh Language Promotion Strategy (<i>Action 16113</i>)	30/09/2023	Llinos Evans	
4	We will publish an annual report on the implementation of the Welsh Language Standards for the period 2022/23	30/06/2023	Llinos Evans	
5	We will work with the Marketing & Media Team and other key services to lay the foundations for, and welcome, the Urdd Eisteddfod to Llandoverly in 2023 (<i>Action 16118</i>)	30/06/2023	Llinos Evans	
6	Continue to increase and promote the use of the Welsh language within the administration of the County Council. V90	31/03/2024	Llinos Evans	Cabinet Vision Statement
7	Measure: Number of complaints relating to Welsh Language Standards received (<i>Comp/002</i>)		Kate Harrop	
3D	Theme: Community Safety and Cohesion and resilience			
1	We will ensure that the Council works with Dyfed Powys Police to address rural crime issues affecting the county and to monitor any trends in terms of community cohesion issues. MFR-45	31/03/2024	Kate Harrop	Moving Rural Carms Forward
2	We will ensure the Council fulfils its duties relating to the current Contest Strategy (counter terrorism) and progresses identified actions including those arising from the Prevent Corporate Risk Assessment	31/03/2024	Kate Harrop	
3	We will work with Dyfed Powys Police to support delivery of the Intact Serious Violence & Organised Crime Strategy	31/03/2024	Kate Harrop	
4	We will ensure the Council fulfils its duties relating to the new Serious Violence Duty	31/03/2024	Kate Harrop	
5	Work with the Public Services Board to drive community engagement and good practice in relation to recruitment from Black, Asian and Minority Ethnic communities. V100	31/03/2024	Llinos Evans	Cabinet Vision Statement
6	To work with relevant external groups, to improve representation and signposting for Black, Asian and Minority Ethnic communities on the Council's website. V101	31/03/2024	Llinos Evans	Cabinet Vision Statement
7	Ensuring that Carmarthenshire County Council is a diverse and inclusive organisation. V101	31/03/2024	Llinos Evans	Cabinet Vision Statement
8	Develop focused training for Members on areas relating specifically to equality, diversity, and equity, to be included within Code of Conduct training. V106	31/03/2024	Llinos Evans	Cabinet Vision Statement
9	Support the implementation of the Anti-Racist Wales Action Plan. V87	31/03/2024	Llinos Evans	Cabinet Vision Statement
10	Support campaigns to strengthen the rights of disabled people and tackle the inequalities they continue to face. V88	31/03/2024	Llinos Evans	Cabinet Vision Statement

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
11	Support the publication of the Welsh Government LGBTQ+ Action Plan. V89	31/03/2024	Llinos Evans	Cabinet Vision Statement
12	We will ensure that we embed any relevant recommendations from the Equalities & Diversity (Black Asian Minority Ethnic) Task & Finish Group into the Council's Strategic Equality Plan.	31/03/2024	Llinos Evans	
3E	Service Priority - Leisure & Tourism			
	Actions:			
1	Digital lead for the Pendine Attractor (Hostel, Motorhome Park and Museum) development.	31/03/2024	Lynn Price	
3F	Service Priority - Waste			
	Actions:			
1	Implementation of new Cloud System (Alloy) for Recycling & Waste; including new Back-Office system and On-line Portal for greater Citizen Access and Self-Service.	31/03/2024	Ben Grice	
3g	Service Priority – Highways & Transport			
	Non applicable			
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
A	Theme: Organisational Transformation			
	Actions - Organisational Transformation - Service Design & Improvement			
1	To iteratively develop a comprehensive and balanced set of performance measures, indicators and information across all services supporting the Transformation - Service Design and Improvement Workstream	31/03/2024	Rachel Clegg	
	Organisational Transformation - Customers & Digital Transformation			
2	We will act as an enabler and vehicle for transforming the way services across the Council are delivered to customers by increasing opportunities for accessing council services via digital technologies.	31/03/2024	Julian Williams	
	Sub-Actions:			
3	Implement new Cloud Consultation Software with our Citizens, Partners and Staff (Granicus Engagement HQ) in order to improve our corporate consultations both externally and internally.	31/03/2024	Ben Grice	
4	Implementation of a new Web Recruitment System (OLEEO)	31/03/2024	Lynn Price	
5	Implementation of a new Citizen Access Portal for Revenues & Benefits (Council Tax)	31/03/2024	Ben Grice	
6	Implementation of new Cloud System (Alloy) for Recycling & Waste; including new Back-Office system and On-line Portal for greater Citizen Access and Self-Service.	31/03/2024	Ben Grice	
7	Implementation of new Property Services Cloud System (Total Connect) for Housing Repairs ; including new Back-Office system and On-line Portal for greater Citizen Access and Self-Service.	31/03/2024	Ben Grice	
	Measures:			
8	Number of Transactional Council Services available to the public online ICT003	31/03/2024	Julian Williams	

Core Business Enablers: Actions & Measures

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
a	ICT Services (Delivery of Digital Transformation Strategy Projects)			
1	Continue to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. V108			Cabinet Vision Statement
2	Implementation of a new Staff Desk Booking Cloud Solution including Sensor technology to facilitate Desk Management across our main council buildings and agile working spaces.	31/03/2024	Lynn Price	
3	Roll-out of a Corporate Electronic Signature Solution (DocuSign)	31/03/2024	Lynn Price	
4	Roll-out of SharePoint corporately.	31/03/2024	Jonathan Roberts	
5	Implement new Cloud Engagement Software for Citizens, Partners and Staff (Granicus GovDelivery) in order to improve our corporate engagement both externally and internally.	31/03/2024	Ben Grice	
6	Further increase our use of the latest digital technology to further transform the services delivered by the Council. V110			Cabinet Vision Statement
7	Implement RPA (Blue Prism Cloud) Robotic Process Automation Software for Corporate use in order to streamline and automate processes end-to-end. Initial Phase is to develop automations for HR Processes.	31/03/2024	Ben Grice	
8	Develop an IoT (Internet of Things) LoRaWAN Gateway Network across the county as part of the Swansea Bay City Deal and Welsh Government connectivity initiative.	31/03/2024	Lynn Price	
9	Develop IoT PILOT cases using a range of Sensors and Data Capture and Monitoring Tools. Initial Phase is a joint/collaborative project with Swansea Council to develop a Bin Monitoring and Route Optimisation for Recycling & Waste Services.	31/03/2024	Lynn Price	
10	Implement ChatBOT and LIVE Chat for Customer Services via the Corporate Website. Initial Phase to target Waste & Recycling and Housing & Safer Community service areas.	31/03/2024	Lynn Price	
11	We will in line with our Digital Transformation Strategy 2021-2024, continue to engage, prioritise and implement department needs to allow them to deliver effective services.	31/03/2024	Julian Williams	
	Sub-Actions:			
12	Replacement Cloud System for Public Protection (Flare APP)	31/03/2024	Janis Davies	
13	Cloud Migration for Revenues & Benefits System (iWorld)	31/03/2024	Janis Davies	
14	Implementation of new Land Charges system using the current Cloud Planning System (Arcus Global)	31/03/2024	Lynn Price	
15	Roll-out of Mitel Softphones with Teams Integration to promote further agile / hybrid working.	31/03/2024	Jonathan Roberts	
16	Provide responsive ICT support and expertise to all staff, elected members and schools at all times. To ensure they have	31/03/2024	John Williams	

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	a safe, secure, up-to-date and fit for purpose I.T. provision to carry out their work and duties effectively.			
	Sub-Actions:			
17	End User Devices: Ensure 8GB minimum and SSD across the whole estate.	31/03/2024	Richard Rossiter	
18	Roll-out of over 1000 Mobile Phones for Cleaners and Catering Staff across Environment and Education departments.	31/03/2024	Richard Rossiter	
19	Roll-out of Windows 11 Corporately.	31/03/2024	Richard Rossiter	
	Measures:			
20	% use of the ICT Self Service helpdesk ICT/002	TBC	John Williams	
21	% of employee laptops with 8GB of memory (RAM) or under ICT009	TBC	John Williams	
	Actions:			
22	We will ensure a robust approach to Cyber security and sustainable solutions are implemented for Information Governance.	31/03/2024	John Williams	
23	Maintain full PSN and Cyber Essentials compliance	31/03/2024	Richard Williams	
24	Develop a Cyber Incident Response Plan	31/03/2024	Richard Williams	
25	Review of Schools Cyber-Security	31/03/2024	Matthew Jenkins	
26	Annual Testing and Review, Documentation of our Disaster Recovery capabilities and effectiveness.	31/03/2024	Jonathan Roberts	
27	Roll-out of 2MFA (2 Multi-Factor Authentication) corporate for all staff.	31/03/2024	Jonathan Roberts	
28	We will fulfil our statutory obligation under the Data Protection Act and ensure we are up to date with revisions in law being introduced in the UK.	31/03/2024	John Williams	
	Sub-Actions:			
29	Implement New Records Management System	31/03/2024	John Tilman	
	Measures:			
31	% of Freedom of Information Act request responded to in 20 working days 2.1.1.17	TBC	John Tilman	
32	Number of appeals to the Information Commissioner under the Act 2.1.1.18	TBC	John Tilman	
33	Number of appeals resulting in the Council being compelled by the Commissioner to release information that had been withheld 2.1.1.19	TBC	John Tilman	

B	Marketing & Media including Customer Services			
1	To work with Marketing and Media to ensure alignment of the Council's Communication Plan with the new Corporate Strategy and Well-being Objectives	31/07/2023	Robert James	

c	Legal			
	Non applicable			
d	Planning			
	Non applicable			
e	Finance			
	Non applicable			
f	Procurement			
	Non applicable			
g	Internal Audit			
1	We will ensure that Corporate Performance Management and Internal Audit work together, to ensure that the Annual Governance Statement plays its part in the Overall Council's Self-Assessment	31/07 /23	Robert James	
2	To embed the governance arrangements around the New corporate strategy and Well-being objectives 2022-27	31/03 /2024	Robert James	
h	People Management (HR, L&D, Occ Health)			
1	We will support and advise People Management on the steps to becoming an Employer of Choice for the Armed Forces community	31/03 /2024	Hayley Edwards	
2	<i>Analyse the current workforce, and then extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new, different, or improved service.</i>	31/03 /2024	Noelwyn Daniel	
	Measures:			
3	Number of (FTE) days lost due to sickness absence in ICT & Policy Division ICT 008	TBC	Noelwyn Daniel	
i	Democratic Services			
	Non applicable			
J	Policy & Performance			
1	Keep regional partnership working under review, together with local government partners, to ensure they are efficient and work for Carmarthenshire as new Corporate Joint Committee arrangements are introduced. V112	31/03 /24	Gwyneth Ayers	Cabinet Vision Statement
2	We will ensure that the Council facilitates an on-going discussion with interested parties and stakeholders to ensure delivery and further development of the Council's rural affairs strategy, working in a multi-agency and multi-sector way. MFR-54	31/03 /2024	Gwyneth Ayers	Moving Rural Carms Forward
3	We will lobby Welsh Government and other national agencies to improve understanding of the challenges, pressures and logistics of planning and providing services in a rural community and to revisit its definition of deprivation to better reflect issues relating to rurality. MFR-55	31/03 /2024	Gwyneth Ayers	Moving Rural Carms Forward
4	We will ensure the Council fully embeds the requirements relating to performance and governance of the Local Government and Elections Act and align them to our current duties relating to the Well-being of Future Generations Act	31/03 /2024	Gwyneth Ayers	
5	We will work with other Council services to further develop the Council's involvement and use of data gathered as part of a Council wide involvement, participation, and consultation	31/03 /2024	Llinos Evans	

	framework. (12435) (WAO Regulatory Recommendation – ‘Use of Data’)			
6	Data Insight Team to support in the development and analysis of consultation activity arising from the Local Government and Elections Act (specifically with residents, businesses, trade unions and staff).	31/03/2024	Rachel Clegg	
7	The Council should explore the options available to share performance information in a more transparent and easily accessible way. This extends to sharing with residents (where possible) how and why financial resources are spent and invested where they are. (From Residents Survey 2022)	30/09/2023	Robert James	
8	Develop and improve the way in which performance information is shared with businesses and ensure that businesses are aware of the way decisions are made and the rationale behind these decisions. This will become increasingly important given the financial challenges facing the public sector. (From Business Survey 2022)	30/09/2023	Robert James	
9	Support the improvement of communication and involvement with staff on Council performance management information. (From Staff Survey 2022)	30/09/2023	Robert James	
10	We will continue to support and monitor the implementation of the Integrated Impact Assessment requirement across the Council’s decision-making processes to ensure compliance with a range of statutory duties including the new Socio-Economic Duty	31/03/2024	Gwyneth Ayers	
11	We will undertake a 6-month review the IAA process in September 2023	30/09/2023	Gwyneth Ayers	
12	We will implement the Public Services Boards (PSBs) Well-being Plan (2023-28) developing a new delivery framework to ensure progress on the well-being objectives and steps	31/03/2024	Kate Harrop	
13	We will continue to work with and provide ongoing support departments to ensure compliance with the Council Complaints Policy, including developing guidance on undertaking Stage 2 Investigations	31/03/2024	Kate Harrop	
14	We will continue to enhance the use of information and intelligence from a range of sources to inform quarterly Performance Management Monitoring Reports	31/03/2024	Gwyneth Ayers	
15	To liaise with Audit Wales and other regulatory bodies on their local and national audit programmes	31/03/2024	Gwyneth Ayers	
16	We will publish an annual report on the implementation of the Strategic Equalities Plan for the period 2022/23	31/10/2023	Llinos Evans	
17	We will work towards the World Health Organisation Age-friendly Communities Framework, by completing the application process and mapping of local evidence	31/03/2024	Llinos Evans	
18	We will improve the use and monitoring of complaints information and intelligence in order to support learning and service improvement	31/03/2024	Kate Harrop	
19	We will prepare an annual report on complaints and compliments received by the Council	31/09/2023	Kate Harrop	
20	Measure: Number of complaints completed within statutory deadline (Comp/001)		Kate Harrop	

21	We will continue to embed and ensure compliance with the CCTV Policy for the Council, working with all departments to identify key requirements	31/03/2024	Kate Harrop	
22	We will continue to deliver the White Ribbon Campaign action plan across all Council Services	31/03/2024	Kate Harrop	
24	To increase understanding and response to the Armed Forces Covenant across the Council and with external stakeholders	31/03/2024	Hayley Edwards	
25	To ensure the Council response to the requirements of the Armed Forces Act 2021	31/03/2024	Hayley Edwards	
26	To continue to develop the Corporate Data Suite to support the Corporate Strategy for 2022-2027 and key policy areas	31/03/2024	Rachel Clegg	
27	We will publish a Council Annual Report for the period 2022/23, embedding self-assessment requirements, that brings together the expectations of the Local Government and Elections Act Wales 2021 and the Well-being of Future Generations Act.	31/10/2023	Robert James	
28	We will include in the Council Annual Report an action plan to address the findings of our self-assessment for both the current and future years	31/10/2023	Robert James	
29	Develop a toolkit to support and embed Self-Assessment of performance across all Council services	31/05/2023	Robert James	
30	We will fulfil our duty to consult on Council performance with identified stakeholders in the Local Government and Elections Act (Wales) 2021.	31/03/2024	Robert James	
31	To develop a toolkit to promote the Sustainability Principle and the 5 Ways of Working.	30/09/2023	Robert James	
32	To make arrangements for the Panel Assessment (required under the Local Government & Elections Act), appointed by the council to undertake an assessment of the extent to which the council is meeting its performance requirements, and to respond to the panels assessment report.	31/03/2024	Gwyneth Ayers	
33	As part of the wider food systems work to support the transition to a Future Generations School Menu	31/03/2024	Gwyneth Ayers	
k	Electoral services and Civil Registration			
	Non applicable			
l	Estates and Asset Management			
	Non applicable			
m	Risk Management			
	Non applicable			
n	Business Support			
	Non applicable			

Risks

Risks are anything that can impede or enhance the achievement of strategic objectives (Our Well-being Objectives above). You must identify the following:

1. Any Risks that the service has on the **Corporate Risk Register**
2. **All Service Significant Risks** (scored 16+)
3. All **Service High Risk** (scored 10+)
4. Other risks and mitigation are on the Service Risk Register

Make sure you identify actions in the table above that address these actions and cross refer below

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
CRR190034	15	Cyber Risk: Failure to adequately invest in cyber resilience from capital funds could leave the Authority vulnerable to cyber-attacks. Cyber-attacks such as ransomware or unauthorised access to Council systems and data could have a catastrophic impact on services.	WBO -5A-36-41
CRR190060	20	Critical Authority-wide IT systems <ul style="list-style-type: none"> • Main server and back-up server at different sites • MS Database SQL expertise in IT department Cloud systems	Mitigated
New Risk	-	Failure to follow due consideration and due diligence when completing Integrated Impact Assessment, may lead to challenge in the decision-making process and by external stakeholders	WBO 3D 5-12 WBO 5 J -10
New Risk	-	Non-Office Staff being equipped with technology. Potential for 3,000-4,000 non-office staff being equipped with technology and dependence on ICT Services for support. Potential impact on the service delivery and support capabilities.	
New Risk	-	Lack of Resources to keep up with increasing demand. We effectively deliver with current resource / capacity but longer-term unlikely to keep up with volume in demand and speed of change expected by our customers.	
New Service Risks	-	Delay in responding to Complaints by departments within the specified timescales can result in increased possibility of escalation by complainants through the complaints process.	WBO-5J 19-21
New Service Risks	-	Failure to adhere to the Welsh Language Measure (Wales) 2011 and the Welsh Language Standards may lead to enforcement action by the Welsh Language Commissioner	WBO- 3C

Divisional Delivery Plan 2023-2024

People Management



Contents

1. Introduction	3
2. Divisional Overview	3
3. Divisional Structure.....	4
4. Divisional Profile.....	4
4.1. Business & Projects	4
4.2. Employee Wellbeing	4
4.3. Learning & Development	4
4.4. People Services	5
4.5. Transformation Team	5
5. Indication of Staffing & Budget.....	5
6. Divisional Specific Acts & Legislation.....	6
7. Divisional Specific Strategies & Policies.....	6
8. Actions & Measures	7
9. Workforce Planning Implications	16
10. Risks	17

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1. Introduction

Purpose of this Plan

Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plan also notes the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures should set the direction of travel and translate into individual staff objectives targets. It provides an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.

