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MONDAY, 4 DECEMBER 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. SA31 1JP AND REMOTELY AT 10.00 AM ON TUESDAY, 12TH DECEMBER, 2023 FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA

Wendy Walters

CHIEF EXECUTIVE

Democratic Officer:	Kelly Evans
Telephone (direct line):	01267 224178
E-Mail:	kellyevans@carmarthenshire.gov.uk
This is a multi-location meeting. Committee members can attend in person at the venue detailed above or remotely via the Zoom link which is provided separately.	
The meeting can be viewed on the Authority's website via the following link:- https://carmarthenshire.public-i.tv/core/portal/home	

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

CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE

PLAID CYMRU GROUP - 7 Members

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

LABOUR GROUP – 3 Members

Cllr. Rob James (Committee Member)
Cllr. Dot Jones (Committee Member)
Cllr. Derek Cundy (Committee Member)

INDEPENDENT GROUP - 1 Members

Cllr. Giles Morgan (Chair)

Vacancy

A G E N D A

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF PERSONAL INTEREST INCLUDING ANY PARTY WHIPS ISSUED IN RELATION TO ANY AGENDA ITEM**
- 3. PUBLIC QUESTIONS (NONE RECEIVED)**
- 4. SICKNESS ABSENCE MONITORING REPORT - END OF YEAR REPORT - 2022/23 AND Q2 2023/24** 5 - 24
- 5. TRANSFORMATION PROGRAMME - PROGRESS REPORT** 25 - 38
- 6. REVENUE & CAPITAL BUDGET MONITORING REPORT 2023/2024** 39 - 84
- 7. MID-YEAR TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT 1ST APRIL 2023 TO 30TH SEPTEMBER 2023** 85 - 104
- 8. SCRUTINY ACTIONS UPDATE** 105 - 108
- 9. CARMARTHENSHIRE PUBLIC SERVICES BOARD (PSB) MINUTES - OCTOBER 2023** 109 - 118
- 10. 2023/24 QUARTER 2 - PERFORMANCE REPORT (01/04/2023-30/09/2023) RELEVANT TO THIS SCRUTINY** 119 - 144
- 11. FORTHCOMING ITEMS** 145 - 150
- 12. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE COMMITTEE HELD ON THE 18TH OCTOBER 2023** 151 - 158

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Agenda Item 4

Scrutiny Committee: Corporate Performance & Resource

Date: 12 December 2023

Subject: Sickness Absence Monitoring Report – End of Year 2022/23 and Q2 2023/24

Purpose: This report provides sickness absence monitoring data for the cumulative period ending 31st March 2023 plus Q2 2023/24 and an overview of the employee wellbeing support provided.

THE SCRUTINY COMMITTEE IS ASKED TO:-

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

Reason(s)

To formulate views for submission to the Cabinet / Council for consideration

CABINET MEMBER PORTFOLIO HOLDER:- Cllr Philip Hughes – Organisation & Workforce

Directorate:	Designations:	
Name of Head of Service:	Assistant Chief Executive	01267 246123
Paul Thomas	People Management	PRThomas@carmarthenshire.gov.uk
		01267 246123
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EXECUTIVE SUMMARY

MEETING: CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE

DATE: 12 DECEMBER

Subject Sickness Absence Monitoring Report – End of Year 2022/23 and Q2 2023/24

The Authority's Performance Indicator (PI) for sickness absence measures the number of working days lost due to sickness absence per full time equivalent (FTE) headcount per annum.

The target set by CMT for improvement for 2022/23 was maintained at 9.63 FTE.

The attached report provides detailed information in relation to performance for 2022/23 and the position at the end of quarter 2 2023/24.

**DETAILED REPORT
ATTACHED ?**

YES

IMPLICATIONS

ALL IMPLICATIONS REQUIRE SIGN OFF BY THE DIRECTOR OR HEAD OF SERVICE

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

Signed: Paul Thomas, Assistant Chief Executive, People Management

Policy, Crime & Disorder and Equalities YES	Legal NONE	Finance NONE	ICT NONE	Risk Managemen t Issues NONE	Staffing Implications YES	Physical Assets NONE
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1. Policy, Crime & Disorder and Equalities

Management of sickness absence supports the strategic aim 'Building a Better Council and Making Better use of Resources

2. Finance

Related costs of overtime, replacement costs and sickness pay.

3. Staffing Implications

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

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

YES

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

There are none

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Corporate Performance & Resources Scrutiny Committee

People Management: Sickness Absence Monitoring Report – End of Year 2022/23 & Half year 2023/24

12th December 2023



People Management

Sickness Absence Performance Monitoring Report End of Year 2022/23 and Half Year 2023/24

Introduction

The Authority's Performance Indicator (PI) for sickness absence measures the number of working days lost due to sickness absence per full time equivalent (FTE) headcount per annum. The target set by Corporate Management Team for improvement for 2022/23 is 9.63 FTE. At the date of writing this report we are pending a decision by CMT on an adjusted target for 2023/24 based on previous year's performance.

Both the corporate and departmental targets are monitored half yearly via Corporate Management Team (CMT) and quarterly via Departmental Management Teams (DMT). The targets were calculated by reference to the average Full Time Equivalent (FTE) headcount figure and End of Year (EOY) results over the preceding 3 years less 5%.

Performance EOY 2022/23 and Q2 2023/24

Table 1: Departmental performance ranking Q4 2022/23

Performance indicates that no department met their 2022/23 Q4 target.

Department	Average Employee FTE Headcount	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	FTE Days Lost by Average Employee FTE Headcount	Rank - ing	2022-23 Performance		22-23 Target.	
									Targ et	On Target?
Chief Executives	432.4	1340.6	1931.5	3272.1	7.6	1	6.8	0.7	6.9	No
Corporate Services	197.5	835.9	944.9	1780.8	9.0	2	4.2	4.8	6.3	No
Education & Children	3324.1	16806.0	18637.4	35443.4	10.7	3	11.0	-0.4	9.0	No
Place & Infrastructure	850.0	3736.7	7076.0	10812.7	12.7	4	12.2	0.5	11.2	No
Communities	1559.5	8773.8	13437.5	22211.3	14.2	5	14.0	0.2	11.6	No
Authority Total	6363.5	31493.0	42027.3	73520.3	11.55		11.41	0.1	9.63	No

Q4 2021/22	6210.2	32426.8	38411.3	70838.1	11.41
Difference		-933.8	3616.0	2682.2	0.1
		-2.9%	9.4%	3.8%	
Coronavirus absences - Sickness	6,363.5	5,204.9	836.1	6,041.0	0.95
Sickness excluding Coronavirus Sickness	6,363.5	26,288.1	41,191.2	67,479.3	10.60

PI excluding Coronavirus Sickness

The Q4 2022/23 figure for the whole Authority of 1.92 FTE above the target of 9.63 FTE days lost by average employee FTE headcount and above the 2021/22 Q4 result of 11.41 FTE an increase of 0.14 FTE. Covid sickness absence accounts for 0.95 FTE days lost.

Table 2: Departmental Performance Q2 2023/24

Department	Average Employee FTE Headcount	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	FTE Days Lost by Average Employee FTE Headcount	Ranking	2022-23 Q2 Performance		22-23 Target. Targets remain unchanged from 2017-18. (Q2 =whole year target /4 & seasonally adjusted)		
									Target	Q2 Target	On Target?
Chief Executives	436.3	512.8	870.5	1383.3	3.2	1	3.0	0.1	6.9	2.8	No
Corporate Services	200.0	351.9	448.4	800.3	4.0	2	3.9	0.1	6.3	2.9	No
Education & Children	3388.9	5348.1	10534.5	15882.6	4.7	3	4.4	0.3	9.0	3.7	No
Place & Infrastructure	887.9	1493.2	3828.9	5322.1	6.0	4	6.2	-0.2	11.2	4.6	No
Communities	1607.9	3199.8	6573.0	9772.8	6.1	5	6.6	-0.5	11.6	4.8	No
Authority Total	6521.0	10905.8	22255.3	33161.1	5.09		5.07	0.01	9.63	4.00	No

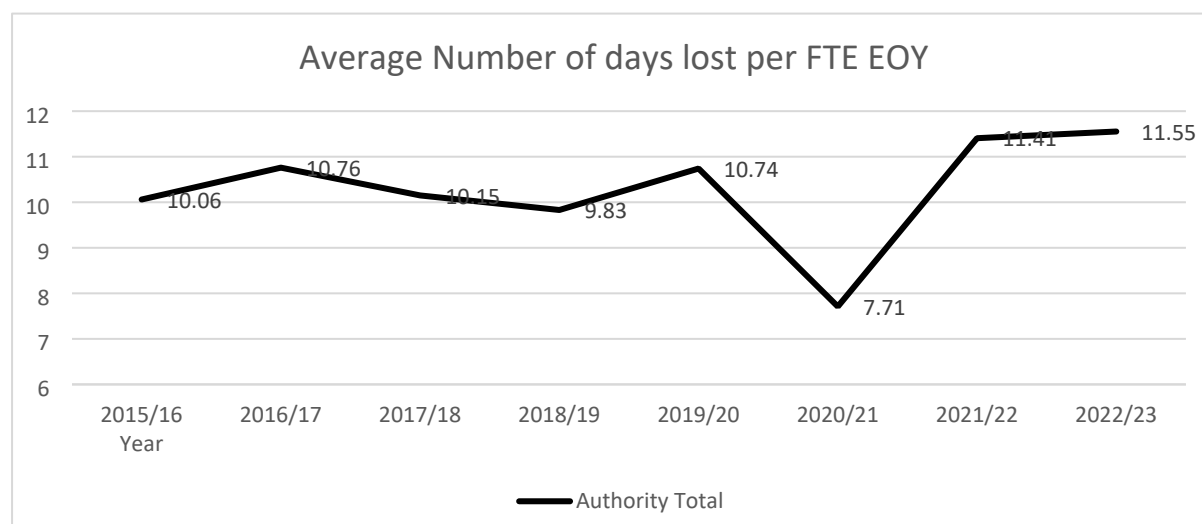
Q2 2022/23	6277.1	13318.4	18530.6	31849.0	5.07
Difference		-2412.6	3724.7	1312.1	0.01
		-18.1%	20.1%	4.1%	
Coronavirus absences - Sickness	6,521.0	562.7	151.6	714.3	0.11
Sickness excluding Coronavirus Sickness	6,521.0	10,343.1	22,103.7	32,446.8	4.98

The Q2 2023/24 figure for the whole Authority of 5.09 FTE is above the target of 4 FTE days lost by average employee FTE headcount and above the 2022/23 Q2 result of 5.07 FTE an increase of 0.02 FTE. Covid sickness absence accounts for 0.11 FTE days lost.

Table 3: Average number of days lost per FTE – whole Authority EOY 2022/23

Following the launch of the Sickness Absence policy in 2015 and targeted interventions there was a marked reduction in 2014/15. Since then, the trend line indicates an annual increase in 2015/16 and 2016/17 but a slight decrease in 2017/18. The 2018/19 was the best level achieved since 2014/15. However, the

2019/20 result indicated an upward trend compared to the last 3 reporting years. In stark contrast 2020/21 showed a significant decrease in absence levels. The cause of this may be attributed to the impact of the Coronavirus pandemic. The cessation of the covid shielding measures will have impacted on this figure. The 2022/23 figures show a continuing upward trend in line with trends nationally. The Absence Team continues to be proactive in supporting managers and teams with absence recording, and absence management.



The trend line for Q2 2023/24 follows the same pattern as for EOY 2022/23 illustrated above.

Table 4: Impact of targeted interventions to support schools in managing sickness absence EOY 2022/23.

Division	2021-22 Q4 FTE days lost by avg FTE	2022/23 Q4					Difference (YR ON YR 21/22 TO 22/23
		Employee FTE	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	FTE Days lost by Employee FTE	
Secondary Schools	10.5	1079.10	5895.8	5461.6	11357.4	10.5	0.0
Primary Schools	10.2	1293.05	6122.5	5457.8	11580.3	9.0	-1.3
Special Schools	17.4	57.99	553.2	491.7	1044.9	18.0	0.6

Table 5: Impact of targeted interventions to support schools in managing sickness absence Q2 2023/24.

The table below compares the performance of CCCs primary, secondary, and special schools between Q2 2022/23 and 2023/24.

Division	2022-23 Q2 FTE days lost by avg FTE	2023/24 Q2					Difference (YR ON YR 22/23 TO 23/24
		Employee FTE	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	FTE Days lost by Employee FTE	
Secondary Schools	4.1	1103.5	1688.4	2436.6	4125.0	3.7	-0.4
Primary Schools	3.7	1304.3	1798.0	2813.9	4611.9	3.5	-0.2
Special Schools	9.5	58.4	118.4	90.5	208.9	3.6	-5.9

Table 6: Departmental Analysis EOY 2022/23

Quarter 4	Year							
Department	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Corporate Services	6.6	5.9	6.1	7	6.9	3.6	4.2	9.0
Chief Executives	5.2	9.1	7.9	7.3	8.3	6	6.8	7.6
Education & Children	9.5	10.1	9.1	9	9.6	6.5	11.0	10.7
Place & Infrastructure	11.8	11.8	12.2	12	11.1	8.4	12.2	12.7
Communities	12.4	13.1	12.6	11.2	14.5	11	14.0	14.2
Authority Total	10.06	10.76	10.15	9.83	10.74	7.71	11.41	11.55

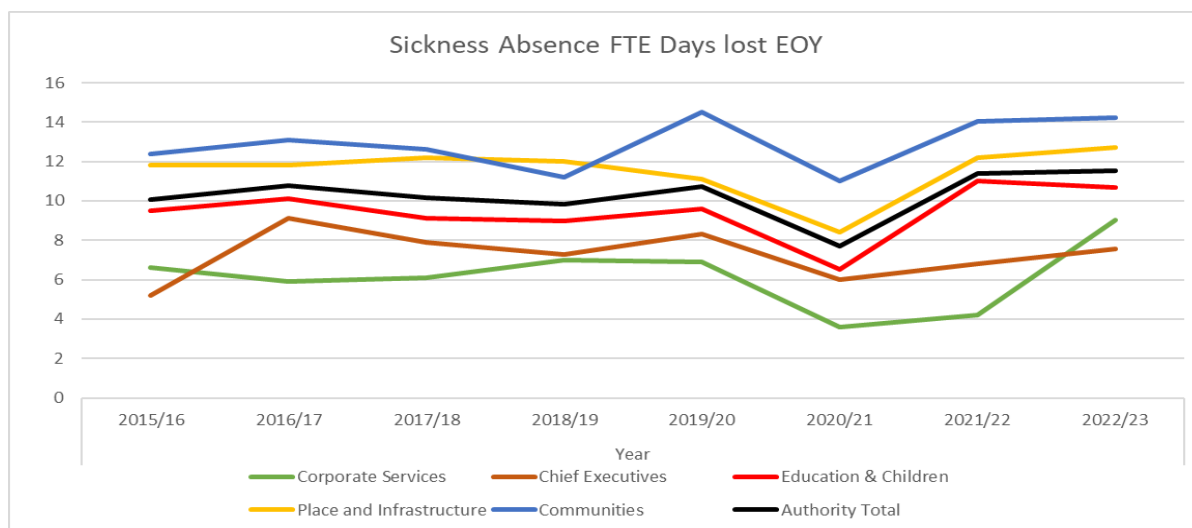


Table 7: Departmental Analysis Q2 2023/24

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

Quarter 2	Year							
Department	2016/1 7	2017/1 8	2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3	2023/2 4
Corporate Services	3.2	3.4	3.2	3.1	1.9	1.3	3.9	4.0
Chief Executives	3.6	3.1	3.6	3.8	3.0	2.7	3.0	3.2

Education & Children	4.1	4.0	3.6	3.8	2.7	3.8	4.4	4.7
Place & Infrastructure	5.5	5.8	5.3	5.3	3.4	5.5	6.2	6.0
Communities	5.5	5.3	5.3	6.5	5.3	6.2	6.6	6.1
Authority Total	4.55	4.47	4.2	4.62	3.37	4.43	5.07	5.09

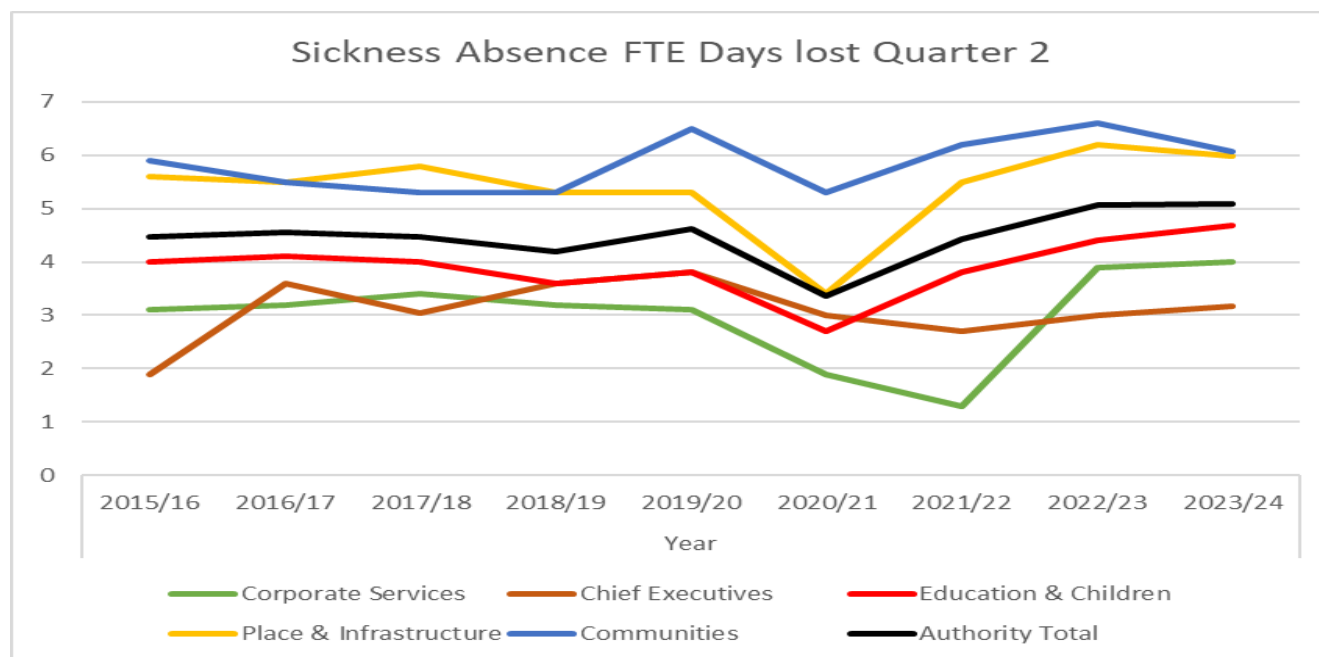


Table 8: Service performance above Authority average at EOY 2022/23

The service areas with the higher rates of absence compared to the Authority average are as follows:

Division	Section	Employee FTE	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	2022-23 FTE days lost by avg FTE	2021-22 FTE days lost by avg FTE	Yr:Yr Diff
Authority		6363.47	31493	42027.3	73520.3	11.55	11.4	0.1
Children Services	Safeguarding West & Adoption	68.71	299.77	529.00	828.77	12.1	11.3	0.8
Children Services	Quality Assurance & Review	84.36	337.96	689.00	1,026.96	12.2	8.7	3.5
Leisure	Sport & Leisure	113.48	437.20	1006.54	1443.75	12.7	5.5	7.2
Waste & Infrastructure	Highway Services	142.42	689.10	1,178.00	1,867.10	13.1	9.3	3.8
Children Services	Prevention & Resources	100.74	597.23	843.11	1,440.34	14.3	14.0	0.3
Housing Property & Strategic Projects	Responsive Works	75.47	682.15	644.99	1,327.14	17.6	22.4	-4.8
Housing & Public Protection	Care & Support	218.68	1,243.37	2,695.57	3,938.94	18.0	12.9	5.1

Waste & Infrastructure	Environmental Services	258.36	1,426.28	3,462.00	4,888.28	18.9	21.6	-2.7
Business Support & Performance	Cleaning	92.59	484.17	1,346.94	1,831.12	19.8	14.9	4.8
Adult Social Care	Home Care	246.08	2,177.50	3,171.09	5,348.59	21.7	24.3	-2.6
Access to Education	Catering	183.24	1,253.02	2,774.36	4,027.38	22.0	22.0	0.0
Adult Social Care	Community Inclusion	114.84	1,078.72	1,688.75	2,767.47	24.1	23.5	0.6

* Service areas listed above are those with over 50 FTE

Table 9: Service performance above Authority average at Q2 2023/24

The service areas with higher rates of absence compared to the Authority average are as follows:

Division	Section	Employee FTE	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	2023-24 Q2 FTE days lost by avg FTE	2022-23 Q2 FTE days lost by avg FTE	Yr:Yr Diff
Authority		6520.99	10906	22255.3	33161.1	5.09	5.07	0.02
Children Services	Early Years and Prevention	100.22	191.08	350.98	542.06	5.4	5.2	0.2
Curriculum & Wellbeing	Youth Support Services	61.34	173.85	164.00	337.85	5.5	3.0	2.5
Leisure	Sport & Leisure	109.68	222.52	408.19	630.71	5.8	6.0	-0.3
Revenues & Financial Compliance	Revenues	69.86	171.76	244.60	416.36	6.0	3.7	2.2
Leisure	Outdoor Recreation	56.95	31.85	311.59	343.44	6.0	2.9	3.1
Children Services	Quality Assurance & Review	85.99	247.80	358.00	605.80	7.0	4.8	2.2
Leisure	Culture	95.65	189.92	501.79	691.71	7.2	5.6	1.6
Children Services	Safeguarding West & Adoption	65.91	106.00	388.50	494.50	7.5	4.2	3.3
Adult Social Care	Community Inclusion	105.58	262.36	615.54	877.90	8.3	10.3	-2.0
Waste and Infrastructure	Transport	80.65	95.97	601.84	697.81	8.7	3.6	5.1
Waste and Infrastructure	Environmental Services	252.36	703.50	1,705.26	2,408.75	9.5	11.4	-1.9
Access to Education	Catering	189.99	362.63	1,456.24	1,818.87	9.6	9.2	0.3
Service Improvement & Transformation	Cleaning	92.94	186.06	732.03	918.09	9.9	9.6	0.2
Housing and Public Protection	Care and Support	221.99	564.25	1,654.43	2,218.68	10.0	7.5	2.5
Adult Social Care	Home Care	234.96	688.41	1,754.86	2,443.27	10.4	10.8	-0.4
Children Services	Corporate Parenting	57.93	119.69	600.32	720.02	12.4	3.2	9.2
Children Services	Prevention & Resources	112.82	285.31	1,284.09	1,569.40	13.9	6.6	7.3

* Service areas listed above are those with over 50 FTE

Table 10: Cost of Absence EOY 2022/23

The table below illustrates the cost of occupational sick pay for Q1 to Q4 cumulatively in each year since 2020/21. This excludes additional costs that may be incurred by divisions in particular those delivering e.g., Overtime costs, agency costs, other replacement costs.

Occupational Sick Payments (OSP)				% Change compared to 2019/20
Quarters 1 to Q4	Year			
Department	2020/21	2021/22	2022/23	
Corporate Services	81,372	81,960	165,800	102.29%
Chief Executives	252,748	328,539	386,448	17.63%
Education & Children*	2,279,524	4,430,006	4,141,933	-6.50%
Place & Infrastructure	723,871	934,687	900,515	-3.66%
Communities	1,550,996	2,309,127	2,275,327	-1.46%
Authority Total	4,888,512	8,084,319	7,870,022	-2.65%

* Including schools

Table 11: Cost of absence Q2 2023/24

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

Occupational Sick Payments (OSP)				% Change compared to 2022/23
Quarters 1 and 2	Year			
Department	2021/22	2022/23	2023/24	
Corporate Services	23,452	76044	73,439	3.42%
Chief Executives	121,175	171495	189,646	-10.58%
Education & Children*	1,485,127	1759757	1,828,778	-3.92%
Place & Infrastructure	395,998	418644	465,866	-11.28%
Communities	1,052,950	1063949	1,087,787	-2.24%
Authority Total	3,078,703	3489888	3,645,516	-4.46%

* Includes schools

Table 12: Occupational Health Appointment Data

The volume of work received by Occupational Health has continued to grow. This is particularly evident when we compare 20/21 to 22/23. Between this time, we have seen a 31% increase in overall appointments (cancel no charge// Cancel Charge// Did not attends// Attended) at the centre.

This upward trend in demand continues to remain the case, as in the first 2 quarters of this year we have seen a 10.5% increase in overall business in comparison to Q2 20/21.

We have focussed on these dates as since the COVID 19 pandemic the worlds focus has shifted toward health and wellbeing, and has, to a large degree lead to the increases we have seen. Not only that, but due to delays in the NHS which have been compounded by COVID 19 we are now seeing GPs advise employees to access workplace interventions whilst they wait.

As Occupational Health this is an area of concern which we are continually monitoring to forecast and project the impending impact delays in the NHS will continue to have on our service in the future.

It is important to note that the below appointment totals are all dependant on managers referring their staff to Occupational Health.

Fig.1

Number of Attended appointments to Occupational health.

The table below shows the breakdown of the total number of Appointments attended at the Occupational Health Centre for Q2 cumulative over the last 4 years. As can be seen the most recent period has seen a 6.5% increase in appointments in contrast to the previous period.

Number of Appointments attended at the Occupational Health Centre				
Department	Number of appointments Attended Q2 Cumulative			
	2020/21	2021/22	2022/23	2023/24
Chief Executives	107	109	86	89
Communities	649	705	604	750
Corporate Services	95	23	36	47
Place and Infrastructure	267	458	446	356
Education & Children	848	819	953	875
External	147	273	322	489
Total	2108	2387	2447	2606

(Current headcount within the Authority 8151)

In the first 2 quarters we have supported 14% (1149 employees) of the Authority through either Wellbeing Support Service (mental health), our OH Advisors, Physicians, Nurses and Consultants

Breakdown by appointment type:

OHA – Occupational health Advisor

OHP – Occupational Health Physician

WSS – Wellbeing Support Services (mental health)

H/S – Health Surveillance (statutory medicals)

Fig. 2

Breakdown: Total Number of Appointments Attended the Occupational Health Centre Q2 Cumulative 23/24					
Department	Appointment Reason				
	OHA	OHP	All WSS Appts (469 Individual Employees)	H/S	Totals
Chief Executives	17	17	55	0	89
Communities	147	66	485	52	750
Corporate Services	10	5	32	0	47
Place & Infrastructure	45	27	111	173	356
Education & Children	129	71	673	2	875
External	131	80	274	4	489
Total	479	266	1630	231	2606

When we compare the current period to the previous, we have seen a **50%** increase in individual employees accessing WSS can be seen. During the previous period the average number of sessions required was 4.6 in comparison to this period which is 3.5. Highlighting that employees are needing fewer sessions before discharge.

Below are the totals for Q2 cumulative over the past 3 years which include all attended appointments, charged cancellations, and Did Not Attends (DNAs).

2021/2022 – 2614

2022/2023 – 2743

2023/2024 – 2765

Fig. 3

Charged Non-attendances.

The table below shows the breakdown of charged non-attendances per department, and the percentage in relation to the total number of appointments booked (totals above). As can be seen from the below we have seen a **46%** reduction in charged non-attendances, this supports the positive feedback we are receiving in relation to our hybrid clinics. Employees and managers have reported:

- Less down time out of the office to attend appointments.
- Its flexible, as appointments can be taken at home or in work, as long as confidential available space is provided.
- Irradicates issues with traffic/ parking
- Irradicates issues with access for those who have mobility related issues.
- Increases privacy for individuals due to not having physically attend and sit in a waiting room.

Department	2021/2022	2022/2023	2023/2024
Chief Executives	2	6	1
Communities	80	82	50
Corporate Services	2	4	2
Education & Children	57	87	57
Place & Infrastructure	68	77	18
External	18	40	31
Grand Total	227 (8.6%)	296 (10.8%)	159 (5.8%)

Health and Wellbeing Team

The team continue to be proactive in their corporate approach to support both the physical and mental wellbeing of employees as well as offering focused and practical solutions for managers.

The team continue to raise the profile of wellbeing and the departmental groups, to ensure wellbeing is on the agenda in meetings, in business plans and departments have action plans and initiatives to support the sickness absence reduction across the authority.

The highlights of the support provided by the team for Q2 are:

- Attended 13 seminars, conferences and staff roadshows. To include social work teams, schools, business support, policy, pension employees and Manager briefings in care homes.
- We organised 5 Schools H&W Champions training sessions and 1 corporate H&W Champions session. Recruited 8 new Health and Wellbeing Champions and 27 in schools. This takes the total up to 83 corporate H&W Champions and 34 total Schools H&W Champions.
- Recruited and trained 14 new Mental Health First aiders including specific training for managers. This takes the total up to 112 MHFA within the authority.
- The MHFA pilot in school concluded and will be evaluated.
- Mental Health First Aid peer to peer network was established.
- Developed 24 Health and Wellbeing articles for staff, including topics such as men's health week, self-care, staying connected and mental health awareness, while linking with L&D and HR to ensure continuity.
- 21 employees have attended e-chats on various topics such as Men's Mental Health Awareness.
- The first of the staff wellbeing groups in the authority has been established and 2 meetings concluded, in relation to LGBTQ+.