2. Divisional Overview

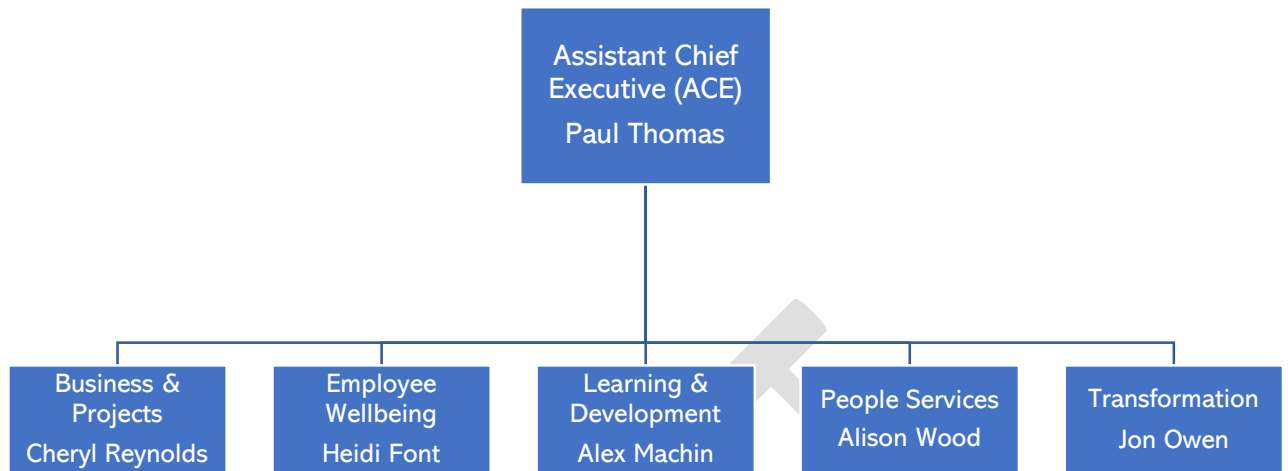


Cllr Phillip Hughes: Cabinet Member - HR, Performance Management, Training



Paul Thomas: Assistant Chief Executive – People Management

3. Divisional Structure



4. Divisional Profile

The People Management Division is part of the Chief Executive's Department, is made up of approximately 95 staff and supports the entire council as well as a range of external organisations via the provision of People Management advice and guidance, learning and development. The Transformation Programme also sits within this division, which is led by Paul Thomas, Assistant Chief Executive - People Management and is made up of the following Business Units.

4.1. Business & Projects

- Divisional Project management and coordination
- Divisional business management and planning support
- Employee engagement
- People Management communication

4.2. Employee Wellbeing

- Health and Safety compliance
- Occupational Health & Safety Management and Development
- Occupational Health Services
- Health & Wellbeing Solutions

4.3. Learning & Development

- Future Workforce – supporting departments to identify and develop the skills they need to deliver their services.

- Learning & Development – including Leadership & Management and Social Care Workforce Development
- Learner Services – implementing & managing a Learning Management System that delivers learning and management information in a way that meets organisational needs.

4.4. People Services

- HR Strategy and Advice
- Pay & Reward
- Employment Relations and Policy
- Payroll
- Recruitment
- HR Systems

4.5. Transformation Team

- Delivery of the Transformation Strategy
- Management of the Transformation Workstreams
- Identification of financial efficiencies
- Driving service improvement
- Identifying opportunities to work collaboratively with other public sector partners.

5. Indication of Staffing & Budget

Business Unit	Staffing	Budget (£)		
		Expenditure £'000	Income £'000	Net £'000
Business & Projects	3 includes ACE	294	-307	-14
Employee Wellbeing	17	957	-924	33
Learning & Development	23			
• Corporate Learning & Development		607	-679	-72
• Social Care Workforce Development Programme		741	-417	324
• Social Care Practice Placements		70	-67	2
People Services	48			
• Payroll		1,025	-802	222
• HR		1,132	-1,294	-162
• Employee Services		217	-200	17
• DBS Checks		143	0	143
Transformation Team	4	299	-376	-76
TOTAL	95	5,485	-5,067	418

6. Divisional Specific Acts & Legislation

- National Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 201
- Welsh Language Standards under s44 Welsh Language (Wales) measure 2011
- Welsh Language Promotion Strategy
- Equality Act 2010
- Freedom of Information Act 2000 (FOIA)
- Employment Legislation

- The Health and Safety at Work etc Act 1974 and related Regulations

7. Divisional Specific Strategies & Policies

- [Corporate Strategy](#)
- [Transformation Strategy](#)
- [Cabinet Vision Statement](#)
- Workforce Strategy
- Learning & Development Policy
- [Health & Safety Policy](#)
- [Recruitment & Selection Policy](#)
- The County of [Carmarthenshire's Well-being Plan](#) 2018-2023
- Strategic Equality Plan
- Annual Report

8. Actions & Measures

Actions marked CV refer to the Cabinet Vision statement.

Green shaded – *To be monitored as part of Corporate Strategy*

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
1	Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)			
a	Theme: Healthy Lives – prevention /early intervention			
	Non applicable			
b	Service Priority - Early years			
	Non applicable			
c	Service Priority - Education			
	Non applicable			
2	Well-being Objective 2 - Enabling our residents to live and age well (Live & Age Well)			
a	Theme: Tackling Poverty			
i.	Launch a staff benefits awareness campaign	March 2024	Cheryl Reynolds	Workforce Strategy
ii.	We will work with Colleagues from other Divisions e.g., Procurement, to work with Welsh Government, Public Service partners and Trade Unions in further progressing the Real Living Wage agenda. (CV 109)	March 2024	Alison Wood	Cabinet Vision Statement / Workforce Strategy
b	Service Priority - Housing			
	Non applicable			
c	Service Priority – Social Care			
	Non applicable			
3	Well-being Objective 3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)			
A	Theme: Economic Recovery & Growth			
	Non applicable			
B	Theme: Decarbonisation/Climate & Nature Emergency			
	Non applicable			
C	Theme: Welsh Language & Culture			
i.	Strengthen monitoring, evaluation, and reporting mechanisms in respect of the Welsh Language employment standards.	March 2024	Alison Wood / Alex Machin	Workforce Strategy

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
ii.	Provide a range of development opportunities for new and existing employees to improve their Welsh language skills.	March 2024	Alex Machin	Workforce Strategy
iii.	Work with stakeholders to increase the proportion of Welsh-medium apprenticeships. CV 91	March 2026	Alex Machin	Cabinet Vision Statement
Cym/001	Measure % of staff at level 3 or above of the Welsh Language Skills framework (exc school-based staff)			
Cym/002	Measure % of posts recruited to at least the required Welsh Language level of the advertised post			
Cym /003	Measure Number of staff following Welsh language skills learning and improvement courses			
D	Theme: Community Safety and Cohesion			
i.	Review employment safeguarding framework and develop development programme for recruiting managers.	September 2023	Alison Wood / Alex Machin	AGS / Workforce Strategy
ii.	To work with relevant groups to promote the council as an employer across all communities including within the Black, Asian and Minority Ethnic community. cv 99	Ongoing	Alison Wood / Alex Machin	Cabinet Vision Statement
CSGa/1	Measure Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) - e learning % completed.			
1.3.4.4	Measure The percentage of local authority employees from minority ethnic communities.			
E	Service Priority – Leisure & Tourism			
	Non applicable			
F	Service Priority - Waste			
	Non applicable			
g	Service Priority – Highways & Transport			
	Non applicable			

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
	Theme: Organisational Transformation			
i.	To develop a Council Transformation Strategy which will provide the strategic framework to support the implementation of a programme of transformation and change across the organisation. (CV111)	April 2023	Jon Owen	Cabinet Vision Statement / Transformation Strategy
ii.	Develop and implement a Transformation Delivery Programme for 2023/24.	March 2024	Jon Owen	Transformation Strategy
iii.	Develop an Annual Report on progress / outcomes from annual Transformation Delivery Programme for 2023/24.	March 2024	Jon Owen	Transformation Strategy
iv.	Integrate Transformation activity within departments.	September 2023	Jon Owen	Transformation Strategy
v.	Implement a range of initiatives to promote communication & awareness.	March 2024	Jon Owen	Transformation Strategy
vi.	Develop learning and development initiatives to support the transformation programmes (linked to Leadership & Management pathways).	March 2024	Jon Owen / Alex Machin	Transformation Strategy
vii.	Raise awareness of the opportunities for staff to participate in, or lead on, Transformation related projects.	September 2023	Jon Owen	Transformation Strategy
viii.	Continue to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. (CV108)	March 2024	Jon Owen	Cabinet Vision Statement / Workforce Strategy
a	<u>Efficiencies and Value for Money</u>			
i.	Formalise links with Efficiency Programme.	September 2023	Jon Owen	Transformation Strategy
b	<u>Income & Commercialisation</u>			
	Non applicable			
c	<u>Workplace</u>			
	Non applicable			

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
d	Workforce			
i.	Improve opportunities for people to have a say via the development of an online employee participation platform.	September 2023	Cheryl Reynolds / Hayley Daniels	Transformation Strategy / Workforce Strategy
ii.	Establish a staff forum.	March 2024	Cheryl Reynolds	IIP Review / Workforce Strategy
iii.	Further develop a framework for the Council's Leadership and Management framework to support the workforce to transform and deliver.	March 2024	Dirk Neuman	Transformation Strategy / Workforce Strategy
iv.	Fully implement the new Learning Management System to support the provision of targeted Learning & Development interventions that support the strategic aims of the organisation while streamlining processes.	September 2023	Anthony Belton	Transformation Strategy / Workforce Strategy
v.	Implement Future Workforce Programme to encompass graduate, apprenticeship, and work experience opportunities, which are aligned to workforce planning priorities. (CV104)	June 2023	Hayley Daniels (Future Leader)	Transformation Strategy / Workforce Strategy / Cabinet Vision Statement
vi.	Develop a comprehensive Workforce Data Framework and ongoing monitoring and review mechanisms at a corporate level. (Audit Wales Springing Forward – workforce Management Recommendation).	June 2023	Alison Wood / Gwyneth Ayers (Future Leader)	Transformation Strategy / Workforce Strategy
vii.	Work with the Local Government Association (LGA) to implement a Workforce Planning pilot project within Social Care / Children's Services and then roll out a similar approach across other services.	June 2023	Kate Morgan / Julie Stuart / Lisa Grice (Future Leader)	Transformation Strategy / Workforce Strategy
viii.	Consider the short and long-term capacity of our workforce to deliver the current administration's vision. (CV105)	March 2024	Alison Wood / Ann Clarke	Cabinet Vision / Workforce Strategy

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
ix.	Work to position our recruitment competitively and work towards continuously improving recruitment levels across the organisation. Seeking to understand the steps needed to become the employer of choice in West Wales (CV103) <i>Transformation Strategy - Create a strategy to attract, recruit and retain talent.</i>	June 2023	Lindsey Evans (Future Leader)	Cabinet Vision Statement / Transformation Strategy / Workforce Strategy
x.	Investigate opportunities to reduce agency and other staffing costs (corporate & schools) including the potential to establish an in-house agency / supply function and / or staffing hub.	September 2023	Rob Young / Steffan Thomas (Future Leader)	Transformation Strategy / Workforce Strategy
xi.	Undertake a review of relevant HR policies to support the development of a more flexible and dynamic workforce.	June 2023	Ann Clarke	Transformation Strategy / Workforce Strategy
PAM/O44	Measure Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees			
e	Service Design & Improvement			
	Non applicable			
f	Customers & Digital Transformation			
	Non applicable			
g	Decarbonisation and Biodiversity			
	Non applicable			
h	Schools			
	Non applicable			
5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
a	ICT			
	Non applicable			
b	Marketing & Media including Customer Services			
	Non applicable			
c	Legal			

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	Non applicable			
d	Planning			
	Non applicable			
e	Finance			
	Non applicable			
f	Procurement			
	Non applicable			
g	Internal Audit			
	Non applicable			
h	People Management (HR, L&D, Occ Health)			
i.	Conduct an annual employee engagement survey.	September 2023	Cheryl Reynolds	Staff Survey / Workforce Strategy
i.	Conduct a specific hybrid working survey to assess its effectiveness.	TBA	Cheryl Reynolds	Staff Survey
ii.	Further improve internal communications by developing a new Internal Communications Strategy	September 2023	Cheryl Reynolds	Staff Survey / Workforce Strategy
iii.	In conjunction with Media & Marketing, refresh and re-promote our Core Values.	March 2024	Cheryl Reynolds	IIP Review
i.	Develop strategies to respond to reduced capacity within the OH team and increasing demand.	March 2024	Heidi Font	Workforce Strategy
ii.	Implement a new Occupational Health IT system.	September 2023	Heidi Font	Divisional Plan
iii.	Support services to ensure the management of all Health & Safety risks across the authority.	March 2024	Heidi Font	Workforce Strategy
iv.	Implement findings of TIC review of Corporate Health & Safety training (dependent on funding).	March 2024	Heidi Font	Workforce Strategy
v.	Develop and implement a health & wellbeing plan and programme to support the health & wellbeing of all our staff as we move through the cost-of-living crisis.	March 2024	Heidi Font	Workforce Strategy
vi.	Continue to source initiatives that support the financial, mental, and physical wellbeing of our people. Provide regular monitoring reports to CMT / Cabinet / Scrutiny.	March 2024	Heidi Font	Workforce Strategy

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
vii.	Produce an annual Health & Wellbeing monitoring report for Corporate Management Team (CMT) consideration.	March 2024	Heidi Font	Workforce Strategy
viii.	Review existing learning content with a view to digitising where possible.	March 2024	Dirk Neuman / Anthony Belton	Divisional Plan
ix.	Develop an integrated (Corporate and Social Care) learning programme.	September 2023	Dirk Neuman	Divisional Plan
x.	Complete a council wide digital skills audit	December 2023	Alex Machin	Workforce Strategy
xi.	Fully roll out new Digital Skills Framework.	March 2024	Dirk Neuman	Workforce Strategy
xii.	Introduce new competency framework aligned to our core values.	March 2024	Alex Machin	Workforce Strategy
xiii.	Review the end-to-end induction and on-boarding process including the launch of a new corporate induction.	March 2024	Alex Machin	Workforce Strategy
xiv.	Develop and implement a new Learning & Development Policy	September 2023	Alex Machin	Workforce Strategy
xv.	Ensure all employees are aware of and have completed mandatory, statutory and core skills learning.	March 2024	Alex Machin	Workforce Strategy
xvi.	Review current appraisal / supervision framework and ensure it is embedded in our management development programme and induction process.	March 2024	Alex Machin	Workforce Strategy
xvii.	Complete the implementation of new Staff Recruitment process and system.	September 2023	Alison Wood / Linda Thomas	Transformation Strategy / Workforce Strategy
xviii.	Ensure our Pay Policy for 2023 / 2024 and annual Equal Pay Audit comply with legislation and provide transparency around pay decisions. Separate Pay Policy for Teachers.	March 2024	Alison Wood	Divisional Delivery Plan