Table 13: Number of employees dismissed on the grounds of capability (health)

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

However, there are occasions where an employee cannot be supported back to work to his/her substantive role or redeployed into suitable alternative employment due to the nature of the illness or condition and in such circumstances an employee will be dismissed on the grounds of capability (health). Table 13 below details the number of employees that have been dismissed on the grounds of capability (health) over the last three years:

	2021/22 EOY	2022/23 EOY	2023/24 Q2
Ill Health Capability	33	29	31
Ill Health Capability – Tier 1	28	33	13
Ill Health Capability – Tier 2	1	1	-
Ill Health Capability – Tier 3	4	3	4
Medical reasons	3	1	1
Resignation - Health Reasons	1	2	3
Total	70	69	57

Table 14: Causes of absence – Q4 EOY 2022/23

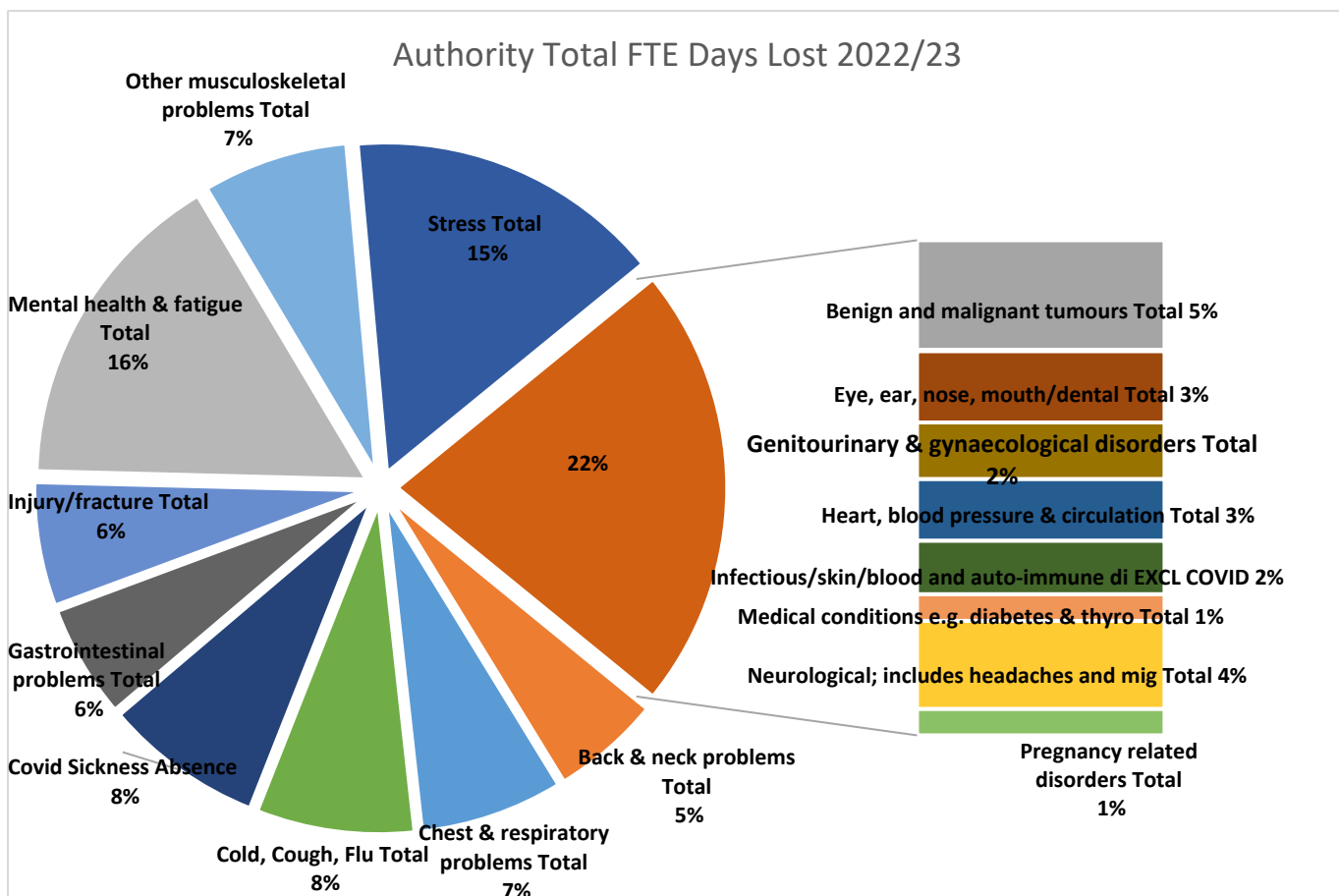
Stress is the most common cause of absence within the authority (16%) followed by mental health and fatigue (16%). Other reasons for absence are as detailed within the pie chart below and will vary from one reporting period due to seasonal variations.

The CIPD Health & Wellbeing at Work report published in September 2023 focusing on the public sector include mental ill health among their top causes of long-term absence, although it tops the list of the most common causes in all sectors. More public sector respondents also report that stress is among their top causes of short- and long-term absence.

Workloads remain by far the most common cause of stress at work, as in previous years.

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

The Q2 2023/24 shows a similar absence pattern.



The percentages displayed below relate to the subcategories to the stress and mental health absence codes combined which accounts for 32% of all authority sickness absence.

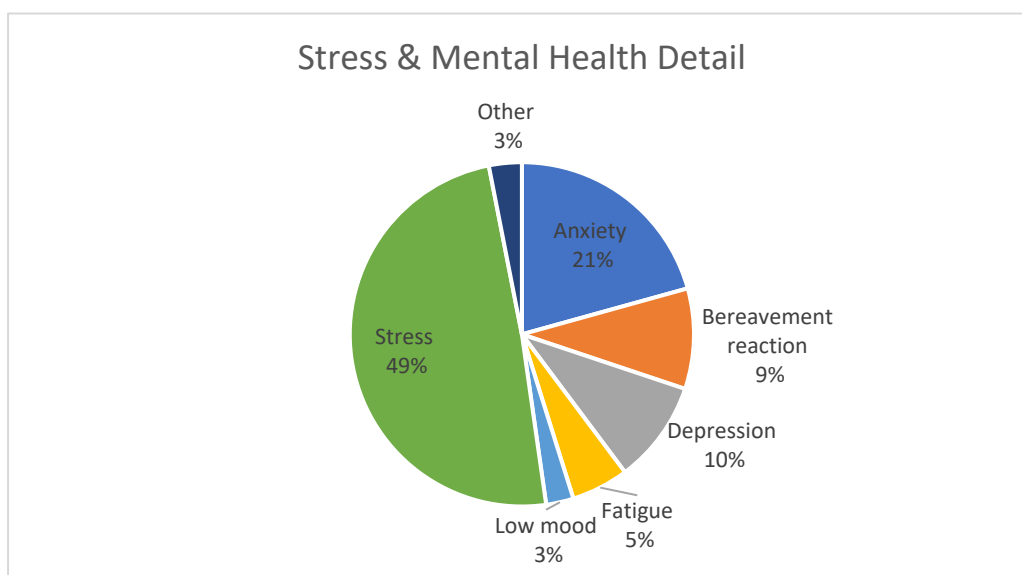


Table 15: Comparative sickness absence performance indicator

The Authority directly employs approximately 8151 (as of 30 Sept 2023) employees in a range of occupations including catering, cleaning, residential / domiciliary care, refuse and leisure services. In many of the local authorities listed below these services are contracted outside of the authority and therefore not included in the respective calculations. It should be noted that, according to benchmarking figures, these occupations generally have higher sickness absence rates either due to the physical nature of the work or being more susceptible to illness due to interaction with service users/customers.

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

Fig. 1

Full details from all Welsh authorities for 2021/22 is provided below:

Local Authority	Number of working days lost to sickness absence per employee					Quartile
	2017-18	2018-19	2019-20	2020-21	2021-22	
Ceredigion	13.6	10.9	11.4	7.9	8.7	1
Isle of Anglesey	10	10.3	8.8	6.8	8.8	
Merthyr Tydfil	7.8	8.7	9.4	9.6	9.2	
Denbighshire	8.4	8.3	8.1	6.5	9.8	
Pembrokeshire	10.2	9.3	8.9	7.1	10	
Newport	10.1	10.1	9.5	7.7	10	
Gwynedd	8.7	9.5	9.8	6.3	10.1	2
Conwy	9.7	10.1	12	8	10.5	
Powys	9.7	9.1	9.3	7.7	11.2	
Carmarthenshire	10.1	9.8	10.7	7.7	11.4	
The Vale of Glamorgan	10.1	9.1	10.5	8.6	11.4	
Wales	10.4	10.5	11.2	8.4	11.8	3
Swansea	10.8	11	13.1	9.3	12	
Bridgend	10.8	11.9	11.9	9.2	12.4	
Torfaen	11.1	11.2	11.5	8.4	12.4	
Cardiff	11.3	11.5	11.8	8.6	12.7	
Monmouthshire	10.9	11.5	12.2	11	13.1	
Neath Port Talbot	9.5	9.8	12.1	8.1	13.3	4
Wrexham	10.9	11.5	12.2	8.8	13.6	
Caerphilly	12.3	11.3	12	10	14.1	
Blaenau Gwent	11.2	12.7	13.9	11.7	16.5	
Flintshire	8.9	10.5	11	-	-	
Rhondda Cynon Taf	-	-	-	-	-	

Fig. 2

NHS Wales benchmarking data

Below is benchmarking data relating to 11 NHS organisations in Wales shown as a percentage. Data is extracted from the NHS Electronic Staff Record. Sickness absence rates by quarter for the period April 2022 to March 2023 and calculated by dividing the total number of sickness absence days by the total number of available days for each organization.