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
xix.	Ensure the Council responds to the findings of the McCloud Judgement.	March 2024	Alison Wood	Divisional Delivery Plan
xx.	Develop an options paper that will inform the production of an Employee Relations Strategy to inform engagement with the Trade Unions.	December 2023	Alison Wood	Workforce Strategy
xxi.	Strengthen capacity to undertake employee investigations by developing an online toolkit.	March 2024	Alison Wood / Alex Machin	Divisional Delivery Plan
xxii.	Develop options and timetable to review our Pay Model for agreement by the Pay Policy Advisory Panel	July 2023	Alison Wood	Workforce Strategy
xxiii.	Look at ways of improving the quality of our workforce equality data and continuously improve the quality of information gathered. (CV102)	March 2025	Alison Wood	Workforce Strategy / Cabinet Vision Statement
PAM/001	Measure The number of working days lost to sickness absence per employee.			
1,3,2,4	Measure The percentage of senior management posts filled by women.			
1,3,4,5	Measure The percentage of local authority employees declaring that they are disabled under the terms of the Equality Act 2010.			
New	Measure An increase in the number of staff that took part in the Annual Employee Engagement survey.			
New	Measure Increase in the number of people that are proud to work for the Council (Annual Employee Engagement survey) (Score)			
New	Measure			

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	Increase in the number of people that would recommend the Council as an employer (Annual Employee Engagement survey) (Score)			
i	Democratic Services			
	Non applicable			
j	Policy & Performance			
	Non applicable			
K	Electoral and Civil Registration			
	Non applicable			
L	Estates and Asset Management			
	Non applicable			
M	Risk Management			
	Non applicable			
N	Business Support			
	Non applicable			

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9. Workforce Planning Implications

9.1. Employee Wellbeing

- We are looking at structural changes within the Working Safely team, to ensure the Corporate Risk of delivery H&S training is covered.
- Capacity Issues within Occupational Health have been raised and a business case is being put forward to have a commercial Occupational Health business based at Pentre Awel, we will need to monitor the increase in demand versus current resources leading up to the Pentre Awel move.
- We are working with the recruitment team to look at different way to attract suitably qualified and experience H&S experts to our vacancies and this is an essential role

9.2. Learning & Development

- The final stages of the review are currently being implemented which include development opportunities.
- The implementation of the LMS will change the profile of skills needs across the team. Work is underway to develop new skills sets.
- The increased focus on 'growing our own' is leading to high demand for

9.3. People Services

- A review of People Services is underway to strengthen and align resources to meet departmental and corporate priorities going forward.
- Workforce and succession planning will continue with development plans focused on increasing Business Partner and Employee Services capacity with a view to improving "first line" advice and support to managers.
- SLA's will be reviewed to reflect a shift towards a hybrid service delivery model which will also increase capacity by providing virtual as well as in person services.

9.4. Transformation Team

- There may be a requirement to provide the capacity and expertise to help the authority progress its objectives in respect of exploiting further commercialisation and income generation opportunities.

10. Risks

Risks are anything that can impede or enhance the achievement of strategic objectives (Our Well-being Objectives above). You must identify the following:

1. Any Risks that the service has on the **Corporate Risk Register** (under review)
2. **All Service Significant Risks** (scored 16+)
3. **All Service High Risk** (scored 10+)
4. Other risks and mitigation are on the Service Risk Register

Make sure you identify actions in the table above that address these actions and cross refer below

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
New	10 – Medium Probability 5 Impact 2	Occupational Health Increasing demand for occupational health with no increased capacity with the team to support (for example) increasing number of referrals.	5h (i) above
CRR	16 - High Probability 4 Impact 4	Recruitment & Retention Concerns continue to exist in relation to attracting and retaining certain groups such as Care, Social Work, Cleaning and Catering.	4D (vii+ix)

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Divisional Delivery Plan 2023-2024

{Administration and Law}



sirgar.llyw.cymru
carmarthenshire.gov.wales

INTRODUCTION

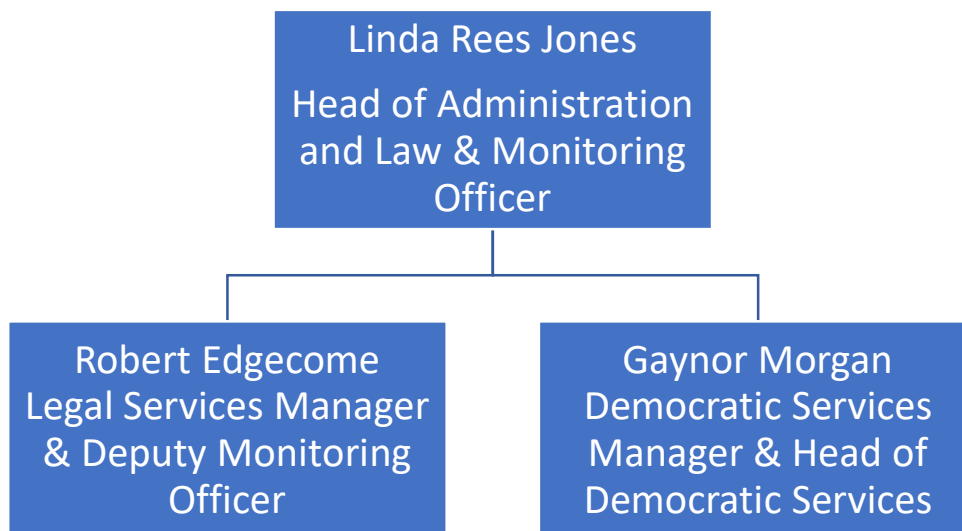
Purpose of this Plan

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plan also notes the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures should set the direction of travel and translate into individual staff objectives targets. It provides an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.

Divisional Structure



Indication of staffing levels & budgets

Business Unit	Staffing	Budget 2023/24			
		Expenditure £'000	Income £'000	Net £'000	
Legal Services	38.5 FTE	Democratic Services	4,609	-304	4,305
Democratic Services	14	Democratic Services - Support	608	-550	58
HOS	1	Corporate Management	269	0	296
Total	53.5	Civic Ceremonial	48	0	48
		Land Charges	124	-289	-165
		Legal Services	2,416	-2,074	343
		Central Mailing	49	0	49
		Total	8,151	-3,217	4,934

Introduction by Head of Service

Our Division has 53.5 staff, 38.5 in the legal service and 13 FTE and one 20 hours pw. in the democratic service. As a Division we ensure legality and probity in the Council's decision-making. We work within a statutory framework governing such things as the way meetings are run, the way decisions are taken and the legislation behind each decision which needs to be taken.



On the administration side we run the Chair of Council's Office, and provide support for all members, as well as handling the arrangements for all democratic meetings. Additionally we provide democratic and / or Monitoring Officer support and advice to various partnerships such as the Wales Pension Panel Joint Governance Committee, Partneriaeth and the Police and Crime Panel.

As a result of the Local Government and Elections (Wales) Act 2021 the Democratic Process has changed significantly and most meetings are now held on a multilocation (hybrid) basis and all public meetings are webcast (pre covid we only webcast Council, Cabinet and Planning Committee).



High standards of conduct have always been required of our members, and the Leaders of the Political Groups will now be engaging with the Standards Committee to ensure that they are meeting their new statutory duty to promote high standards of conduct amongst their respective political groups.

Whilst we have always accepted petitions from the public we have by now implemented an electronic petition facility, so that petition organisers have the option of organising a hard signature petition or an electronic one.

On the legal front we aim to handle as much of the legal work needed by the Authority in-house as we can, although there will be some occasions when we need to send work to external lawyers. However these are a small proportion of the overall number of cases handled. The range of legal work undertaken includes not just court and tribunal cases, but also advising council committees, drafting legal documentation and giving legal advice across the full range of the Council's functions.

Some of the key areas of focus in the next 12 months will be supporting the work of the Regeneration Team in relation to the Shared Prosperity Fund, our Housing colleagues in bringing empty properties back into use, playing a key role in the TIC Debt Recovery Project, advising on the Council's submissions to the National COVID 19 inquiry and implementing changes to court procedures in child protection cases.

Cabinet Member Portfolios relevant to Division

	Cabinet portfolio areas relevant to this delivery plan:	Scrutiny
	<p>Leader – Cllr Darren Price Corporate Strategic Planning, Public Services Board, Local Government and Elections (Wales) Act 2021</p>	<p>Corporate Performance and Resources Scrutiny</p>
	<p>Deputy Leader and Cabinet Member for Homes – Cllr Linda Evans</p> <ul style="list-style-type: none"> • Council Business Manager (Governance, Legal and Democratic Services) • Legal Services • Corporate Governance • Cabinet representative on Corporate Governance Group • Democratic Services • Development Lead for Cabinet 	<p>Communities, Homes and Regeneration Scrutiny</p>

Drivers for the Service

Legislation

Local Government Act 1972

Local Government & Housing Act 1989

Political Balance Regulation 1990

LG Wales Measure 2011

Local Government and Democracy Wales Act 2013

Local Government Act 2000

The Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) Regulations 2007

The Local Authorities (Model Code of Conduct) (Wales) (Amendment) Order 2016 2008 order

Joint Committees

Local Government and Elections (Wales) Act 2021

The Local Authorities Standing Orders Wales Regulations 2006 as amended

The South West Wales Corporate Joint Committee Regulations 2021

And all Local Government related legislation.

Strategies and Policies

[Council Constitution](#)

[Annual Review of the Constitution](#)

How our division supports the Corporate Strategy and Well-being Objectives of the Council.

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
1	Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)			
a	Theme: Healthy Lives – prevention /early intervention			
	Non applicable			
b	Service Priority - Early years			
	Non applicable			
c	Service Priority - Education			
	Non applicable			
2	Well-being Objective 2 - Enabling our residents to live and age well (Live & Age Well)			
a	Theme: Tackling Poverty			
	Non applicable			
b	Service Priority - Housing			
	Non applicable			
c	Service Priority – Social Care			
	Non applicable			
3	Well-being Objective 3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)			
a(i)	Theme: Economic Recovery & Growth			
	Non applicable			
a(ii)	Theme: Decarbonisation/Climate & Nature Emergency			
	Non applicable			
a(iii)	Theme: Welsh Language & Culture			
	Non applicable			
a(iv)	Theme: Community Safety and Cohesion			
	Non applicable			
b	Service Priority – Leisure & Tourism			
	Non applicable			
c	Service Priority - Waste			
	Non applicable			
d	Service Priority – Highways & Transport			
	Non applicable			
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
a	Theme: Organisational Transformation			
	Non applicable			

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
a	ICT			
	Non applicable			
b	Marketing & Media including Customer Services			
	Non applicable			
c	Legal			
	To develop a set of key performance indicators for the Legal Services and Land Charges service.	Mar 2023	Robert Edgecombe	
	To collaborate with HM Land Registry (HMLR) so as to enable HMLR to become the registering authority for Local Land Charges for the County of Carmarthenshire in accordance with the provisions of Schedule 5 of the Infrastructure Act 2015.	Timeline to be prescribed by HMLR	Robert Edgecombe	
d	Planning			
	Non applicable			
e	Finance			
	Non applicable			
f	Procurement			
	Non applicable			
g	Internal Audit			
	Non applicable			
h	People Management (HR, L&D, Occ Health)			
	<i>Analyse the current workforce, and then extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new, different, or improved service</i>	Mar 24		
i	Democratic Services			
1	To develop and update the Member Development Programme with colleagues in Learning and Development	Ongoing	Gaynor Morgan	
2	In line with the current review of the member enquiry process to feed in and work with IT, Customer Service etc in bringing about improvements to the existing Councillors enquiry process in order to continue to administer enquiries on behalf of elected members and to support them in their day to day constituency work.	Ongoing	Gaynor Morgan	
	Local Government and Elections (Wales) Act 2021			
5	Review of the public participation Strategy.	May '23	Gaynor Morgan	
6	Legal requirement to allow members to attend either physically or remotely (multi-location meetings).	Ongoing	Gaynor Morgan	
7	Broadcasting of Council meetings.	Ongoing	Gaynor Morgan	
	Delivery of the democratic process			
8	Supporting a pre-decision scrutiny approach to policy development and decision making. CV 107	Ongoing	Gaynor Morgan	Cabinet Vision Statement
9	Committee support and delivery of the democratic process through multi-location meetings.	Ongoing	Gaynor Morgan	
10	Elected member support to allow the 75 elected representatives to carry out their councillor role.	Ongoing	Gaynor Morgan	

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
11	Put in place arrangements for assessing the effectiveness and impact of overview and scrutiny.	Ongoing	Gaynor Morgan	
j	Policy & Performance			
	Non applicable			
K	Electoral and Civil Registration			
L	Estates and Asset Management			
M	Risk Management			
N	Business Support			
	Non applicable			

Risks

Risks are anything that can impede or enhance the achievement of strategic objectives (Our Well-being Objectives above). You must identify the following:

1. Any Risks that the service has on the **Corporate Risk Register**
2. **All Service Significant Risks** (scored 16+)
3. **All Service High Risk** (scored 10+)
4. Other risks and mitigation are on the Service Risk Register

↓

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
CRR190031	12	A CMT Risk CRR190031 - Failure to comply with the requirements of the Local Government and Elections (Wales) Act <ul style="list-style-type: none"> • Collaborative working with Principal councils - awaiting further guidance from WG • Corporate Joint Committees - Guidance awaiting from WG - LG engagement will be expected in developing regulation webcasting of meetings arrangements in place and work Team ongoing on developing the arrangements for moving from remote attendance meetings to hybrid meetings 	See 5i above
New		County Hall requires emergency electrical work, and close liaison will have to be maintained between DSU and the Contractor to ensure smooth running of the scheduled meetings	5i9
CE200007		Failure to distribute Council agendas and papers in good time	5i9
New		Failure of meeting technology and threat of Council business being delayed	5i9
New		Hybrid/Virtual meetings being resource intensive and ensuring sufficient resources to deliver the democratic process	5i9

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action

Divisional Delivery Plan 2023-2024

Electoral and Civil Registration



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carmarthenshire.gov.wales

INTRODUCTION

Purpose of this Plan

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plan also notes the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures should set the direction of travel and translate into individual staff objectives targets. It provides an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.

Divisional Overview

Registration and Electoral services are mainly based in Parc Myrddin, Carmarthen. Both Electoral Services and Civil Registration are statutory services. The Registration Service includes the registration of births, deaths, stillbirths, marriages and civil partnerships, the provision of a certificate service and the provision of Citizenship Ceremonies.



The team is made up of a Superintendent Registrar and Civil Registration Manager, 10 Registrars, 3 business support officers and a number of casual registrars who support the service during peak periods. All members of staff are multi-skilled to deliver all elements of the service.

During 2021/22 the team conducted over 600 marriage and civil partnerships, and pride themselves on the personalised service provided.

Although the Registration Service is regulated by the Registrar General, the local and legal responsibility for the provision of the Service is given to the Proper Officer. The Proper Officer for Carmarthenshire is Wendy Walters, Chief Executive.

Wendy Walters is also the designated Returning Officer (or Deputy/ acting depending on the type of election) for all elections administered for Carmarthenshire. Electoral Services are also responsible for the update and maintenance of the Register of electors and any relevant boundary maintenance.

Electoral Services is responsible for the update and maintenance of the Register of Electors and the conduct of all elections relevant to Carmarthenshire. They also administer any community reviews. This team is made up of an Electoral service manager, 2 Electoral officers and 2 business support officers.

This Service area is also responsible for Coroner Services. Coroners although appointed and paid for by local councils, are not local government officers but holds office under the Crown. The current Acting Senior Coroner is Mr Paul Bennett for the Pembrokeshire and Carmarthenshire Jurisdiction. The Service therefore works with the Coroner and Pembrokeshire Council to ensure value for money, performance and financial efficiencies are achieved.