- 4% is equivalent to 9 FTE days lost.
- 5% is equivalent to 11.25 FTE days lost.

- 6% is equivalent to 13.5 FTE days lost.
- 7% is equivalent to 15.75 days lost.

	2022			2022	2023	
	Apr - Jun 2022	Jul - Sep 2022	Oct - Dec 2022		Jan - Mar 2023 (5)	Apr - Jun 2023 (6)
	%	%	%	%	%	%
All Wales	6.6	6.6	7.1	6.9	6.3	5.6
Betsi Cadwaladr University LHB	6.3	6.4	6.7	6.6	6.0	5.5
Powys Teaching LHB	5.9	5.9	6.2	6.1	5.2	5.3
Hywel Dda University LHB	6.4	6.4	7.1	6.6	6.2	5.6
Swansea Bay University LHB (1)	7.7	7.6	7.9	8.0	7.2	6.3
Cwm Taf Morgannwg University LHB (1)	7.5	7.4	7.6	7.6	6.9	6.3
Aneurin Bevan University LHB	6.5	6.9	7.3	6.9	6.4	5.8
Cardiff & Vale University LHB	6.7	7.0	7.7	7.2	6.7	5.8
Public Health Wales NHS Trust	4.2	4.8	4.9	4.6	4.3	3.3
Velindre NHS Trust (2)	6.3	5.7	6.6	6.3	6.1	4.8
Welsh Ambulance Services NHS Trust	9.7	9.2	9.7	10.1	8.5	7.8
Health Education and Improvement Wales (3)	1.4	2.4	2.7	2.2	3.0	2.1
Digital Health and Care Wales (4)	2.6	2.2	3.4	2.9	3.1	3.3
NHS Wales Shared Services Partnership (2)	2.9	2.7	3.1	3.1	3.0	2.7

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

The latest survey results conducted in 2022 was published in 2023 and 172 employers participated from all industry sectors. 2023 data is pending publication and will be reported in 2023/24 EOY report once published.

Despite many organisations introducing or updating hybrid working schemes and flexible working policies and encouraging employees to remain at home if they feel unwell, 50% of organisations reported an increase in total absence rates.

While many respondents mentioned a lesser impact from covid on sickness rates, they also note that the return to work seems to have brought new challenges - from lower immunity to general sickness such as cold and flu, and an increasingly stressed workforce experiencing high workloads. The impact of the cost-of-living crisis has also taken a toll on many employees' mental wellbeing.

Analysing the interquartile range, which focuses on the middle 50% of findings and excludes the highest and lowest figures, reveals that half of absence rates 4- and 9.6-days' absence.

Fig. 3

Absence rates by sector and organisation size 2022, number of days' absence per employee per annum.

	Lower quartile, %	Median, %	Upper quartile, %
All	4.0	6.0	9.6
Private-sector services	3.3	5.2	8.9
Manufacturing and production	5.0	7.3	9.6
Public sector	6.0	8.7	12.0
Workforce size			
1-249 employees	3.1	4.2	5.5
250-999 employees	5.0	8.0	9.6
1,000+ employees	7.5	9.7	12.2
n = 172 organisations. Source: XpertHR.			

Corporate Performance and Resources Scrutiny Committee

Date : 12th December 2023

Subject: Transformation Programme – Progress Report

Purpose: To provide a progress update on the implementation of the Council's Transformation Programme.

THE SCRUTINY COMMITTEE IS ASKED TO:-

To consider an update which outlines progress in respect of the delivery of key priorities included with the Council's Transformation Strategy and Work Programme.

Reasons:

A progress update on the implementation of the Transformation Programme was requested by the Scrutiny Committee as part of the development of its Forward Work Programme.

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

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

EXECUTIVE SUMMARY

SUBJECT

Transformation Programme – 6 monthly update

1. BRIEF SUMMARY OF PURPOSE OF REPORT.

- Following the Local Government elections in 2023, it was agreed to that this would be an opportune time to review the Authority's approach to transformation and ensure that the programme was fully aligned with the aims and objectives of the new Corporate Strategy.
- This would also look to build on the work of the Council's TIC Programme which had been the main vehicle for delivering an organisational support for transformation and change since 2012 and allow the Council to maximise the opportunities presented by the response to the Covid-19 pandemic to further transform and modernise our ways of working, especially using technology.
- The roll out of this new approach would be underpinned by the development and implementation of a Transformation Strategy. The Transformation Strategy was reported to Cabinet in February 2023.
- The update is focussed on the 8 thematic priorities contained within the Transformation Strategy.
 - Efficiencies and Value for Money
 - Income and Commercialisation
 - Service Design & Improvement
 - Workforce
 - Workplace
 - Customers and Digital
 - Decarbonisation
 - Schools

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

Signed: Paul R Thomas Head of People Management

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

1. Policy, Crime & Disorder and Equalities

The Transformation Strategy provides the strategic framework to support the implementation of a programme of organisational transformation and change over the next 5 years. Its main aim is to create the internal change required to support the delivery of aims and objectives of the new Corporate Strategy.

2. Finance

One of the key aims of the Transformation Strategy will be to help the Council to continue to achieve a sustainable financial future in the context of a potential reduction in budgetary resources, combined with increasing service demands and costs.

3. ICT

The use of technology will be key to the modernisation and automation of Council processes, supporting smarter and more productive ways of working for staff, whilst making it easier for customers to contact the Council.

4 Risk Management Issues

The delivery of individual workstreams and the implementation of transformation projects will need to be underpinned by the effective application of risk management practices.

5. Physical Assets

The 'Workforce' theme encompassed within the Strategy will look to exploit the opportunities presented by a move to hybrid working, which will allow the Council to further rationalise its accommodation portfolio and to modernise and improve the working environment within the remaining core buildings

6. Staffing Implications

The Workforce Workstream is overseeing the development of a Workforce Strategy and delivery of other initiatives, to enable the Council to become a more modern and responsive organisation and an 'Employer of Choice'. Effective staff engagement mechanisms will be key to the successful delivery of the wider transformation and change programme.

CABINET MEMBER PORTFOLIO HOLDER(S) AWARE/CONSULTED YES	Include any observations here	
Section 100D Local Government Act, 1972 – Access to Information List of Background Papers used in the preparation of this report: THERE ARE NONE (Delete as applicable)		
Title of Document	File Ref No.	Locations that the papers are available for public inspection
N/A		

Corporate Performance and Resources Committee

Transformation Programme

Progress Report

December 2023

1. Purpose of report

- To consider an update which outlines progress in respect of the delivery of priorities/progress within the Council's Transformation Strategy and Work Programme.

2. Background

- Following the Local Government elections in 2022, it was agreed to that this would be an opportune time to review the Authority's approach to transformation and ensure that the programme was fully aligned with the aims and objectives of the new Corporate Strategy.
- This would also look to build on the work of the Council's TIC Programme which had been the main vehicle for delivering an organisational support for transformation and change since 2012 and allow the Council to maximise the opportunities presented by the response to the Covid-19 pandemic to further transform and modernise our ways of working, especially using technology.
- The roll out of this new approach would be underpinned by the development and implementation of a Transformation Strategy. This is the first time that the Council that has produced a Transformation Strategy, and it is intended that this would provide the strategic framework to drive a programme of significant change and transformation across the organisation over the next 5 years.
- Given the significant financial challenges that the Council is likely to face in the short-term to medium term, the Transformation Programme will now have an even more important role to play in ensuring that we are able to radically transform what we do and enable the Council to meet the challenges of increasing demands and shrinking budgets.
- The Strategy is focussed on delivering on the following thematic priorities:
 - Efficiencies and Value for Money
 - Income and Commercialisation
 - Service Design & Improvement
 - Workforce
 - Workplace
 - Customers and Digital
 - Decarbonisation
 - Schools
- The Transformation Strategy was approved by Cabinet in February 2023.

3. Workstreams Progress

- 8 Workstreams have been established to take forward the priorities identified within the Transformation Strategy. The table below provides an overview of progress in implementing these priorities and associated projects, together with some of the key outcomes achieved to date.

4. Programme Communications

- A Communications Plan has been developed and this will provide opportunities to raise awareness of the wider Programme and specific projects, and for staff and members to contribute views and suggestions for future projects.
- Regular transformation related articles are published in staff news and the Programme's webpages have been further developed.
- A series of staff roadshows have been held during the Autumn which also provided staff with an opportunity to contribute their ideas for efficiencies and smarter ways of working. Additional events are due to be held during the Spring of 2024.

5. Learning and Development

- The Transformation Programme has been aligned with the Council's Future Leaders Projects and 10 Future Leaders have all undertaken transformation related projects as part of their development programme.
- However, there is an opportunity for any member of staff to participate in, or lead on, a transformation project and it is now the intention that this is now formalised as part of a corporate talent management programme.