Indication of Staffing and Budget

Staff		Budget 2023/2024			
		Expenditure	Income	Net	
		£'000	£'000	£'000	
Electoral Services	3	Elections-County Council	244	0	244
Registrar Services	29	Registration of Electors	428	-3	426
Administration	3	Registrars	736	-360	376
Total	35	Coroners	374	0	374
		Electoral Services - Staff	352	-368	-16
		Total Statutory Services	2,135	-731	1,404

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
1	Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)			
a	Theme: Healthy Lives – prevention /early intervention			
	Non applicable			
b	Service Priority - Early years			
	Non applicable			
c	Service Priority - Education			
	Non applicable			
2	Well-being Objective 2 - Enabling our residents to live and age well (Live & Age Well)			
a	Theme: Tackling Poverty			
	Non applicable			
b	Service Priority - Housing			
	Non applicable			
c	Service Priority – Social Care			
	Non applicable			
3	Well-being Objective 3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)			
a(i)	Theme: Economic Recovery & Growth			
	Non applicable			
a(ii)	Theme: Decarbonisation/Climate & Nature Emergency			
	Non applicable			
a(iii)	Theme: Welsh Language & Culture			
	Non applicable			
a(iv)	Theme: Community Safety and Cohesion			
	Non applicable			
b	Service Priority – Leisure & Tourism			
	Non applicable			
c	Service Priority - Waste			
	Non applicable			
d	Service Priority – Highways & Transport			
	Non applicable			
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
a	Theme: Organisational Transformation			
	Non applicable			

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
a	ICT			
	Non applicable			
b	Marketing & Media including Customer Services			
	Non applicable			

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
c	Legal			
	Non applicable			
d	Planning			
	Non applicable			
e	Finance			
	Non applicable			
f	Procurement			
	Non applicable			
g	Internal Audit			
	Non applicable			
h	People Management (HR, L&D, Occ Health)			
	<i>Analyse the current workforce within Electoral and Civil Registration Division, and then extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new, different, or improved service</i>	Mar 24		
i	Democratic Services			
	Non applicable			
j	Policy & Performance			
	Non applicable			
k	Electoral Services and Civil Registration			
	To register births within the statutory timeframe of 42 days <i>(Measure Ref CivilReg/001)</i>	Target?	AR	
	To register all non-coronial deaths within the statutory timeframe of 5 days <i>(Measure Ref CivilReg/002)</i>	Target?	AR	
	To process all priority Service Certificates within 24 hours <i>(Measure Ref CivilReg/004)</i>	Target?	AR	
	To administer and work with our stakeholders in delivering the Civil Partnerships, Marriages and Deaths (Registration etc. Act 2019	31 Mar 24	AR	
	We will work collaboratively with the Coroner's Office, hospitals, local medical practitioners and Medical Examiners to improve the registration experience for the bereaved.	31 Mar 24	AR	
	We will build upon providing customers with high quality services, increased flexibility and greater choice whilst endeavouring to meet the national standards set out in the General Registrar's Office (GRO).	31 Mar 24	AR	
	We will continue to try to expand the team of other Council staff and external staff who will gain knowledge and experience on all aspects of administrating an election including polling station and count duties.	31 Mar 24	AE	
	To work with particular sectors of our community, in particular young people and all nursing/residential homes to raise awareness of the importance of registering to vote	31 Mar 24	AE	
	To support the Electoral Registration/Returning Officer's statutory responsibility in delivering the requirements under the Local Elections Act 2022	31 Mar 24	AE	

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	We will publish and maintain an accurate and legally compliant Electoral Register and maximise registration for target groups within the County	30 Nov 23	AM	
	We shall prepare for and ensure effective management of administering by elections and unscheduled elections, in particular a snap Parliamentary Elections. This will include the delivery of the new Voter ID requirements at Parliamentary polling stations	31 Jan 25	AM	
l	Estates and Assets			
	Non applicable			
m	Risk Management			
	Non applicable			
n	Business Support			
	Non applicable			

Risks

Risks are anything that can impede or enhance the achievement of strategic objectives (Our Well-being Objectives above). You must identify the following:

1. Any Risks that the service has on the **Corporate Risk Register**
2. **All Service Significant Risks** (scored 16+)
3. All **Service High Risk** (scored 10+)
4. Other risks and mitigation are on the Service Risk Register

Make sure you identify actions in the table above that address these actions and cross refer below ↓

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
	6	Failure to deliver elections and maintain the electoral register leads to a challenge of an electoral outcome.	5k
	6	Failure to provide annual assurance to the Registrar General in relation to service delivery, performance, public protection and counter fraud and the requirements set out in the Registration Acts.	5k

Divisional Delivery Plan 2023-2024

{Media and Marketing}



INTRODUCTION

Purpose of this Plan

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

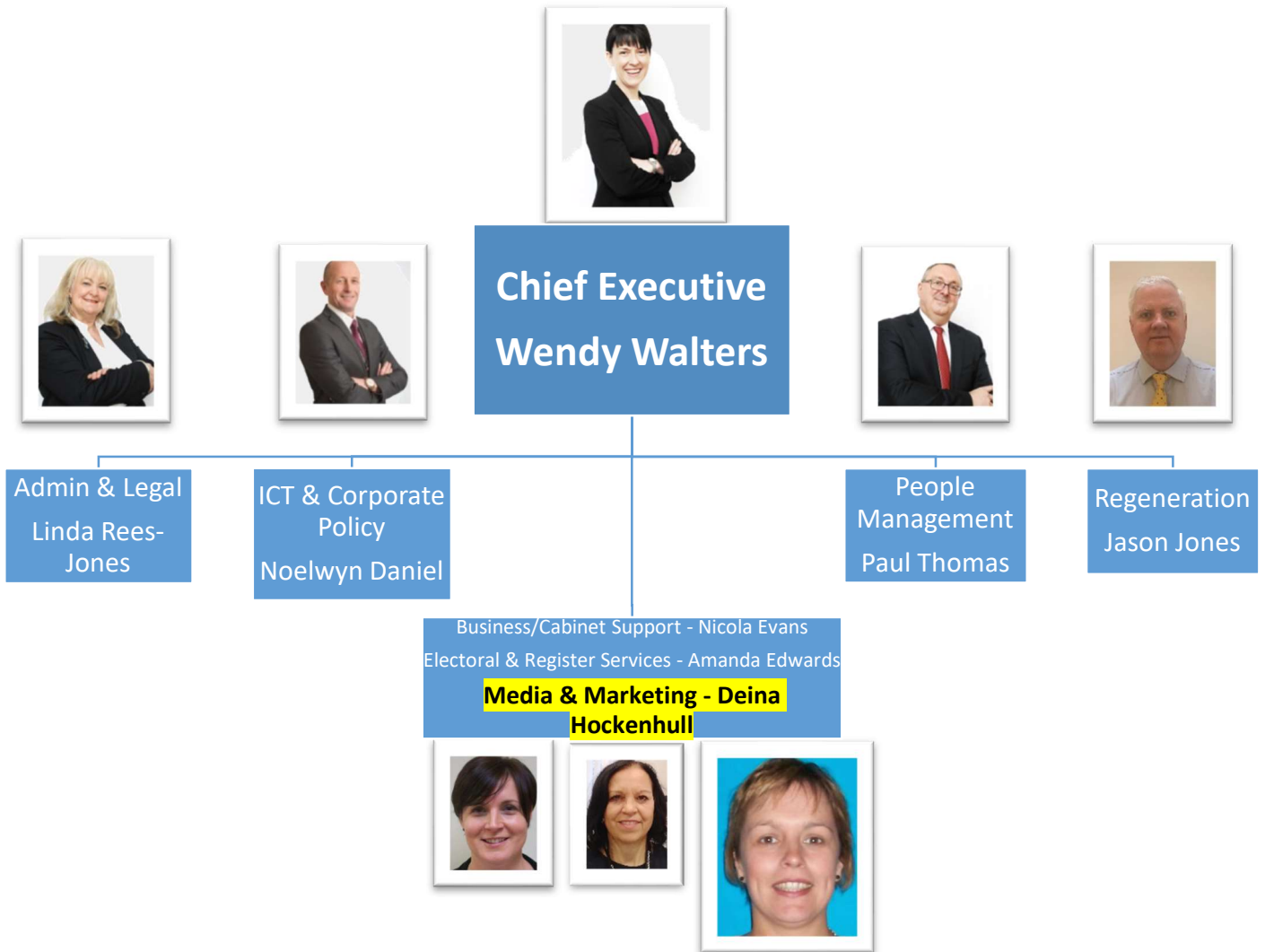
The plan also notes the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures should set the direction of travel and translate into individual staff objectives targets. It provides an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.



Divisional Overview

1. Director, Head of Service & Divisional Structure



2. Profile of service

Good communication and engagement can create a positive experience for those who interact with the council. It helps people understand our objectives, values, services, challenges, and achievements. People should be empowered to get involved, have their say, ask questions, and feel that their feedback is valued.

The Marketing, Media and Customer Service is a diverse team that supports every department across the council to ensure people have a clear understanding of what we do, what we aim to achieve and the services we provide.

The team has expertise in public relations, campaign marketing, graphic design and print, media, advertising, social media, internal communications, web, digital, consultation, customer care and translation.

Our key aim is to work well together as one and ensure the Council's communications compliment not conflict and that we remain on message and on-time, and that we are giving out to our audiences clear and concise information from a single trusted source.

We can respond in a crisis, share information, and inform on future developments, explain why certain things must be done in a particular way, work with our community and workforce to share the right message, in the right way, at the right time.

Indication of Staffing and Budget

Staffing		Budget 2023/24			
			Expenditure	Income	Net
			£'000	£'000	£'000
Marketing and Media	17	Marketing and Media	512	-490	22
		Marketing Tourism Development	420	-16	404
		Events	46	-26	20
Translation	12	Translation	660	-641	19
Customer Services	46	Customer Service Centre	1,477	-1,352	125
		Yr Hwb – Llanelli and Rhydaman	201	-101	101
Total	75	Total	3,316	-2,625	691

3. Cabinet Member Portfolios relevant to Division

	Cabinet portfolio areas relevant to this delivery plan:	Scrutiny
	Leader – Cllr Darren Price <ul style="list-style-type: none"> • Marketing and Media • Translation Services 	Corporate Performance and Resources Scrutiny
	Cabinet Member for Organisation and Workforce – Cllr Philip Hughes <ul style="list-style-type: none"> • Contact Centres and Customer Service Centres 	
	Cabinet Member for Regeneration, Leisure, Culture and Tourism - Cllr Gareth John <ul style="list-style-type: none"> • Tourism 	Communities, Homes and Regeneration Scrutiny

4. National drivers/expectations for service area (strategy & policy)

- **Cabinet Vision Statement**
- **Corporate Strategy**
- **Economic Recovery Plan**
- **Transformation Strategy**
- **The National Events Strategy for Wales 2022 to 2030**
- **Welcome to Wales: priorities for the visitor economy 2020 to 2025**

5. Media and Marketing actions and targets for 2023/24 - to Support Corporate Strategy and Well-being Objectives

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
1	Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)			
a	Theme: Healthy Lives – prevention /early intervention			
	To be agreed from specific draft business plans.			
b	Service Priority - Early years			
	To be agreed from specific draft business plans.			
c	Service Priority - Education			
	Actions			
	Conduct the annual Insight event to engage with young people	30/01/24	David Jenkins	
	School Behavioural Campaign in conjunction with all secondary and primary school headteachers	31/03/24	Deina Hockenhull	
	Recruitment of teachers and headteachers (cv9)	31/03/24	Deina Hockenhull	Cabinet Vision Statement
	Measures			
	To be agreed from specific draft business plans.			
2	Service Priority - Early years			
2a	Theme: Tackling Poverty			
	Actions			
	To establish rural HWB centres across the County's rural market towns that provide access to services, information, and support to rural residents (SPF funding) (cv94)	31/12/24	Eifion Davies	Cabinet Vision Statement
	Enhance and work closely with partner organisations in supporting customers with the cost of living as part of the Council's tackling poverty agenda (cv95)	31/12/24	Eifion Davies	Cabinet Vision Statement
	Cost of living campaign promoting all new funding availability and support (cv92,93)	31/03/24	Nia Sellick	Cabinet Vision Statement
	Measures			
	Number of Hwb adviser referrals within the Share Prosperity Fund project and main 3 Hwbs. (01.04.22 – 24.03.23 = 1800)	23/24 2000 referrals	Eifion Davies	
2b	Service Priority - Housing			
	Actions			
	Hwb to work closely with the Housing Hwb in supporting people who are in need of a home. These clients can be sofa surfing, homes are unsafe to go into (cv33)	31/03/24	Eifion Davies	Cabinet Vision Statement
	To be agreed from specific draft business plans.			
2c	Service Priority – Social Care			



Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	To be agreed from specific draft business plans.			
3	Service Priority - Early years			
3A	Theme: Economic Recovery & Growth			
	Actions			
	To communicate widely all SPF funded projects that are supporting new opportunities for local communities, the development and growth of local businesses as well as supporting the recovery of our town centres. (cv39,41,43)	31/12/24	Caio Higginson	Cabinet Vision Statement
	To contribute to the implementation of the new Carmarthen Health and Wellbeing Hwb. (cv38)	30/09/24	Deina Hockenhull	Cabinet Vision Statement
	To lead on the communication and branding of Pentre Awel (cv36)	30/09/24	Caio Higginson	Cabinet Vision Statement
	To contribute to increasing the positive awareness of Carmarthenshire as an all-year quality visitor destination (cv35)	31/03/24	Huw Parsons	Cabinet Vision Statement
	Assist in increasing visitor spend within urban and rural Carmarthenshire.	31/03/24	Huw Parsons	
	PR programme to be developed to support Enforcement Statement and Case Studies	30/09/23	Caio Higginson	
	To support the following scheme in respect to consultation and delivery promotion: Tywi Valley Path, Active Travel Masterplans, Bus Infrastructure investment, St Clears Railway Station, A484 bridge, Safe Routes in Communities as required for WelTAG.	31/03/24	David Jenkins	
	Measures			
	Number of businesses engaged and included in marketing activities* (22/23 result= 150)	23/24 target 175	Huw Parsons	
	Annual economic impact assessment of whole Tourism sector	31/03/24	Huw Parsons	
	Number of signs-ups to Tourism Ambassador Scheme (Bronze, Silver, Gold levels)	31/03/24	Huw Parsons	
3B	Theme: Decarbonisation/Climate & Nature Emergency			
	Actions			
	To support the service in the creation and delivery of a climate change and nature emergency communications plan. (cv47)	31/03/24	Deina Hockenhull	
	To ensure the team and equipped and prepared to communicate any eventualities during an emergency	30/10/23	Caio Higginson	
	Measures			
	To be agreed from specific draft business plans.			
3C	Theme: Welsh Language & Culture			
	Actions			
	To welcome and support the delivery of the Carmarthenshire Urdd Eisteddfod to Llandovery (cv90)	30/06/23	Rhiannon Evans	Cabinet Vision Statement

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	Promote a programme of year-round local events/festivals across the County by creating a digital support toolkit that will enable them to plan and deliver safe, vibrant, and sustainable activities	31/03/24	Huw Parsons	
	Simultaneous translation – developing a new way of working and explore partnerships with other public services	31/03/24	Helen Davies Eynon	
	Measures			
	Economic benefit/impact of the Urdd Eisteddfod	30/08/23	Rhiannon Evans	
	Number of words translated from English to Welsh per quarter (22/23 = ***)	23/24 target	Helen Davies Eynon	
	Number of meetings where simultaneous translation was required per quarter (22/23 = ***)	23/24 target	Helen Davies Eynon	
3D	Theme: Community Safety and Cohesion			
	Actions			
	Audit and improve the way that we directly communicate with specific hard to reach residents	31/03/24	David Jenkins	
	Measures			
	To be agreed from specific draft business plans.			
3E	Service Priority – Leisure & Tourism			
	Actions			
	Seek external funding to deliver set of marketing activities that will target new audiences in off peak periods and actively promote local businesses and services to visitors when in County. Working with local businesses and communities as well as national bodies such as Visit Wales and Visit Britain.	31/03/25	Huw Parsons	
	Work with Event Wales, BIDS and businesses to develop existing signature and growth events as well as attract new business from the Meetings Incentives Conference and Exhibition sector.	31/03/24	Huw Parsons	
	Work with Screen Wales, Creative Carmarthenshire and local businesses to develop the amount and value of incoming TV, Film and advert productions	31/03/24	Huw Parsons	
	Continue to drive the new corporate brand internally to all services and to our commercial sector by working closely with the theatres, museums and arts service.	31/03/24	Jason Perry	
	Measures			
	Annual economic impact assessment of whole Tourism sector	31/03/24	Huw Parsons	
	Campaign reach, advertising value equivalent, impressions and involvement including number of businesses / organisations engaged and included in marketing activity*	31/03/24	Huw Parsons	

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	Number of event organisers supported in their event planning; new events attracted*	31/03/24	Huw Parsons	
	Economic benefit and number of film/TV productions engaged	31/03/24	Huw Parsons	
	Number of user sessions to the Discover website (<i>M&M/008</i>)	31/03/24	Lowri Jones	
3F	Service Priority - Waste			
	Lead on the communications and customer service of the new Waste service changes (cv48)	30/09/23	TBC	
	Deliver a Communications and engagement plan to support the Local Environment Quality and Cleansing targets	30/12/23	TBC	
3G	Service Priority – Highways & Transport			
	To be agreed from specific draft business plans.			
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
a	Theme: Organisational Transformation			
	Actions			
	To develop a Corporate Communications Plan that will incorporate internal communications, engagement, digital, advertising, and customer services. This will fall in line with the brand guidelines.	31/03/24	Deina Hockenhull	
	To consider bringing all marketing and media posts currently situated within services (including those which are grant funded) into a corporate Marketing and Media Team to build resilience, expertise, strengthen brand management and optimise use of staff resources	31/12/23	Deina Hockenhull	
	Improve the way we communicate marketing and media enabling services such as translation, graphic design, consultation and digital content.	31/03/24	Huw Parsons	
	Develop solutions to communicate effectively with all staff including frontline staff and ensure corporate brand is consistent across all services reflecting the use of the intranet and readership of staff newsletters etc (cv103)	31/03/24	Rhiannon Evans	Cabinet Vision Statement
	To continue to advise and support services in making better use of technology and managing digital content to deliver a better experience for customers. (cv110)	31/03/24	Lowri Jones	Cabinet Vision Statement
	Work with and support web editors within services to improve web content to deliver smarter, efficient service processes, to deliver a better experience for customers. (cv110)	31/03/24	Lowri Jones	Cabinet Vision Statement
	Identify customer contacts being received directly by departments and whether these could potentially be dealt	30/09/23	Eifion Davies	



Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	with by the Contact Centre to the benefit the customer/end user.			
	Monitor demand into the contact centre and recognise trends to ensure average speed to answer and abandoned call rates are managed	31/03/24	Eifion Davies	
	To proactively promote the work of the transformation group chaired by the chief executive (cv111)	31/03/24	Rhiannon Evans	Cabinet Vision Statement
	To ensure all that we communicate supports the vision set by the cabinet within their forward work programme (cv1-113)	31/03/24	Caio Higginson	Cabinet Vision Statement
	To identify new opportunities and continue to deliver efficient and effective communications for other key partners such as Police and Crime Panel	31/03/24	Caio Higginson	
	To continue to enhance and promote the consultation process, ensuring an open and transparent process from start to finish is published and communicated	31/03/24	David Jenkins	
	Provide marketing and media support to ensure roundabout advertising scheme is widely communicated to the business community.	31/03/24	Huw Parsons	
	Maximise timely and topical PR opportunities and coordination across departments. Recognise the demand from the business plans.	31/03/24	Caio Higginson	
	To ensure projects are consulted on accurately and maximise reach	31/03/24	David Jenkins	
	Explore new social platforms.	31/03/24	Chloe Davies	
	To be agreed from specific draft business plans.			
	To maximise usage of govdelivery platform	31/03/24	Chloe Davies	
	Measures			
	To maximise engagement on our traditional social media platforms facebook and twitter	31/03/24	Chloe Davies	
	Number of user sessions to the county council website (M&M/001)	31/03/24	Lowri Jones	
	Number of user sessions to the staff intranet(M&M/008)	31/03/24	Lowri Jones	
	Average speed (mins) to answer calls to the Contact Centre (TBC) (M&M/006)	31/03/24 TBC	Eifion Davies	

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
a	ICT			
	Possible new management system for media/campaigns (potential to utilise a system within the Council?)	31/03/24	Caio Higginson	
	Granicus development	31/03/24	Lowri Jones	

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	Continual support for web development, customer service, online form development and telephony	31/03/24	Lowri Jones	
	Attendance at Urdd	30/05/23	Rhiannon Evans	
	Carmarthen Hwb move to new Health and wellbeing Hwb	30/06/24	Eifion Davies	
b	Marketing & Media including Customer Services			
	Audit within the service and with other services the various licenses purchased to support customers, communications and engagement.	30/08/23	Lowri Jones	
c	Legal			
	GDPR migration from dotdigital to govdelivery	30/05/23	Lowri Jones	
d	Planning			
	Non applicable			
e	Finance			
	Non applicable			
f	Procurement			
	Mystery Shoppers	30/03/24	Eifion Davies	
	NPS Framework - Translation	May 2023	Helen Davies Eynon	
g	Internal Audit			
	Non applicable			
h	People Management (HR, L&D, Occ Health)			
	Restructure Customer Services	30/09/23	Deina Hockenhull	
	Corporate Communications restructure	31/12/23	Deina Hockenhull	
	Analyse the current workforce, and then extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new, different, or improved service.		Deina Hockenhull	
i	Democratic Services			
	Look at how the contact centre and member enquiry can maximise resources and systems	30/06/23	Deina Hockenhull	
j	Policy & Performance			
	Review social media language preferences in accordance with the Welsh language standards	30/09/23	Chloe Davies	
k	Electoral Services & Civil Registration			
l	Estates and Asset Management			
	Manage reception areas and review agreements for all Hwbs	30/11/23	Eifion Davies	
m	Risk Management			

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
n	Business Support			
	Restructure	31/12/23	Deina Hockenull	
	PBBS / Efficiencies and budget support and advice	31/03/24	Deina Hockenull	

Risks

Risks are anything that can impede or enhance the achievement of strategic objectives (Our Well-being Objectives above). You must identify the following:

1. Any Risks that the service has on the **Corporate Risk Register**
2. **All Service Significant Risks** (scored 16+)
3. All **Service High Risk** (scored 10+)
4. Other risks and mitigation are on the Service Risk Register

Make sure you identify actions in the table above that address these actions and cross refer below ↓

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
New	New	24/7 response cover to ensure we keep the public informed of any major incident that happens within the County.	See 3B above
New	New	Adequate staff numbers to manage the current customer service demand.	See 5h+5i above
New	New	Translation being able to maintain a service to meet the Welsh language standards.	See 3c above
New	New	Under various regulations we are required to communicate in an accessible manner (WCAG 2.1 AA standards) and adhere to data protection. Severe penalties and reputational damage is a factor if not met.	See 4A above
New	New	To ensure the safe management of corporate or major events.	See 3E above
New	New	Ensuring adequate additional measure are in place if traditional means of communication fail due to eg cyber attacks or major incident.	See 3B above

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Divisional Delivery Plan 2023-2024

{ Business and Cabinet Support Unit
Chief Executive's Department }



INTRODUCTION

Purpose of this Plan

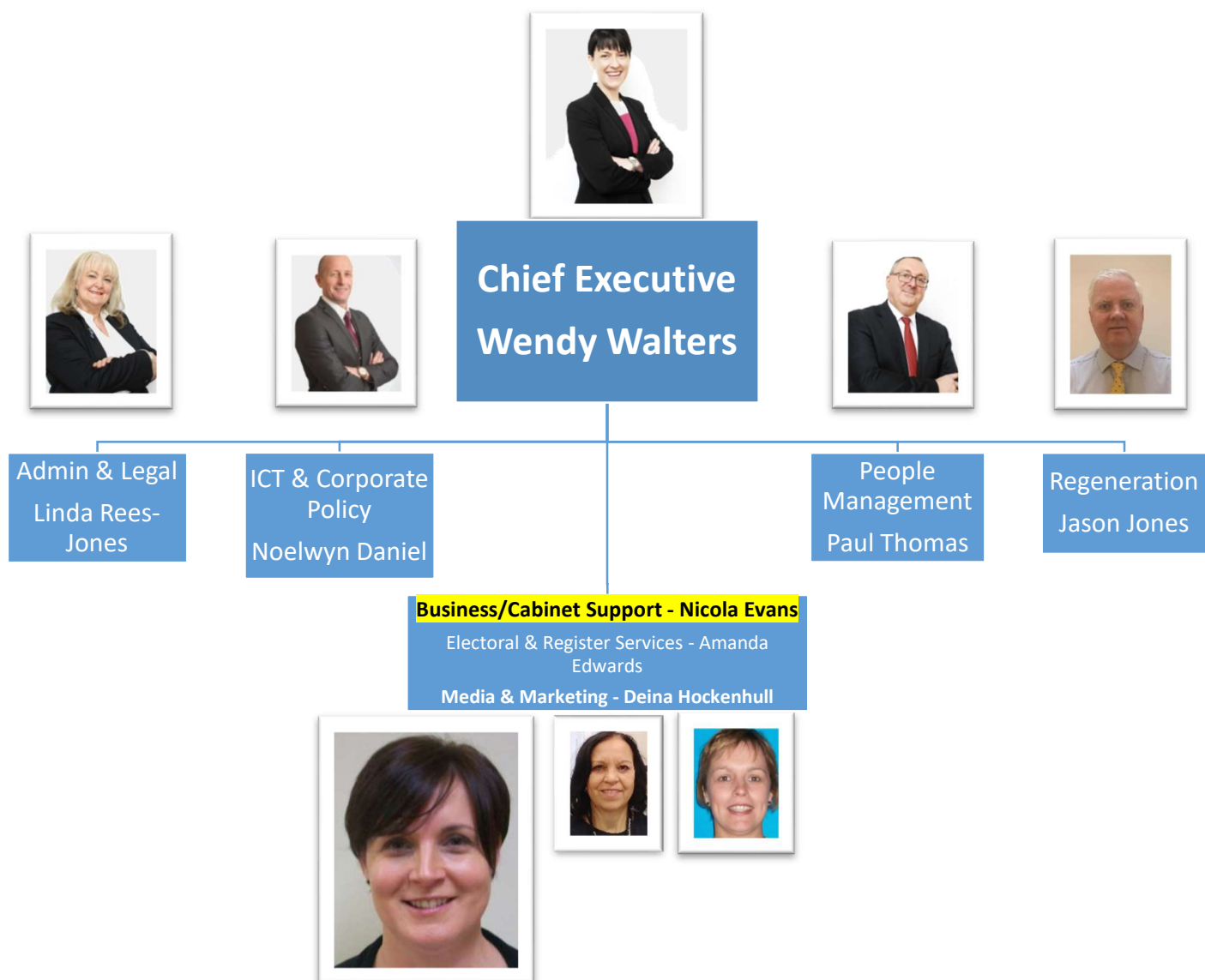
This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plan also notes the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures should set the direction of travel and translate into individual staff objectives targets. It provides an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.

Divisional Overview

Director, Head of Service & Divisional Structure



Profile of service

The **Business and Cabinet Support Service** is responsible for providing a range of corporate, departmental and service specific support within the Chief Executive's Department:

- business support to the Chief Executive
- business support to the Leader
- business support to members of the Cabinet
- forward work programme support to Corporate Management Team
- departmental Management Team support

- administrative support in connection with the functions of the Lieutenancy,
 - support for Royal Visits, ceremonial duties, honours and presentations made by the Lord-Lieutenant on behalf of Her Majesty the Queen
 - creditors and debtors processes for department
 - mail handling at County Hall, Carmarthen
 - staff ID system
 - support to Electoral Services team in relation to postal votes
- provide secretariat services for a number of corporate groups.

Indication of Staffing and Budget

Staffing			Budget 2023/24		
			Expenditure £'000	Income £'000	Net £'000
Executive Business Support	13	Chief Executive Business Support Unit	728	-728	-1
1 member of staff of Executive Support currently falls under Regen					

Cabinet Member Portfolios relevant to Division

	Cabinet portfolio areas relevant to this delivery plan:	Scrutiny
	Executive Business Support – Leader Cllr Darren Price	Corporate Performance and Resources Scrutiny

Divisional Delivery Plan

How our division supports the Corporate Strategy and Well-being Objectives of the Council.

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
1	Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)			
a	Theme: Healthy Lives – prevention /early intervention			
	Non applicable			
b	Service Priority - Early years			
	Non applicable			
c	Service Priority - Education			
	Non applicable			
2	Well-being Objective 2 - Enabling our residents to live and age well (Live & Age Well)			
a	Theme: Tackling Poverty			
	Non applicable			
b	Service Priority - Housing			
	Non applicable			
c	Service Priority – Social Care			
	Non applicable			
3	Well-being Objective 3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)			
a(i)	Theme: Economic Recovery & Growth			
	Non applicable			
a(ii)	Theme: Decarbonisation/Climate & Nature Emergency			
	Non applicable			
a(iii)	Theme: Welsh Language & Culture			
	Non applicable			
a(iv)	Theme: Community Safety and Cohesion			
	Non applicable			
b	Service Priority – Leisure & Tourism			
	Non applicable			
c	Service Priority - Waste			
	Non applicable			
d	Service Priority – Highways & Transport			
	Non applicable			
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
a	Theme: Organisational Transformation			
	Non applicable			

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
a	ICT			
	Non applicable			
b	Marketing & Media including Customer Services			
	Non applicable			
c	Legal			
	Non applicable			
d	Planning			
	Non applicable			
e	Finance			
	Non applicable			
f	Procurement			
	Non applicable			
g	Internal Audit			
	Non applicable			
h	People Management (HR, L&D, Occ Health)			
	<i>Analyse the current workforce, and then extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new, different, or improved service</i>	Mar 24		
i	Democratic Services			
	Non applicable			
j	Policy & Performance			
	Non applicable			
k	Electoral Services & Civil Registration			
	Non applicable			
l	Estates and Asset Management			
	Non applicable			
M	Risk Management			
	Non applicable			
n	Business Support			
1	Ensure that all budget efficiencies agreed are delivered and identify potential efficiencies for future years.	31/03/24	Nicola Evans	
2	Assist TIC with specific corporate efficiency projects.	31/03/24	Nicola Evans	
3	Implement all TIC and Internal Audit recommendations from reviews that have an implication on the unit.	31/03/24	Nicola Evans	
4	Produce a forward work programme for Corporate Management Team (CMT).	31/03/24	Nicola Evans	
5	Ensure all CMT actions are followed up.	31/03/24	Nicola Evans	
6	Produce a departmental forward work programme.	31/03/24	Nicola Evans	
7	Co-ordinate Cabinet / Corporate Management Team Away Days.	31/03/24	Nicola Evans	

Risks

Risks are anything that can impede or enhance the achievement of strategic objectives (Our Well-being Objectives above). You must identify the following:

1. Any Risks that the service has on the **Corporate Risk Register**
2. **All Service Significant Risks** (scored 16+)
3. All **Service High Risk** (scored 10+)
4. Other risks and mitigation are on the Service Risk Register

Make sure you identify actions in the table above that address these actions and cross refer below ↓

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
		N/A	

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CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE

3RD MAY 2023

CORPORATE SERVICES DEPARTMENT DIVISIONAL DELIVERY PLANS

- Revenues and Financial Compliance Service Delivery Plan 2023-24
- Financial Services Delivery Plan 2023-24

Purpose:

These Divisional Delivery Plans sets the strategic actions and measures that the services within Revenues and Financial Compliance Division and Financial Services Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities.

THE SCRUTINY COMMITTEE IS ASKED TO:-

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

Reason(s)

To show how the division, for which this Scrutiny has a remit, supports the Corporate Strategy and Well-being Objectives.

CABINET MEMBER PORTFOLIO HOLDER

Cllr Darren Price	Leader
Cllr Philip Hughes	Cabinet Member for Organisation and Workforce
Cllr Alun Lenny	Cabinet Member for Resources
Cllr Aled Vaughan Owen	Cabinet Member for Climate Change, Decarbonisation and Sustainability
Cllr Edward Thomas	Cabinet Member for Transport, Waste and Infrastructure Services
Cllr Linda Evans	Deputy Leader and Cabinet Member for Homes
Cllr Ann Davies	Cabinet Member for Rural Affairs and Planning Policy
Cllr Gareth John	Cabinet Member for Regeneration, Leisure, Culture and Tourism
Cllr Glynog Davies	Cabinet Member for Education and Welsh Language
Cllr Jane Tremlett	Cabinet Member for Health and Social Services

Directorate	Designations:	E Mail Addresses:
Corporate Services	Chris Moore – Director of Corporate Services	cmoore@carmarthenshire.gov.uk
Name of Head of Service:		
Helen Pugh	Head of Revenues & Financial compliance.	hlpugh@carmarthenshire.gov.uk
Randal Hemingway	Head of Financial Services	rhemingway@carmarthenshire.gov.uk
Report Author:		
Tracey Thomas	Principal Business Dev. Officer	trthomas@carmarthenshire.gov.uk

EXECUTIVE SUMMARY

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY COMMITTEE

3RD MAY 2023

Corporate Services Department Divisional Delivery Plans:

- Revenues and Financial Compliance
- Financial Services

These Divisional Delivery Plans set the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plans also note the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures will set the direction of travel and provide a framework for individual staff objectives. They provide an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.