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY COMMITTEE
TRANSFORMATION PROGRAMME –PROJECTS UPDATE
DECEMBER 2023

Workstream Priorities	Key Projects	Priorities/progress to date
1. Efficiencies and Value for Money <i>Aim: To continue to deliver financial savings through efficiencies or cost reductions and smarter ways of working</i> Strategic Lead: Jonathan Morgan (Head of Housing and Public Protection)	Hold a series of budget sessions with Heads of Service to identify the potential for further financial savings at both a corporate and service level.	<p>Budget sessions have been held with individual Heads of Service between February and the end of September 2023 in order to help support the identification of future efficiency savings for 2024/2025 budget setting process. A final report was presented to the CMT Budget Away Day in November. This identified a range of service specific opportunities which will be followed up with services over the course of the next year to review whether these have been translated into efficiency proposals. The exercise also identified a series of corporate themes which could provide opportunities to deliver efficiency savings/cost reductions or additional income in the medium to longer term.</p> <p>One of the key findings to emerge from the exercise to date is that a number of services are looking to the use of technology, especially AI, to help with the delivery of future budget savings. The Transformation Board has asked that plan be developed for the organisation which will aim to set out the costs/benefits of this approach. There will be an opportunity to ensure that this work is aligned with our approach to Workforce Planning and ensure that any change is delivered in a sustainable and planned way.</p>
	Work with priority services to look at options to reduce various staffing costs, such as agency /overtime costs, through the implementation of more sustainable staffing structures.	An initial pilot exercise has been undertaken with Residential Services which is seeking to reduce the use of agency workers through making more effective use of overtime, increased use of casual workers and undertaking further work to reduce sickness levels. Similar work is now planned with the Children's Service Division.
	Further develop the Routine Spend Dashboard and associated reports to help monitor and control areas of high spend/identify opportunities for potential savings at a cost level.	A Routine Spend Dashboard is used to help monitor/control and potentially reduce costs linked to a range of repetitive spend areas such as various staffing costs, staff travel, printing and postage. Summary reports are reported to the Transformation Board on a 6 monthly basis and departmental specific reports sent to Directors/Heads of Service. Specific pieces of work are also being undertaken in relation to staffing costs and also staff travel.

	Seek to further strengthen the Council's management arrangements to support improvements in respect of value for money and quality in respect of services delivered by external providers.	The Workstream has identified the need to undertake a detailed review of the Council's Contract Management arrangements with the aim of achieving better value money for services received via external providers. This exercise is currently being scoped and is due to commence in January 2024.
2. Income and Commercialisation Aim: <i>To develop a more commercial approach to the delivery of Council services with a view to increasing the level of income generated.</i> Strategic Lead: Chris Moore (Director of Corporate Services)	Commercialisation - Develop a business case report that identifies the Council's ambitions and further opportunities for commercialisation and the type of capacity and skills required to deliver this agenda. Cost Recovery - Develop a framework to support the implementation of a cost-recovery approach to the setting of Council fees and charges.	A business case to support an increased level of commercialisation has been progressed via a project undertaken via one of our Future Leaders and a final report was presented to the Workstream in October 2023. This work has helped inform the development of a draft Commercialisation Strategy and Delivery Plan. The Strategy will look to identify a range of opportunities to generate additional income which will help mitigate the impact of the ongoing budget challenges that the Council is likely to face in the coming years. These reports are due to be considered by CMT in January 2024. A cost recovery approach to the setting of fees and charges is currently being rolled out on a phased basis across Council services. This will look to ensure that, where appropriate, the service is recovering the full cost of providing a service when setting their fees and charges. A pilot exercise has been undertaken with the Council's Occupational Health services. A similar approach is now to be rolled out to parts of Housing and Public Protection Education and Place and Infrastructure.
	Advertising & Sponsorship - Implement a programme which supports the roll out of advertising on Council roundabouts pilot to be completed & identify other opportunities for increasing income from advertising and sponsorship and ensure that a more coordinated approach is adopted in order to maximise the level of income generated.	A scheme to allow advertising on designated roundabouts throughout the County has been approved and is due to be rolled out shortly. This will aim to cover the costs of maintaining the roundabouts and generate additional income to support departmental budget pressures. Plans are also being developed to identify wider advertising and sponsorship opportunities across the Council which could also generate additional income.
	Debt Recovery - Further strengthen case management arrangements to	An 'Invest to Save' initiative has result in additional staffing resources being deployed within the Council's debt recovery functions to support increased recovery work. This will look to build on a previous TIC 'Invest to Save' project which generated recovered

	support the increased recovery of Council debt	debt of over £1.8m between 2016-2018. 4 additional temporary posts have been created within the Corporate/Social Care Debtors teams and Legal Services. The increased focus on this area and the adoption of a more proactive approach to the recovery of debt has helped recover/secure approximately £2m of debt since July this year.
3. Workplace Aim: <i>To exploit the opportunities presented by a move to hybrid working and to further rationalise the Council's accommodation portfolio and modernise and improve the working environment within the remaining core buildings.</i> Strategic Lead: Jake Morgan (Director of Communities)	Seek opportunities to further rationalise the Council's office accommodation portfolio and consolidate staff in smaller number of buildings at key sites across the County	<p>The Transformation Workplace workstream has been examining how we can rationalise our accommodation portfolio whilst modernising and improving the workspaces in our retained core buildings. Since the pandemic, most offices have been less than a third full, with staff increasingly needing different types of space to meet, work and collaborate. In the current financial climate building rationalisation is good a way to save money while protecting front line services. Reducing the Council's estate will also help save spends on utilities and contribute to us achieving our net zero carbon objectives.</p> <p>A successful rationalisation pilot has already taken place with Housing and Education & Children's Services (E&CS) staff in Llanelli. E&CS staff based in Llanelli are now working together on a single floor of Ty Elwyn with Housing staff from Eastgate based on another floor alongside Health staff in Ty Elwyn, Llanelli. A service led re-design of the workspace accommodated the teams across 2 floors with 315 staff comfortably working from 120 desks, with better meeting facilities and flexible working spaces created. This model can now be applied across the authority but will be adjusted to reflect the way that each service works as we recognise that not all teams work in the same way.</p> <p>The number of staff based at Parc Dewi Sant in Carmarthen will be reduced over the next 12 months. Staff will be relocated to Spilman Street and County Hall. These changes will allow for the disposal of Parc Dewi Sant.</p> <p>All Ammanford based staff will now be located at Ty Parc yr Hun.</p>
	Continue to review the occupancy levels within core buildings by making effective use of data.	The Occupeye Resource Management and Booking system has been installed and this will allow for the on-going monitoring of meeting room/ office space.
	Develop an integrated travel and parking plan for retained buildings.	The consolidation of staff at a smaller number of sites in the key towns provides an opportunity to promote more sustainable options for both work related travel and travel to and from work. Further work will be undertaken in this area in the Autumn.

	Develop a plan for the sustainable functioning of depots from an operational and office point of view.	A review of depot facilities is currently being undertaken and is due to be reported in the new year.
4. Workforce <i>Aim: To oversee the development of a Workforce Strategy and delivery of key workforce priorities to enable the Council to become a more modern and responsive organisation and an 'Employer of Choice'.</i> <i>Strategic Lead: Paul Thomas – ACE People Management</i>	Develop a new Workforce Strategy for the organisation which will set out the 'people' related aims and delivery priorities.	A Workforce Strategy has been developed and this will provide the strategic framework to help us address our key workforce priorities over the course of the next 5 years. This will also be supported by the development of a workforce data framework to help us evaluate the impact of this work. The Strategy is due to be considered by Cabinet in early 2024. The Strategy will be complemented by the development of a data framework which will assist in the monitoring of the impact/outcomes achieved via the implementation of the Strategy.
	Complete the implementation of new Staff Recruitment process and system	A new Staff Recruitment system and process is currently being rolled out across the organisation on a phased basis.
	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	A feasibility study has been undertaken to review the potential to set-up an in-house agency as a way of reducing agency costs and providing greater resilience within the staffing resource. This project, which has been undertaken as part of the Council's Future Leaders Programme, has recommended that an initial pilot project is undertaken within Residential Care services within the Communities Department before being potentially rolled out across other services.
	Implement Future Workforce Programme to encompass graduate, apprenticeship and work experience opportunities which are aligned to workforce planning priorities.	Our 'Future Workforce' initiative is also looking to promote a sustainable approach when responding to future workforce needs, by seeking to increase the number of apprenticeship, graduate and work experience opportunities. A framework has been developed to profile all the career/work experience opportunities available for young people.

		Discussions are being held with colleagues in ECS regarding potential to hold a series of Council Career fairs/events in schools in order to raise awareness of the range of career opportunities within the Council for young people.
5. Service Design & Improvement Aim: <i>To provide for a more sustainable and creative approach to the review, remodelling and improvement of Council services.</i> Strategic Lead: Gwyneth Ayres	Previous TIC Reviews – Improvement updates Review the position of previous TIC reviews currently still within the delivery/implementation stage and apply the appropriate sign off processes including the production of data to support on-going monitoring at a corporate level: <ul style="list-style-type: none"> • Planning Enforcement • Property Design • Pensions • Debtors • Risk Management 	<u>Planning Enforcement</u> At the meeting of the Transformation Board in June, it was agreed that there was now sufficient confidence that improvements generated over the last 18 months would be sustained and therefore the Board agreed that this review and improvement work could now be formally signed off. <u>Delivery Plan Updates – Pensions, Design, Debtors and Risk Management</u> Regular updates continue to be submitted to the group and these updates now include key data to measure the impact of the change and improvement work being undertaken.
	Undertake a service review of the Transport Maintenance Unit	This project has been undertaken as part of the Future Leaders Programme and has involved a dialogue with a range of stakeholders including management/operational staff and client-side representatives. A number of recommendations have emerged which set out suggested practical interventions and areas for further review. These will now be incorporated within an action plan which will be reported to a future meeting of the Service Design and Improvement Workstream.
	Undertake a review of the Member Enquiries system/process.	Elected Members of Carmarthenshire County Council make on average 5,000 enquiries per year via what is known as the DSU Member Enquiry Process. Following feedback from elected Members the Review of Member enquiries investigated whether the administration and procedures in place are working effectively and following extensive engagement with elected members and officers there were eight recommendations put