Corporate Strategy 2022-27

On the 27 January 2023 a member development session on the Corporate Strategy was held to seek views on the new Strategy. Feedback from the session was considered and included in the final Strategy which was subsequently approved by Council on the 1 March 2023.

The Corporate Strategy 2022-27, Well-being Objectives are:

1. Enabling our children and young people to have the best possible start in life (Start Well).
2. Enabling our residents to live and age well (Live and age well).
3. Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)
4. To further modernise and develop as a resilient and efficient Council (Our Council)

Note - The Divisional Delivery Plan template sets out these Well-being Objectives and the thematic priorities and service priorities within the objectives. There may be some blank spaces under some of the Corporate Strategy headings in the delivery plans as Services may not be contributing to some parts. This is acceptable as other Services will be better placed to contribute.

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 :

Helen Pugh	Head of Revenues and Financial Compliance
Randal Hemingway	Head of Financial Services

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

The content of these Delivery Plans will be monitored Quarterly throughout the year.

All Actions and Measures will be put into our Performance and Improvement Monitoring System (PIMS). This means that all information can be analysed and sorted as required by:

- Cabinet portfolio
- Cabinet Vision Statement
- Scrutiny Portfolio
- Department and Service Head or Manager
- Corporate Strategy by Well-being Objective, Thematic Priority or Service Priority

Senior management will hold dedicated quarterly Performance Monitoring meetings throughout the year to monitor progress on the Corporate Strategy and Delivery Plans using a range of information and data including performance data, risk management, finance, audit etc.

Monitoring reports on Actions and Measures will be available for each Scrutiny Committee based on their remit should they wish to consider.

2. Legal

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

The **Local Government and Elections (Wales) Act 2021** focuses on the extent to which we are meeting our '*performance requirements*'. That is-

1. exercising our functions effectively.
2. using our resources economically, efficiently and effectively.
3. governance is effective for securing the above.

As noted in the Act:

Scrutiny committees are a key part of offering constructive challenge to how a council is performing and how it organises itself in the delivery of sustainable services.

3 Finance

The Well-being Future Generations Act (2015) requires that we ensure that resources are allocated adequately to achieve our Well-being Objectives.

The Local Government and Elections (Wales) Act 2021 focuses on the extent to which we are using our resources economically, efficiently, and effectively.

4. ICT

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

5. Risk Management Issues

Key risks are identified in the plans.

6. Staffing Implications

- See staffing figures within the plans
- A Commitment to Workforce Planning is outlined in each delivery divisional plan.

7. Physical Assets

As outlined in each delivery divisional plan.

CABINET MEMBER PORTFOLIO HOLDER(S) AWARE/CONSULTED YES	Supportive of the approach being taken	
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
Cabinet Vision Statement		Cabinet Vision Statement 2022 - 2027 (July 2022) (gov.wales)
Carmarthenshire Transformation Strategy		Carmarthenshire Transformation Strategy (gov.wales)
Corporate Strategy 2022/27		https://www.carmarthenshire.gov.wales/media/1231822/corporate-strategy-2022-27.pdf

Divisional Delivery Plan 2023-24

Corporate Services – Revenue Services and Financial Compliance



sirgar.llyw.cymru
carmarthenshire.gov.wales

Corporate Services – Revenue Services and Financial Compliance

Divisional Delivery Plan 2023-24

The Purpose of this Plan

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward for the Council to make progress against its Well-being Objectives, thematic priorities, and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The actions and measures should set the direction of travel and translate into individual staff objectives targets. It provides an open and transparent way of showing staff, customers, elected members and stakeholders what is to be achieved and how we plan to do this.

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

Divisional Overview

Director of Corporate Services – Chris Moore



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

Carmarthenshire County Council is the statutorily administering authority for the Dyfed Pension Fund and we manage the strategic direction and operation of the Dyfed Pension Fund Investments and Dyfed Welsh Church Fund, as well as the host authority function of the Wales Pension Partnership, together with Section 151 responsibility for Swansea Bay City Deal and the newly created Regional Corporate Joint Committee.

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

The situation here in Carmarthenshire is looking challenging, but this isn't unique to us, as all local authorities across Wales are facing big shortfalls in their budgets due to the global economic climate. The Council's energy costs have trebled and the level of nationally agreed pay awards for staff is far above what was budgeted for 12 months ago, due to the

significant rise of inflation. Following the Welsh Government funding settlement, the final settlement identified a need to bridge a budget shortfall of over £20 million in its 2023/24 budget. Welsh Government recognise this has been one of the toughest budgets that they have ever set and therefore the money allocated to local authorities, which makes up around three-quarters of our funding, will fall well short of what the Council need to continue with services as they are currently.

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

Our vision is strongly linked to the priorities of the Authority and summaries our central purpose of '**Making Better Use of Resources**'.

Introduction by Head of Revenues and Financial Compliance- Helen Pugh



Revenues & financial compliance includes 5 distinct areas:

Revenue Services – responsible for the administration, billing and recovery of Council Tax and Non-Domestic Rates. This service also undertakes the billing, collection and recovery of miscellaneous income as well as having the responsibility for operating the Councils three full time cash offices, and other income processing functions. In addition, Revenue Services is responsible for the administration of Council Tax Reduction and Housing Benefit Schemes which help low-income households meet their rent and/or Council Tax.

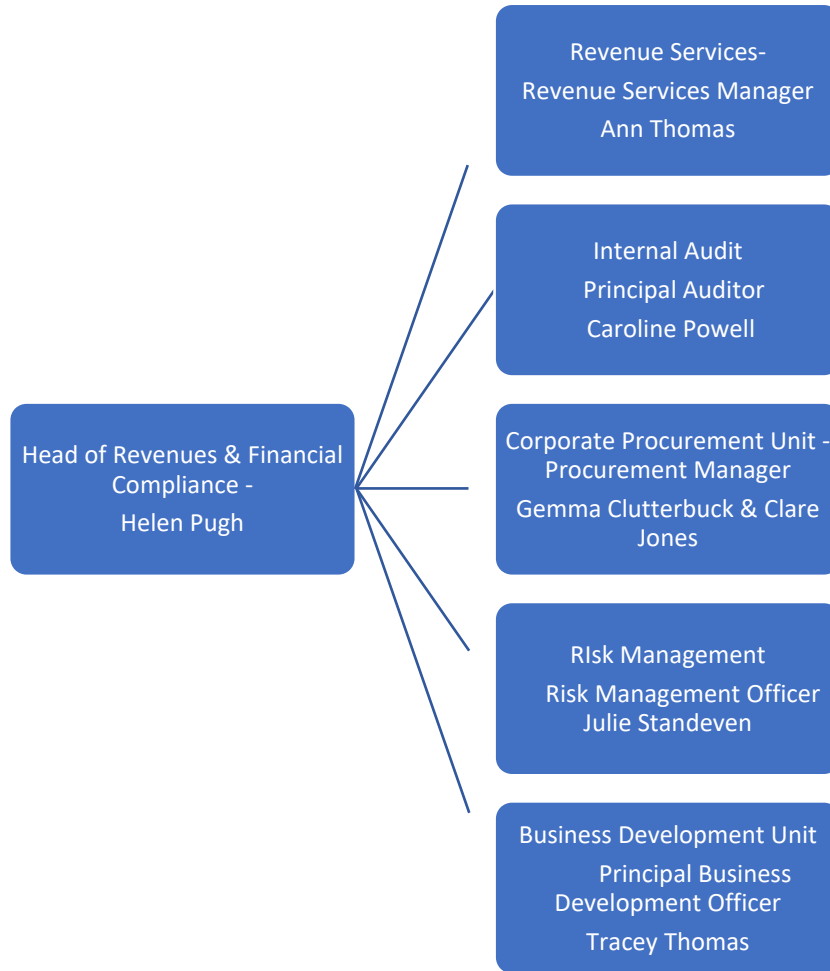
Internal Audit – Internal Audit provides an ongoing review of the Authority's systems and operations to minimise risk of loss from error, fraud, waste, or extravagance.

Risk Management ensures that strategic and operational risks are fully identified and managed by the Authority and aims to minimise overall losses to the Authority.

Corporate Procurement – monitors and supports the delivery of strategic procurement issues across the Authority. The procurement function balances value for money factors with community and political preferences, resource and investment needs, equality, employment, workforce, environmental and sustainability considerations in line with the Welsh Governments Wales Procurement Policy Statement.

Business Development – promotes and supports a culture of performance management and provides business support to Corporate Services.

Revenues and Financial Compliance Organisational Structure:



Indication of staffing levels

Revenues	Internal Audit	Corporate Procurement	Risk Management	BSU
128	10	12	3	4

Budget 2023/2024

	Revenues £,000	Local Taxation £,000	HB Admin £,000	Audit & Risk Management £,000	Corporate Procurement £,000	BSU & CS Training £,000	Total £,000
Expenditure	1,352	1,810	2,700	814	789	222	7,687
Income	-1,165	-1,019	-2,566	-763	-734	-157	-6,404
Net	187	791	134	51	55	65	1,283

Cabinet Member: Cllr Alun Lenny responsible for Resources

Responsibility for:






- Budget
- Capital Programme
- Property/Asset Management
- Commissioning & Procurement
- Procurement & Frameworks
- Risk management & risk planning
- Housing benefits
- Revenues
- Annual Governance Statement
- Internal Audit
- Savings Delivery
- Financial Services
- Community Benefits
- Pensions & Pension Investments
- Council Tax
- National non-domestic rates (NDR)
- Strategic finance (Corporate projects)

Divisional Specific Acts and Legislation

Service Specific Act/Strategy

- ❖ Local Government Finance Act 1992 & subsequent enabling and amending Council Tax Regulations
- ❖ Local Government Finance Act 1989 & subsequent enabling and amending non-domestic rating regulations.
- ❖ The Housing Benefit Regulations 2006 & subsequent amending regulations
- ❖ Council Tax Reduction Schemes and prescribed Requirements (Wales) Regulations 2013, and subsequent amending regulations
- ❖ Funding Strategy Statement
- ❖ Public Sector Internal Audit Standards
- ❖ Corporate Risk Register
- ❖ Governance Policy
- ❖ Welsh Government Procurement Policy Statement
- ❖ Internal Audit Charter
- ❖ Internal Audit Plan
- ❖ Financial Procedural Rules
- ❖ Anti-Fraud and Anti-Corruption Strategy 202-25
- ❖ Procurement Strategy 2018-22
- ❖ Risk Management Strategy 2018-22
- ❖ Insurance Act 2015
- ❖ Civil contingencies Ac 2004
- ❖ Fraud Act 2006
- ❖ Bribery Act 2010
- ❖ Public Contract Regulations 2015

Divisional Specific Strategy and Policy	Link
Corporate and Service Risk Registers	Details attached in Section 3
Internal Audit Charter	  Internal Audit Charter 2021 - CYMR Internal Audit Charter 2021.pdf
Audit Plan	SUMMARY.pdf (gov.wales) 1 IA Plan 2023-24.pdf (gov.wales)
Financial Procedure Rules	Financial Procedure Rules
Anti-Fraud and Anti-corruption Strategy 2020-25	Anti Fraud & Anti Corruption Strategy 2020-25
Welsh Government Procurement Policy Statement	welsh Government Procurement Policy Statement
Procurement Strategy 2018-22 (Currently being updated)	Procurement Strategy 2018-22
Corporate Procurement Rules	Contract Procedure Rules (PDF)
Risk Management Strategy 2018-22(Currently being updated)	 RM & CP STRATEGY 2018-22.pdf

Delivery Plan 2023/24: How the division supports the Corporate Strategy and Well-being Objectives of the Council.

Note the Cabinet's Vision Statement commitments that we help deliver are identified with their numbers e.g. V92+V93 below

Ref	Actions, Measures & Risks	By When or EOY Target?	By Who?	Source Ref
1	Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)			
a	Theme: Healthy Lives – prevention /early intervention			
	n/a			
b	Service Priority - Early years			
	n/a			
c	Service Priority - Education			
	n/a			
2	Well-being Objective 2 - Enabling our residents to live and age well (Live & Age Well)			
2A	Theme: Tackling Poverty			
1	Consider the greater use of the additional powers afforded by Welsh Government to tackle the second homes crisis. (CVS 31)	31/03/2027	Helen Pugh	Corporate Performance and Resources Scrutiny
2	Implement the council tax premiums on long term empty and second homes.	31/03/24	Helen Pugh/ Ann Thomas	Corporate Services DMT
3	We will contribute to tackling poverty within Carmarthenshire by supporting families to claim all the financial support they are entitled.	31/03/2024	Helen Pugh/ Ann Thomas	Corporate Performance and Resources Scrutiny
4	We will continue to administer grants and payments on behalf of the Welsh Government & Central Government such as cost of living grant, business grants and winter fuel grants.	31/03/2024	Helen Pugh/ Ann Thomas	Corporate Performance and Resources Scrutiny
5	We will administer and collect "Ymlaen Llanelli" Business Improvement District (BID) levy in respect of ratepayers in the Llanelli Town BID Area.	31/03/2024	Helen Pugh/ Ann Thomas	Corporate Services DMT
6	We will implement, administer, and collect the Carmarthen Business Improvement District (BID) levy in respect of ratepayers in the Carmarthen Town BID Area.	31/03/2024	Helen Pugh/ Ann Thomas	Corporate Services DMT
	Measures			

Ref	Actions, Measures & Risks	By When or EOY Target?	By Who?	Source Ref
7	Average number of days taken to process new Housing/Council Tax Benefit claims (6.6.1.2)	TBC	Helen Pugh/ Ann Thomas	Corporate Performance and Resources Scrutiny
8	Average number of days taken to process notifications of changes of circumstances in Housing/Council Tax Benefit Claims (6.6.1.3)	TBC	Helen Pugh/ Ann Thomas	Corporate Performance and Resources Scrutiny
9	% of recently calculated Housing/Council Tax Benefit claims that have been calculated accurately based on a sample check (6.6.1.9)	TBC	Helen Pugh/ Ann Thomas	Corporate Performance and Resources Scrutiny
10	% of Council tax due for the financial year which was received by the authority (CFH/007)	TBC	Helen Pugh/ Ann Thomas	Corporate Performance and Resources Scrutiny
11	% of non-domestic rates due for the financial year which was received by the authority (CFH/008)	TBC	Helen Pugh/ Ann Thomas	Corporate Performance and Resources Scrutiny
2B	Service Priority - Housing			
1	To contribute to 'considering the greater use of the additional powers afforded by Welsh Government to tackle the second homes crisis'. (CVS 33)	31/03/2027	Helen Pugh	Corporate Performance and Resources Scrutiny
2	To contribute to 'reducing the number of council house voids and empty properties across the county creating more homes for local people'. (CVS 34)	31/03/2027	Helen Pugh	Corporate Performance and Resources Scrutiny
2C	Service Priority – Social Care			
	n/a			
3	Well-being Objective 3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)			
3A	Theme: Economic Recovery & Growth			
1	We will maximise the community benefits arising from the multi-million-pound Pentre Awel scheme at Llanelli, the first development of this size and scope in Wales, which will create 1,800 well paid jobs. (CVS 36)	31/03/2027	Helen Pugh	Corporate Performance and Resources Scrutiny
2	To contribute to supporting and encouraging people to lead active and healthy lives, ensure supply chain opportunities for local businesses and local recruitment. (CVS37)	31/03/2027	Helen Pugh	Corporate Performance and Resources Scrutiny

Ref	Actions, Measures & Risks	By When or EOY Target?	By Who?	Source Ref
3	We will promote the 'Think Carmarthenshire First' approach widely across the Authority, encouraging officers to seek quotations from local suppliers. We will continue to support local businesses to bid for work by targeting specific tendering opportunities across the county and promoting our forward work programme in advance. (CVS 45)	31/03/2027	Helen Pugh/ Gemma Clutterbuck /Clare Jones	Corporate Performance and Resources Scrutiny
4	Do everything we can to increase our local procurement spend and upscale above the current 53%. (CVS 46)	31/03/2027	Helen Pugh/ Gemma Clutterbuck /Clare Jones	Corporate Performance and Resources Scrutiny
5	We will continue to develop our approach to early engagement of Local Businesses	31/03/24	Helen Pugh/ Gemma Clutterbuck /Clare Jones	Corporate Performance and Resources Scrutiny
6	We will pursue the use of Community Benefits in all procurements where such benefit can be realised	31/03/24	Helen Pugh/ Gemma Clutterbuck /Clare Jones	Corporate Performance and Resources Scrutiny
Measures:				
7	We will monitor the % of spend with local suppliers	Collated only	Helen Pugh/Clare Jones	Corporate Services DMT
8	Number of weeks training recruitment delivered to people through Community Benefits in the 21 st Century School Programme, Housing and Regeneration projects (CP/001)	TBC	Helen Pugh/Clare Jones	Corporate Performance and Resources Scrutiny
9	The number of jobs created through Community Benefits in our construction projects (21 st century school programme, housing, and regeneration projects) (CP/002)	TBC	Helen Pugh/Clare Jones	Corporate Performance and Resources Scrutiny
10	The number of STEM pupil engagements (Science, Technology, Engineering & Maths) through Community Benefits in our construction projects (21 st Century School programme, Housing & Regeneration projects) (CP/003)	TBC	Helen Pugh/Clare Jones	Corporate Performance and Resources Scrutiny
3B	Theme: Decarbonisation/Climate & Nature Emergency			
1	We will embed Net Zero Carbon into our procurement activity	31/03/2024	Helen Pugh/ Gemma Clutterbuck /Clare Jones	Corporate Performance and Resources Scrutiny
3C	Theme: Welsh Language & Culture			
	n/a			
3D	Theme: Community Safety and Community Cohesion			

Ref	Actions, Measures & Risks	By When or EOY Target?	By Who?	Source Ref
	n/a			
3E	Service Priority – Leisure & Tourism			
	n/a			
3F	Service Priority – Waste			
	n/a			
3G	Service Priority – Highways & Transport			
	n/a			
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
4A	Theme: Organisational Transformation			
	Actions			
1	Organise re-location of Cashiers to Debenhams.	31/03/2024	Helen Pugh/Ann Thomas/Judith Ems	Corporate Services DMT
2	We will monitor the Capita cash receipting system as the contract is due to end 31 st March 2024.	31/03/2024	Helen Pugh/Ann Thomas	Corporate Services DMT
3	Consider and implement appropriate changes in line with Welsh Government Council Tax reform. (CVS 97)	31/03/2024	Helen Pugh/Ann Thomas	Corporate Performance and Resources Scrutiny
4	Continue to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. (CVS 108)	31/03/2024	Helen Pugh & all managers	Corporate Performance and Resources Scrutiny
5	Core Business Enablers	By When?	By Whom? Responsible Officer	Source Ref
5A	ICT Services			
1	To fully launch the Implementation of the Northgate Citizen Access system to allow on-line registration, reporting of changes in circumstances and back-office automation after the test phase.	31/03/2024	Helen Pugh/Ann Thomas /Paul Launchbury	Corporate Services DMT
2	To consider IT server options of the Revenue and Benefits system, including cloud usage.	31/03/2024	Helen Pugh/Ann Thomas	Corporate Services DMT
5B	Marketing & Media including Customer Services			
	n/a			
5C	Legal			
	n/a			
5D	Planning			
	n/a			
5E	Finance			

Ref	Actions, Measures & Risks	By When or EOY Target?	By Who?	Source Ref
1	Ensure we manage our budget effectively and prudently.	31/03/2024	Helen Pugh & all budget managers	Corporate Services DMT
5F	Procurement			
1	We will work with departments to deliver compliant tender exercises through the implementation of a category management approach.	31/03/2024	Helen Pugh/Clare Jones/Gemma Clutterbuck	Corporate Performance and Resources Scrutiny
2	We will continue to provide a significant procurement support and advice to the Swansea Bay City Region Carmarthenshire led projects	31/03/2024	Helen/Pugh Clare Jones/Gemma Clutterbuck	Corporate Performance and Resources Scrutiny
3	We will monitor effective Contract management throughout the Authority	31/03/2024	Helen Pugh/Clare Jones/Gemma Clutterbuck	Corporate Performance and Resources Scrutiny
4	We will continue to develop our approach to spend analysis	31/03/2024	Helen Pugh/Clare Jones/Gemma Clutterbuck	Corporate Performance and Resources Scrutiny
	Measures:			
5	Will monitor the % of procurement spend compliant with our Contract Procedure Rules	Collated only	Helen Pugh/Clare Jones	Corporate Services DMT
G	Internal Audit			
1	To provide independent assurance on the effective operation of the organisation's risk management, governance, and internal control processes.	31/03/2024	Helen Pugh/Caroline Powell	Corporate Services DMT
2	Evaluating controls and assisting management in the improvement of internal controls	31/03/2024	Helen Pugh/Caroline Powell	Corporate Services DMT
3	We will review & update & promote the updated Financial Procedure Rules, the Antifraud and Anti-corruption strategy and any other specific strategies/policies or regulatory recommendations	31/03/2024	Helen Pugh/Caroline Powell	Corporate Services DMT
4	Investigate ways of working smarter to driving efficiency of the Internal Audit Service	31/03/2024	Helen Pugh/Caroline Powell	Corporate Services DMT
	Measures:			
5	Actual Achievement against Annual Audit Plan (6.4.1.3)	90	Helen Pugh/Caroline Powell	Corporate Performance and Resources Scrutiny/

Ref	Actions, Measures & Risks	By When or EOY Target?	By Who?	Source Ref
				Governance and Audit Committee
6	% Of draft reports issued within 10 working days of the fieldwork completion date (IA/001)	80%	Helen Pugh/ Caroline Powell	Corporate Services DMT
7	% Of management responses received within 15 working days of the draft report being issued (IA/002)	80%	Helen Pugh/ Caroline Powell	Corporate Services DMT
8	% Of final reports issued within 10 working days of management responses being received (IA/003)	80%	Helen Pugh/ Caroline Powell	Corporate Services DMT
H	People Management (HR, L&D, Occ Health)			
1	Analyse the current workforce, and then extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new, different, or improved service.	31/03/2024	Helen Pugh	Corporate Performance and Resources Scrutiny
2	Support continuous training and development of staff; all staff will have access to training and development opportunities to meet the individual's aspirations and the needs of the service. (From Staff survey 2022)	31/03/2024	Helen Pugh & all managers	Corporate Services DMT
	Measures:			
3	Number of (FTE) days lost due to sickness	TBC	Helen Pugh	Corporate Performance and Resources Scrutiny
I	Democratic Services			
	n/a			
J	Policy & Performance			
1	We will align the timescale for producing the Annual Governance Statement with the Statement of Accounts.	31/03/2024	Helen Pugh	Corporate Performance and Resources Scrutiny
2	Support the improvement of communication and involvement with staff on Council performance management information. (From Staff Survey 2022)	31/03/2024	Helen Pugh/ Tracey Thomas	Corporate Services DMT
K	Electoral services and Civil Registration			
	n/a			
L	Estates and Asset Management			
	n/a			
M	Risk Management			

Ref	Actions, Measures & Risks	By When or EOY Target?	By Who?	Source Ref
1	We will address the recommendation or proposals for improvement arising from the Wales Audit Office review of Risk Management arrangements	31/03/2024	Helen Pugh/ Suzanne Wride	Corporate Performance and Resources Scrutiny
2	We will maintain an effective insurance programme and manage claims in a timely manner	31/03/2024	Helen Pugh/ Julie Standeven	Corporate Performance and Resources Scrutiny
	Measures:			
3	% Response to letters of claim – issuing acknowledgement letter to claimant/claimant legal representative and referral of claim to appropriate insurer within 6 working days of receipt at the Risk Management Section (6.4.2.3)	TBC	Helen Pugh/ Suzanne Wride	Corporate Performance and Resources Scrutiny
4	% of motor vehicle incidents reported to Risk Management within 5 working days (RM/001)	TBC	Helen Pugh/ Suzanne Wride	Corporate Performance and Resources Scrutiny
5	% of departmental reports returned to Risk Management within 15 days from request (RM/002)	TBC	Helen Pugh/ Suzanne Wride	Corporate Performance and Resources Scrutiny
6	% of motor claims reports provided by risk management within 10 working days (RM/003)	TBC	Helen Pugh/ Suzanne Wride	Corporate Performance and Resources Scrutiny
7	% of liability claims reports provided by risk management to insurers within 20 working days (RM/004)	TBC	Helen Pugh/ Suzanne Wride	Corporate Performance and Resources Scrutiny
N	Business Support			
1	We will make the best use of resources to improve services both to the public and for Corporate Services	31/03/2024	Helen Pugh/ Tracey Thomas	Corporate Services DMT

Risks

Risks are anything that can impede or enhance the achievement of strategic objectives (Our Well-being Objectives above).

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
Corporate Risks			
CRR190027	15 High	Fraud & Corruption: the cost of fraud to the Welsh Public Sector is estimated to be in the region of between £100 million & £1 billion annually (as reported by the WAO)	G1, 2 & 3
CRR190043	15 High	Covid 19 – Strategic. Financial implications – loss of income. Financial implications -increased costs due to Covid-19 demands & compliance with Cabinet & Welsh Government instructions.	2A (4)
CRR190007	8 Medium	Ensuring effective management of Procurement/Contract Management & partnership arrangements	5F (1&5)
CRR190012	8 Medium	Failure to adhere to an effective Corporate Governance Framework	J1
Service Risks			
CSV320002	6 Medium	Withdrawal of the Welsh Governments Wales Retail Rate Relief Scheme increasing the rates payable by smaller businesses	4A (3)
CSV130003	12 High	Difficulty in recruiting experienced and/or qualified procurement personnel	H1
CSV130002	10 High	Unsuccessful tender/supplier mounting a challenge to our award decision/procurement practices due to a failure to comply with external Procurement Regulations & internal CPR's	5F (1,3&5)
CSV130001	9 medium	Failure to sufficiently influence Managers across the Authority to support the move towards a category management approach to spend and therefore the identification and delivery of efficiencies	5F1
CSV130007	8 Medium	Wider policy/legislative implications impacting upon Procurement Exercises ie GDPR, Welsh Language Standards, Code of Practice – Ethical employment in Supply Chains, TUPE, DBS etc	H1&2
CSV310001	9 Medium	Failure to achieve Local Taxation collection targets at a time of continuing economic difficulties, universal credit and removal of facility to commit.	2A (7,8,9,10&11)
CSV310002	Very low 3	Possible unintended consequences and uncertain outcomes in the event of Council Tax premiums being introduced.	4A (3)
CSV330005	20 Significant	Potential pressure on the Discretionary Housing Payment Funding provided by the DWP in the event of future reductions in the fund and/or future increased demand due to welfare reforms.	2A (3)
CSV330003	12 High	Additional Council Tax Reduction Scheme workload due to the extra verification work for the increasing number of customers in receipt of universal credit.	4A (3)
CSV330004	9 Medium	Failure to achieve overpayment recovery collection targets due to the nature of the debt and the customers circumstances as well as the general economic situation and the introduction of universal credit.	2A (9)
CSV330001	1 Very Low	Potential staff retention/recruitment issues in the benefits service due to concerns over long term job security arising from the Universal Credit roll out, resulting in frequent understaffing in the assessment team.	H1&2

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
CSV340002	20 significant	Insufficient resources (within the unit and elsewhere) to progress identified service improvements and system changes: a) Agresso/Debtors system	5A (1)
CSV340003	20 Significant	Insufficient resources (within the unit and elsewhere) to progress identified service improvements and system changes: a) Northgate server/revenues and benefits system	5A (1)
CSV300001	9 Medium	New contract with DSI – 2 years plus 1, at end of contract risk that contract will not be allowed to extend.	5F (1&3)
CSV300002	9 Medium	Rolling contract with Northgate. Possibility of forced contract and risk that Northgate will not win the contract in addition to the need to transfer systems to the cloud.	5A(1) 5F (1&3)
CSV300003	9 Medium	Capita contract ending possibility plus 1 year contract	4A (2)
New Risk	12 High	IT ceasing to support the server supporting the Revenue and Benefits system and transfer to the cloud	5A(2)
CSV110001	8 Medium	Failure to maintain an effective Internal Audit Service	G1,2&3
CSV110002	8 Medium	Failure to sufficiently influence Managers across the Authority to support the mover towards more efficient and effective ways of working	G2
CSV110004	8 Medium	Failure to deliver internal audit plan	G3
CSV120001	8 Medium	Failure to maintain an effective insurance programme	M2
CSV120002	8 Medium	Failure to manage and embed risk effectively across the Organisation	M1
CSV120003	8 Medium	Failure to manage and embed Business Continuity arrangements across the Organisation	M1
CSV120004	8 Medium	Failure to maintain effective insurance records	M2
CSV120006	12 high	Insufficient staff resources/capacity failure to manage succession planning	H1&2

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Divisional Delivery Plan 2023-24

Corporate Services – Financial Services



Corporate Services – Revenue Services and Financial Compliance

Divisional Delivery Plan 2023-24

The Purpose of this Plan

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward for the Council to make progress against its Well-being Objectives, thematic priorities, and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The actions and measures should set the direction of travel and translate into individual staff objectives targets. It provides an open and transparent way of showing staff, customers, elected members and stakeholders what is to be achieved and how we plan to do this.

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

Divisional Overview

Director of Corporate Services – Chris Moore



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

Carmarthenshire County Council is the statutorily administering authority for the Dyfed Pension Fund and we manage the strategic direction and operation of the Dyfed Pension Fund Investments and Dyfed Welsh Church Fund, as well as the host authority function of the Wales Pension Partnership, together with Section 151 responsibility for Swansea Bay City Deal and the newly created Regional Corporate Joint Committee.

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

The situation here in Carmarthenshire is looking challenging, but this isn't unique to us, as all local authorities across Wales are facing big shortfalls in their budgets due to the global economic climate. The Council's energy costs have trebled and the level of nationally agreed pay awards for staff is far above what was budgeted for 12 months ago, due to the significant rise of inflation. Following the Welsh Government funding settlement, the final settlement identified a need to bridge a budget shortfall of over £20 million in its 2023/24

budget. Welsh Government recognise this has been one of the toughest budgets that they have ever set and therefore the money allocated to local authorities, which makes up around three-quarters of our funding, will fall well short of what the Council need to continue with services as they are currently.

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

Our vision is strongly linked to the priorities of the Authority and summaries our central purpose of '**Making Better Use of Resources**'.

Introduction by Head of Financial Services – Randal Hemingway

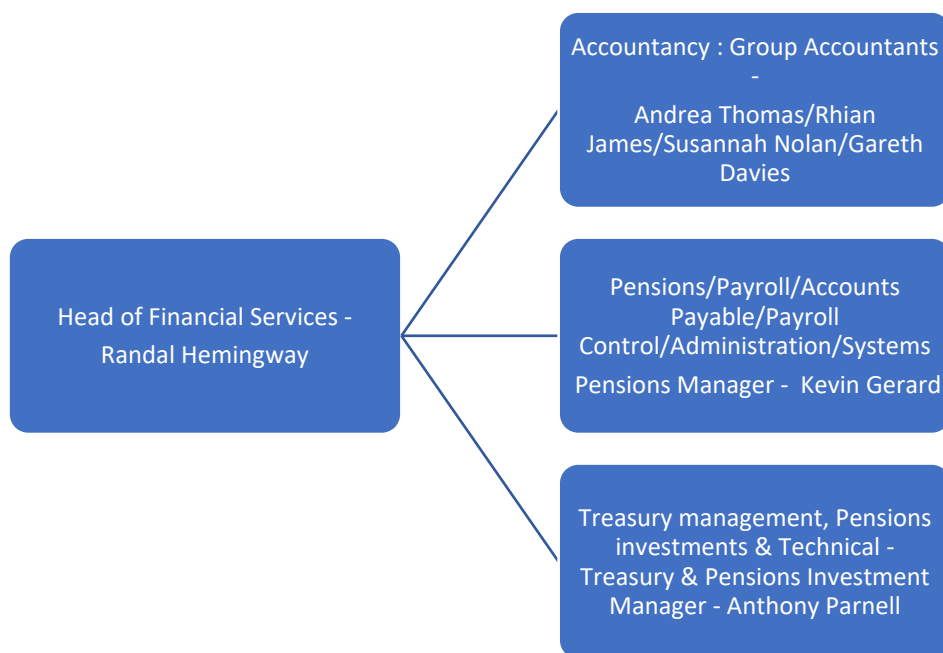


Financial Services includes 3 distinct areas:

Accountancy – we provide a decentralised accounting and financial management service covering Technical Accounting (Preparation of final accounts, corporate accounting, and taxation), Management Accounting (Month end close, maintenance of financial records and budgeting) and Strategic Finance functions (projects, planning and financial advice to members).