		forward within a report to the Democratic Services Committee on June 9 th . These recommendations were approved and are now being implemented.
	To undertake a review of the Carmarthenshire Integrated Community Equipment Service (CICES) in order that we can look at making the service more efficient and cost effective	This involves a comprehensive review of the management and operation of the Joint Equipment store has involved discussions with internal staff and wider stakeholders, reviewing unit's processes and analysing the type and frequency of requests received. A summary report is currently being produced which will then inform the production of an action to help progress the improvement areas identified during the review process.
	Develop a consistent methodology to support the undertaking of reviews and re-modelling within services.	Transformation Board requested that a map of the 'improvement journey' is undertaken which also clarifies the stage at which 'intervention' may be required. This was formally approved at a meeting of the Transformation Board is now profiled via the relevant Transformation Programme intranet site.
6. Customers & Digital Aim: <i>To continue to make better use of technology to deliver smarter, efficient service processes and to deliver a better experience for customers.</i> Strategic Lead: Ainsley Williams (Director of Place and Infrastructure)	Implement a programme to rationalise and automate a number of paper-based processes such as outgoing mail, timesheets, invoices and documents requiring hard copy signatures.	<p>The workstream is overseeing the implementation of an on-going programme of work which is seeking to rationalise and/or automate a number of paper-based processes, such as the processing of outgoing mail, timesheets, invoices and the printing of documents for signing.</p> <p>The use of electronic signatures and hybrid mail solutions is being rolled out across a number of services and this is already delivering a more cost-effective and productive way of working and also supports staff to work in a more hybrid way.</p> <p>Time-sheet automation has been rolled out in Building Cleaning, Schools Catering and parts of Home Care services and there are longer term plans for other operational services linked to IT system replacement (e.g. highways, cleansing).</p>
	Increase the number of enquires and requests dealt with at first point of contact	Work on-going in respect of waste related contacts, housing repairs and wider housing contacts. In respect of Housing Repairs, only first point of contact call coming via the Contact Centre. All follow-up calls now handled directly by the Housing repairs team. 100 calls a week for Heating related issues now going directly to the contractor.
	Implement RPA (Robotics Process Automation) & (AI) Artificial Intelligence.	The use of robotics technology is also being deployed to automate two back-office processes within the HR services. The first phase has already gone live. This project which is being funded via the Council's Digital Transformation fund will be used as

		'proof of concept in advance of the further potential use of AI/robotics within other services. The Transformation Board has agreed that the next process to be scoped for potential automation is the Free School Meals process and has authority requested the development of a prioritised plan for the rest of the organisation.
	Roll innovation network across key areas of the County as part of the All-Wales network	Deployment of the "Internet of Things" (IoT) innovation network across key areas of the County is 75% complete with a full target completion date of October. Collaborative pilot project with Swansea Council for bin monitoring and route optimisation – also to be completed by Autumn 2023.
7. Decarbonisation & Biodiversity <i>Aim: To support the Council in delivering transformational change in support of key decarbonisation and biodiversity objectives and targets.</i> <i>Strategic Lead: Rhodri Griffiths (Head of Place and Sustainability)</i>	Develop a new Decarbonisation Strategy	<p>The main focus of current programme is the development of strategic/policy framework which will then provide the basis for the development of a Strategy and Delivery plan. Workshops have been held to engage directorates in the development of a new strategy.</p> <p>Work is on-going in support of the development of the Strategy with Strategy due for completion by April 2024.</p>
	Develop a carbon costing model.	This is the single Recommendation that the Council received from Audit Wales following publication of their report 'Public Sector Readiness for Net Zero Carbon by 2030' (July 2022). In the absence of national guidance on costing methodology, draft costing ESTIMATES produced for 3 April 2023 workshop. That estimation is however recognised to be subject to a wide degree of tolerance and we are working to produce more robust £ costings working with Welsh Government Energy Service and SBCR partners to develop a consistent approach.
	Develop biodiversity plan as required by the Environment Act	Development underway. Informed by workshop with the cross-party Climate Change and Nature Emergency Advisory Panel in March 2023.

8. Schools Aim : <i>To assist schools in identifying cost reductions and better ways of working, and support the development of more sustainable school budgets and help protect front line provision.</i> Strategic Lead : Gareth Morgans (Director of Education and Children)	Carry out Expenditure / Routine Spend Benchmarking activities and share data with secondary schools to stimulate discussion and facilitate sharing of good practice in sustainable budget setting.	This is an ongoing annual exercise. New document to be completed in October for current financial year. Exploring mechanism to produce similar tool for primary schools using Routine Spend dashboard
	Develop and extend the use of Financial Efficiency templates with identified schools to support and challenge those in financial difficulty.	Process now formalised with a programme of identified visits and use of action plans and follow up monitoring and review visits. Ongoing work with other schools identified with plans to visit and support during remainder of current term. Matrices to identify strategies/recommendations/action plan/support actions generated from discussions. Agreed importance of review meeting for post action plan to offer support via 6 month follow up. The reports are considered by the Schools Transformation Workstream with an expectation that these are also shared with Governing Bodies. Common themes emerging from action plans to be shared with all schools.
	Review the impact of Schools' Property 'Handyvan' Service initiative to ensure cost effectiveness for schools and the LA and inform sustainable future development.	Service established and post evaluation exercise reported very positive outcomes for both schools and property maintenance. Discussions to be held on how service is to be rolled out to primary schools on a permanent basis. Place and Infrastructure department is giving consideration to the extension of the initiative to secondary schools.
	Investigate high expenditure areas in school budgets, e.g use of agency/supply and establish links with the wider corporate agenda.	Analysis has been undertaken to establish patterns and trends of agency spend in secondary schools. Data will be further explored to identify connections between agency spend and sickness management processes. Work to be extended to work with primary schools with high agency spend. A further investigation will look at high agency spend in relation to sickness absence in specialist ALN settings.
	Continue to identify savings opportunities for schools from corporate procurement contracts and communicate these to schools to ensure Best Value approaches to services and key expenditure areas	Ongoing work to continue raising awareness with schools in all areas. There is a need to carry out a separate piece of work to support schools through the planned WG reform of waste and recycling due for implementation in April 2024. Ltd. A position paper with proposals for a new costing and service delivery strategy has been prepared and will be presented to ECS DMT for consideration.

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CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE 12th DECEMBER 2023

Revenue & Capital Budget Monitoring Report 2023/24

THE SCRUTINY COMMITTEE IS ASKED TO:

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

Reasons:

- To provide Scrutiny with an update on the latest budgetary position, as at 31st August 2023, in respect of 2023/24.

CABINET MEMBER PORTFOLIO HOLDERS:

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

<p>Directorate: Corporate Services</p> <p>Name of Director of Service: Chris Moore</p> <p>Report Author: Chris Moore</p>	<p>Designation:</p> <p>Director of Corporate Services</p>	<p>Tel No. / E-Mail Address:</p> <p>01267 224120 CMoore@carmarthenshire.gov.uk</p>
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EXECUTIVE SUMMARY

CORPORATE PERFORMANCE & RESOURCES
SCRUTINY COMMITTEE
12th DECEMBER 2023

**Revenue & Capital Budget
Monitoring Report 2023/24**

The Financial Monitoring report is presented as follows:

Revenue Budgets

Appendix A – Authority Corporate Budget Monitoring Report

The revenue budget monitoring reports as at 31st August 2023 are attached and indicate that:

COUNCIL FUND REVENUE ACCOUNT (Appendix A)

Overall, the monitoring report forecasts an overspend for the year at departmental level of £8,730k, with a forecast overspend on the Authority's net revenue budget of £6,098k.

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

- Increased expenditure in adult social care to meet pent up demand as recruitment pressures have begun to ease a little across the sector
- persistent overspends in service areas where budget reductions have been implemented, but challenges in delivery have made it impossible to keep pace with the level of savings required
- Significant overspends in Childrens Services, driven by increased levels of demand combined with complexity, not seen before the pandemic, which has required both a higher number and increased cost of residential placements.

The capital financing underspend forecast at £2.25m is due to scheme delays, a reduced need to borrow and increased interest earned on positive cash balances, partially offset by in year direct revenue funding for a small number of projects as set out in the capital programme update.

The April NJC pay award remains unsettled at the point of writing. As part of the 2023/24 budget setting process the Authority has agreed a £1.5m in year contingency budget which is currently held centrally which provides a partial offset to any costs above the 5% allowed for in the budget.

The full year forecast reflects the impact which includes known financial positions at the point of preparation. As such the forecast does not contain the full impact of any additional in-year and grant adjustments. In line with our existing policies, forecast departmental overspends are met out of departmental reserves, where available.

Appendix B

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

Capital Budgets

Corporate Capital Programme Monitoring 2023/24

The current capital programme is based on information available as at the end of August 2023.

Appendix C shows a forecasted net spend of £91,370k compared with a working net budget of £142,842k, giving a -£51,472k variance (-£48,693k General Fund and -£2,779k HRA).

The net budget includes the original H.R.A. and General Fund capital programmes approved by Council on 1st March and slippage from 2022/23. Some of the budgets have also been amended to account for differences in actual grant allocations compared with the anticipated allocations at the time the programme was approved, and new grant awards received during the year to date.

Appendix D

Details the main variances within each department.

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

Private Housing: New award of £100k for DFG Top up Grant for Disabled Facilities and £15k for the Care & Repair - Small Repairs Scheme.

Social Care: A virement of £420k ICF among the Ceredigion Schemes for which Carmarthenshire holds the funding as regional lead authority – Cardigan Flats -£420k, Aberystwyth MH Flats £42k and Hafan Deg Dementia Wing & Sensory Garden, Lampeter £378k.

New grants awarded for the HCF fund : Step up/down Equipment £12k, Equipment for Disabled Children £12k, Sensory Bus £30k, Technology to increase confidence & Well-being in a Residential Setting £16k, Improve assessments & interventions for people with symptoms of Alcohol Related Brain Damage £20k, Refurbishment of Tir Einon £80k, Adult Adapted Bicycles – Johnstown Centre £10k, Caemaen Sensory Development £20k, Promoting Digital Technology £36k and Enhancing Sensory Opportunities in Coleshill £20k.