Pensions Administration, Systems, Accounts Payable, Payroll control & Administration – Carmarthenshire County Council is the statutorily administering authority for the Dyfed Pension Fund. It also acts as the administrator for the unfunded Police and Fire pension schemes for Dyfed Powys Police Authority, Mid and West Wales Fire and Rescue Service and North Wales Fire and Rescue Service respectively. The systems function ensures the integrity of the comprehensive corporate financial system for both the Authority and several external clients. The corporate payments service provides a range of payment solutions that support both internal and external clients in the settlement of supplier invoices relating to the receipt of goods and services.

Treasury Management, Pensions Investments and Technical – the unit manages the strategic direction and operation of the Dyfed Pension Fund Investments and Dyfed Welsh Church Fund, as well as the host authority function of the Wales Pension Partnership. The unit also manages the Treasury Management and Banking Service areas. The Technical Section is responsible for financial, grant compliance advice and accounting support for specific grant funded projects and the research, interpretation, and consultation responses on local government finance matters.



Indication of staffing levels

Accountancy	Pensions/Payroll/Accounts Payable/Administration/Systems	Treasury management, Pension Investments & Technical
42	58	13

Budget 2023/24

	Accountancy £,000	Treasury & Pension Investment £,000	Wales Pension Partnership £,000	Grants & Technical £,000	Payroll Control £,000	Payments £,000	Pensions £,000	Total £,000
Expenditure	2278	329	93	435	115	743	1810	5803
Income	-2102	-340	-90	-403	-99	-678	-1781	-5493
Net	176	-11	3	32	16	65	29	310

Cabinet Member: Cllr Alun Lenny responsible for Resources



Responsibility for:

- Budget
- Capital Programme
- Property/Asset Management
- Commissioning & Procurement
- Procurement & Frameworks
- Risk management & risk planning
- Housing benefits
- Revenues
- Annual Governance Statement
- Internal Audit
- Savings Delivery
- Financial Services
- Community Benefits
- Pensions & Pensions Investments
- Council Tax
- National non-domestic rates (NNDR)
- Strategic finance (Corporate projects)

Divisional Specific Acts and Legislation

Service Specific Act/Strategy

- ❖ Local Government Finance Act 1992 & subsequent enabling and amending Council Tax Regulations
- ❖ Local Government Finance Act 1989 & subsequent enabling and amending non-domestic rating regulations.
- ❖ Funding Strategy Statement
- ❖ Governance Policy
- ❖ Corporate Risk Register
- ❖ Financial Procedural Rules
- ❖ Anti-Fraud and Anti-Corruption Strategy 202-25

Divisional Specific Strategy and Policy	Link
Revenue Budget Strategy	Revenue Budget Strategy 2023 24 to 2025 26
5 Year Capital Programme	5 Year Capital Programme 2023 24 to 2027 28
Treasury Management Policy and Strategy	Treasury Management Policy & Strategy 2023-24
Dyfed Pension Fund	Local Government Pension Scheme Dyfed Pension Fund
Investment Strategy Statement	Investment Strategy Statement Dyfed Pension Fund
Statement of Investment Principles	Dyfed Pension Fund Investment Principles
Corporate and Service Risk Registers	Details attached

Delivery Plan 2023/24: How the division supports the Corporate Strategy and Well-being Objectives of the Council.

Note the Cabinet's Vision Statement commitments that we help deliver are identified with their numbers e.g. V92+V93 below

Ref	Actions, Measures & Risks	By When or EOY Target?	By Who?	Source Ref
1	Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)			
a	Theme: Healthy Lives – prevention /early intervention			
	n/a			
b	Service Priority - Early years			
	n/a			
c	Service Priority - Education			
	n/a			
2	Well-being Objective 2 - Enabling our residents to live and age well (Live & Age Well)			
2A	Theme: Tackling Poverty			
	n/a			
2B	Service Priority - Housing			
	n/a			
2C	Service Priority – Social Care			
	n/a			
3	Well-being Objective 3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)			
3A	Theme: Economic Recovery & Growth			
	n/a			
3B	Theme: Decarbonisation/Climate & Nature Emergency			
1	Work with Dyfed Pension Fund to continue the journey on reducing its carbon intensity and encourage the Dyfed Pension Fund to work with and learn from other pension funds with a view to further disinvestment in fossil fuels and non-ethical investments. (CVS 57)	31/03/2027	Randal Hemingway	Corporate Performance and Resources Scrutiny
3C	Theme: Welsh Language & Culture			
	n/a			
3D	Theme: Community Safety and Community Cohesion			
	n/a			
3E	Service Priority – Leisure & Tourism			

Ref	Actions, Measures & Risks	By When or EOY Target?	By Who?	Source Ref
1	Consider the powers available in relation to local tourism levies and the impact of their introduction locally (CVS 76)	31/03/2027	Randal Hemingway	Corporate Performance and Resources Scrutiny
3F	Service Priority – Waste			
	n/a			
3G	Service Priority – Highways & Transport			
	n/a			
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
4A	Theme: Organisational Transformation			
	Actions			
4	Continue to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. (CVS 108)	31/03/2024	Randal Hemingway & all managers	Corporate Performance and Resources Scrutiny
5	Core Business Enablers	By When?	By Whom? Responsible Officer	Source Ref
5A	ICT Services			
1	We will continue to roll out i-connect which will facilitate direct data transfer from employer payroll system to the Altair Pension database	31/03/2024	Randal Hemingway /Kevin Gerard	Corporate Services DMT
5B	Marketing & Media including Customer Services			
	n/a			
5C	Legal			
1	We will monitor and implement changes to the Local Government Pension scheme as a consequence of legislation changes, including Sargeant/McCloud	31/03/2024	Randal Hemingway /Kevin Gerard	Corporate Performance and Resources Scrutiny
2	We will continue to ensure compliance with the implementation of auto enrolment in accordance with the requirement of the Pensions Act	31/03/2024	Randal Hemingway /Kevin Gerard	Corporate Services DMT
3	We will continue to undertake GMP reconciliation in accordance with HMRC statutory requirements	31/03/2024	Randal Hemingway /Kevin Gerard	Corporate Services DMT
4	We will implement changes to the Firefighters Pension Scheme as a consequence of legislation changes	31/03/2024	Randal Hemingway /Kevin Gerard	Corporate Services DMT
5	We will implement changes to the Police Pension Scheme as a consequence of legislation changes	31/03/2024	Randal Hemingway /Kevin Gerard	Corporate Services DMT
5D	Planning			
	n/a			

Ref	Actions, Measures & Risks	By When or EOY Target?	By Who?	Source Ref
5E	Finance			
1	We will provide significant financial support and advice to the Swansea Bay City Region	31/03/2024	Randal Hemingway	Corporate Performance and Resources Scrutiny
2	We will undertake the closure and Audit of the Accounts within the appropriate timescales	31/03/2024	Randal Hemingway	Corporate Performance and Resources Scrutiny
3	We will ensure an unqualified audit of the final accounts	31/03/2024	Randal Hemingway	Corporate Performance and Resources Scrutiny
4	We will identify a set of key performance indicators taking a balanced scorecard approach	31/03/2024	Randal Hemingway	Corporate Performance and Resources Scrutiny
5	Use of the Councils reserves to invest in the County and support future development (MF5-96)	31/03/2024	Randal Hemingway	Corporate Performance and Resources Scrutiny
6	Ensure the Council manages its budgets effectively and prudently (MF5-98)	31/03/2024	Randal Hemingway	Corporate Performance and Resources Scrutiny
7	We will continue to Develop Opportunities for collaboration with other Local Government Pension Schemes	31/03/2024	Randal Hemingway /Kevin Gerard	Corporate Services DMT
8	We will promote to scheme members the opportunity of registering with 'My Pension online' employers	31/03/2024	Randal Hemingway /Kevin Gerard	Corporate Services DMT
9	To Investigate the feasibility of P2P rollout in Schools via a pilot site	31/03/2024	Randal Hemingway /Kevin Gerard	Corporate Services DMT
10	To support the Pensions Boards	31/03/2024	Randal Hemingway /Anthony Parnell	Corporate Services DMT
11	To collaborate with other LGPS Funds and pools on investments and governance	31/03/2024	Randal Hemingway /Anthony Parnell	Corporate Services DMT
12	To manage the Host Authority Function for the Wales Pension Partnership	31/03/2024	Randal Hemingway /Anthony Parnell	Corporate Services DMT

Ref	Actions, Measures & Risks	By When or EOY Target?	By Who?	Source Ref
13	To ensure timely closure of accounts for the Dyfed Pension Fund	31/03/2024	Randal Hemingway /Anthony Parnell	Corporate Services DMT
14	To produce the Dyfed Pension Fund Annual Report	31/03/2024	Randal Hemingway /Anthony Parnell	Corporate Services DMT
15	To produce and comply with the Treasury Management Policy and Strategy	31/03/2024	Randal Hemingway /Anthony Parnell	Corporate Services DMT
16	To administer the Car Salary Sacrifice Scheme, Assisted Car Purchase and Cycle to Work Schemes, and be involved in the marketing to ensure take up by staff	31/03/2024	Randal Hemingway /Anthony Parnell	Corporate Services DMT
17	To provide financial support and professional advice to externally funded project staff, ensuring up to date knowledge and communication of relevant guidance	31/03/2024	Randal Hemingway /Anthony Parnell	Corporate Services DMT
18	To lead and advise on the key financial considerations on the delivery of major corporate projects such as the Pentre Awel Project	31/03/2024	Owen Bowen	Corporate Performance and Resources Scrutiny
Measures:				
19	The % of undisputed invoices which were paid in 30 days (CFH/0006)	95%	Randal Hemingway /Kevin Gerard	Corporate Services DMT
20	Return on Investments to outperform the average 90 days un compounded SONIA rate (6.1.2.1)	To out-perform	Randal Hemingway /Anthony Parnell	Corporate Services DMT
21	New borrowing rate to outperform the average PWLB rate for the year (6.1.2.2)	To out-perform	Randal Hemingway /Anthony Parnell	Corporate Services DMT
22	Dyfed Pension Fund to outperform the benchmark return as set out in the Investment Brief (5 year rolling to nearest quarter) (6.1.3.4)	To out-perform	Randal Hemingway /Anthony Parnell	Corporate Services DMT
5F	Procurement			
	n/a			
G	Internal Audit			
1	n/a			
H	People Management (HR, L&D, Occ Health)			
1	Analyse the current workforce, and then extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new, different, or improved service.	31/03/2024	Randal Hemingway	Corporate Performance and Resources Scrutiny

Ref	Actions, Measures & Risks	By When or EOY Target?	By Who?	Source Ref
2	Support continuous training and development of staff; all staff will have access to training and development opportunities to meet the individual's aspirations and the needs of the service. <i>(From Staff survey 2022)</i>	31/03/2024	Randal Hemingway & all managers	Corporate Services DMT
3	Ensure officers and Members are trained appropriately on Treasury Management and Pension Fund Investments.	31/03/2024	Randal Hemingway /Anthony Parnell	Corporate Services DMT
	Measures:			
4	Number of (FTE) days lost due to sickness	TBC	Randal Hemingway	Corporate Performance and Resources Scrutiny
I	Democratic Services			
	n/a			
J	Policy & Performance			
1	Support the improvement of communication and involvement with staff on Council performance management information. <i>(From Staff Survey 2022)</i>	31/03/2024	Randal Hemingway /All managers	Corporate Services DMT
K	Electoral services and Civil Registration			
	n/a			
L	Estates and Asset Management			
	n/a			
M	Risk Management			
	n/a			
N	Business Support			
1	We will make the best use of resources to improve services both to the public and for Corporate Services	31/03/2024	Randal Hemingway / Tracey Thomas	Corporate Services DMT

Risks

Risks are anything that can impede or enhance the achievement of strategic objectives (Our Well-being Objectives above).

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
Corporate Risks			
CRR190056	20 Significant	Ensuring the Authority effectively manages its financial resources and responds to the challenges of reduced funding	5E (5&6)

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
CRR190015	16 Significant	Delivery of the approved Capital Programme (outcomes/budget)	5E (6)
CRR190043	15 High	Post Covid -19 Strategic Financial implications – loss of Income, increased costs due to Covid-19 demands and compliance with Cabinet and Welsh Government instructions	5E (5&6)
CRR190013	12 High	Delivery of the City Deal (outcomes/budget)	5E (1)
CRR190005	12 High	Ensuring effective management of Grant Funding, Threat of having to repay significant Grant Monies, Failure to manage Grants and maximise on the funding resources available, failure to secure funding, failure to deliver current projects within set timescales, Failure to deliver outputs in line with the T&C's of grant paying department	5E (5&6)
CRR190014	8 Medium	Delivery of the Pentre Awel Project	5E (18)
Service Risks			
CSV210001	4 low	Failure to close accounts by deadline	5E (2&3)
CSV220001	3 Very low	Failure in the upgrade of the Pensions Administration System. Risk of system failure, loss of data etc. If delivered successfully, the new system will improve service, but the worst-case scenario is a failure to pay pensions	5A (1)
CSV240001	6 Medium	Failure to pay invoices within 30 days	5E (19)

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CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE

3rd MAY, 2023

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 16TH June, 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
3RD MAY, 2023

FORTHCOMING ITEMS

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 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 draft Forward Work Plan which itself is to be considered at the next meeting, to be held on 16TH June, 2023.

The published Cabinet Forward Work Plan, at the time of publication of this meeting pack, is attached to this report. However, as the Cabinet Forward Plan is updated on a regular basis, the most recent version is available to view in the following link:-

<https://democracy.carmarthenshire.gov.wales/mgListPlans.aspx?RPId=131&RD=0>

DETAILED REPORT ATTACHED?	YES: (1) List of Forthcoming Items (2) 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 16th JUNE 2023

Agenda Item	Background	Reason for report
		<p>What is Scrutiny being asked to do? e.g. undertake a full review of the subject? Investigate different policy options? Be consulted on final proposals before decision making? Monitor outcomes /implementation?</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 & Capital Budget Monitoring Report 2022/23 (April – February)	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.
Corp Perf & Resources Scrutiny Committee Annual Report 2022/23	In accordance with Article 6.2 of the County Council's Constitution, each scrutiny committee must "prepare an annual report giving an account of its activities over the previous year." This report will provide members with an overview of the Committee's work during the 2020/21 municipal year.	The Council's Constitution requires scrutiny committees to report annually on their work.
Corp Perf & Resources Scrutiny Committee Actions and Referrals update	These quarterly updates provide details on progress made in relation to actions and requests which arose at previous meetings.	To enable the Committee to scrutinise progress made in relation to actions and requests arising from previous meetings.

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- In terms of the continued income shortfall at the leisure/sports centres attributable to the drop in attendances it was projected that there would be a gradual recovery;
- Reference was made to the relatively high number of vacant posts and members were assured that the situation was continually monitored;
- The Head of Financial Services commented that whilst additional funding had been provided for schools in the 2023/24 budget, primarily to assist schools in providing post-covid catch-up for pupils, details of those schools whose budgets remained in deficit could be provided as part of the statement of accounts process;
- It was acknowledged that the use of agency workers in some service areas was unavoidable due to the difficulties faced in recruiting staff particularly as the same issues were being faced by other local authorities. Whilst the authority was looking to develop its own workforce in these areas this would take some time;
- In response to a query relating to ICT back-up and restore procedures the Head of ICT and Corporate Policy stated that there was a robust and resilient infrastructure in place and regular tests were undertaken;
- The Head of Financial Services, in response to a comment, stated that the post-covid difficulties in the construction sector appeared to be easing which was positive news in terms of the capital programme.

UNANIMOUSLY RESOLVED to receive the report.

5. QUARTERLY TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT 1ST APRIL 2022 TO 31ST DECEMBER 2022

The Cabinet Member for Resources presented the Quarterly Treasury Management and Prudential Indicator Report for the period 1st April 2022 – 31st December 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.

6. FORTHCOMING ITEMS

UNANIMOUSLY RESOLVED that the list of forthcoming items to be considered at the next scheduled meeting be received.

7. MINUTES - 30TH JANUARY 2023

UNANIMOUSLY RESOLVED that the minutes of the meeting held on the 30th January 2023 be signed as a correct record.

CHAIR

DATE

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