Place and Infrastructure:

Flood Defence Works – virements to assign funding from the general match funding budget to match fund flood grant projects £150k as follows:

Margaret Street, Ammanford - Flood Mitigation	23,838
Bronwydd Tip Culvert - Exp	42,106
Small Scale Works Grant 2022/23 (Flood Defence) - Llansteffan Large Outfall	5,557
Bronwydd Phase 2 - Exp	3,115
Small Scale Works Grant 2023/24 (Flood Defence) - Flood Alert Early Warning Telemetry	6,000
Quarry Ffynnant - Construction Phase - Exp	69,384
Flood Management General Match funding budget	-150,000

Assign the £200k flood mitigation budget to Cae Ffynnon Culvert £199K, and £1k to Bronwydd Phase 2.

Approve revenue contributions of £45.9k and £49.9k for Brynglas Screen Drefach, and Llansteffan Large Outfall, respectively.

New grants awarded for Flood and Coastal Erosion Risk Management projects at Pentrepoeth Road, Llanelli £70k and Whitland £85k.

Brilliant Basics Funds 2023/25 – a new grant awarded of £224k for Llansteffan North Green car park improvements. £56k is to be funded from a revenue contribution.

Main Administrative Buildings Works – new funding for Llanelli Town Hall (Stone Ramp Access) £2k and Kidwelly Town Hall £40K from reserves.

New Funds to be approved to be brought into the capital programme to accommodate pressures on existing projects.

- £784k additional funding for the Oriel Myrddin Development to be funded by corporate Direct Revenue Financing.
- additional funding for the purchase of a property within social care to be funded by corporate Direct Revenue Financing (value currently market sensitive).
- £1.4m additional funding for Ty Elwyn refurbishment funded by corporate reserve. This will bring the total funding available for this project to £2.5m and enable works to start.

Appendix E

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

Savings Report

Appendix F

The Savings Monitoring report.

DETAILED REPORT ATTACHED?

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

IMPLICATIONS

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

Signed: **Chris Moore** Director of Corporate Services

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

3. Finance

Revenue

Overall, the Authority is forecasting an overspend of £8,730k at this point in time. Corporate Performance & Resources Services are projecting to be under the approved budget by £1,037k.

Capital

The capital programme shows a variance of -£51,472k against the 2023/24 approved budget.

Savings Report

The expectation is that at year end £832k of Managerial savings against a target of £992k are forecast to be delivered. There were no Policy savings put forward.

7. Physical Assets

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

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

(Include any observations here)

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

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

THESE ARE DETAILED BELOW:

Title of Document	File Ref No. / Locations that the papers are available for public inspection
2023/24 Budget	Corporate Services Department, County Hall, Carmarthen
2023-28 Capital Programme	Online via corporate website – Minutes of County Council Meeting 1 st March 2023.

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REPORT OF THE DIRECTOR OF CORPORATE SERVICES
CORPORATE PERFORMANCE & RESOURCES SCRUTINY 12th DECEMBER 2023
COUNCIL'S BUDGET MONITORING REPORT 2023/24

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

Table 1

Forecasted for year to 31st March 2024

Department	Working Budget				Forecasted				Aug 2023 Forecasted Variance for Year	June 2023 Forecasted Variance for Year
	Controllable Expenditure	Controllable Income	Net Non Controllable	Total Net	Controllable Expenditure	Controllable Income	Net Non Controllable	Total Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	38,994	-16,046	-4,963	17,986	39,836	-17,004	-4,963	17,868	-117	43
Communities	215,330	-98,398	14,234	131,166	208,374	-89,121	14,234	133,486	2,321	2,193
Corporate Services	72,970	-39,749	-1,681	31,540	71,279	-38,977	-1,681	30,620	-920	-776
Education & Children (incl. Schools)	219,624	-41,820	25,009	202,813	241,010	-56,660	25,009	209,358	6,546	4,949
Place and Infrastructure	119,855	-61,244	12,895	71,506	129,926	-70,415	12,895	72,406	901	990
Departmental Expenditure	666,773	-257,257	45,494	455,009	690,424	-272,179	45,494	463,739	8,730	7,399
Corporate Contingency				1,510				1,510	0	0
Capital Charges/Interest/Corporate				-19,513				-21,763	-2,250	-2,250
Levies and Contributions:										
Brecon Beacons National Park				152				152	0	0
Mid & West Wales Fire & Rescue Authority				13,014				13,014	0	0
West Wales Corporate Joint Committee				168				168	0	0
Net Expenditure				450,341				456,821	6,480	5,149
Transfers to/from Departmental Reserves										
- Chief Executive				0				59	59	-43
- Communities				0				0	0	0
- Corporate Services				0				460	460	388
- Education & Children (incl Schools)				0				0	0	0
- Place and Infrastructure				0				-901	-901	-990
Net Budget				450,341				456,438	6,098	4,504

Chief Executive Department
Budget Monitoring - as at 31st August 2023

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 12th DECEMBER 2023

Division	Working Budget				Forecasted				Aug 2023 Forecasted Variance for Year £'000	June 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Chief Executive	844	-4	-845	-5	699	0	-845	-146	-141	-123
People Management	4,759	-1,734	-2,619	406	6,375	-3,093	-2,619	663	257	363
ICT & Corporate Policy	6,674	-1,015	-4,731	929	6,662	-1,028	-4,731	903	-26	-53
Admin and Law	5,106	-884	711	4,933	5,053	-898	711	4,866	-67	-49
Marketing & Media	2,755	-616	-1,432	707	2,494	-557	-1,432	504	-203	-149
Statutory Services	1,485	-363	281	1,404	1,792	-620	281	1,453	49	49
Regeneration	17,370	-11,430	3,671	9,612	16,761	-10,807	3,671	9,625	13	6
GRAND TOTAL	38,994	-16,046	-4,963	17,986	39,836	-17,004	-4,963	17,868	-117	43

Chief Executive Department - Budget Monitoring - as at 31st August 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 12th DECEMBER 2023

Division	Working Budget		Forecasted	
	Expenditure	Income	Expenditure	Income
	£'000	£'000	£'000	£'000
Chief Executive				
Chief Executive-Chief Officer	242	0	212	0
Chief Executive Business Support Unit	602	-4	487	0
People Management				
TIC Team	246	-101	305	-66
Business & Projects Support	262	0	244	0
Payroll	913	-406	953	-374
People Services – HR	913	-291	1,094	-378
Organisational Development	507	-42	702	-206
DBS Checks	143	0	120	-1
Other variances				
ICT & Corporate Policy				
Information Technology	5,786	-970	5,677	-884
Other variances				
Admin and Law				
Democratic Services	2,237	-304	2,163	-331
Democratic Services - Support	550	-8	542	-36
Civic Ceremonial	28	0	15	0
Land Charges	105	-287	152	-229
Central Mailing	49	0	25	0
Other variances				

Aug 2023
Forecasted Variance for Year
£'000
-30
-111
95
-18
72
94
31
-25
9
-23
-2
-101
-35
-12
105
-24
0

Notes
Savings on supplies & services
Underspend on salaries due to one staff member being on maternity leave, three vacant posts, two committed from November, the other not anticipated to be filled in the current financial year.
Additional support for office downsizing, funding to be confirmed (£60k). Income efficiency target (£35k) not likely to be delivered in 2023/24.
£18k salary efficiency target not met. Offset by savings on Supplies and Services and staff member working reduced hours.
Salary and income efficiency targets not met (£96k). Partially offset by savings on supplies and services.
£108k salary efficiency savings not met. £43k overspend on Agency costs to deal with volume of recruitment work being undertaken. This is partially offset by vacant posts in early part of the financial year.
Income efficiency target not achieved
Underspend based on this and past year's expected volume of checks required.
Number of short term vacant posts. Four currently vacant anticipated to be filled from November.
Underspend on members pay & allowances (£74k) along with additional income from the HRA (£27k)
Underspend on supplies & services (£16k), short term vacant post during the year (£14k), additional income for work undertaken by Partneriaeth (£5k)
Underspend on members hospitality/expenses, & transport cost savings following reducing from two vehicles to one.
Shortfall in income due to low demand for searches due to downturn in the housing market
Saving on franking machine leasing costs

June 2023
Forecasted Variance for Year
£'000
-28
-95
94
10
84
166
34
-25
-1
-63
10
-80
-17
-12
100
-23
-17

Chief Executive Department - Budget Monitoring - as at 31st August 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 12th DECEMBER 2023

Division	Working Budget		Forecasted		Aug 2023	Notes	June 2023
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Marketing & Media							
Marketing and Media	558	-50	484	-33	-58	Underspend due to three vacant posts anticipated to be filled from November	-55
Translation	576	-56	509	-69	-80	Underspend on salaries, one staff member on maternity leave, one vacant post not anticipated to be filled in the current financial year, along with smaller underspends on supplies & services	-68
Customer Services Centres	1,267	-380	1,167	-376	-97	Underspend on salaries due to short term vacant posts (£145k), offset by overspend on software costs	-61
Yr Hwb, Rhydaman a Llanelli	110	-99	91	-48	32	Shortfall in income mainly due to decreased demand for desk space rental	35
Statutory Services							
Coroners	366	0	465	0	99	Large increase in number of cases being referred to the Coroner in general. Corresponding increase in volume and cost of toxicology and histology reports. Post mortem fees have doubled in the last 2 years due to increase in rates charged.	102
Electoral Services - Staff	275	0	225	0	-50	Undertakers fees increased by 11.5%, Mortuary Fees increased by 5%. Vacant post. Not likely to be filled in current year	-54
Regeneration & Property							
Regeneration Management	311	0	350	0	38	Overspend due to cessation of staff time that we are able to charge to grants	38
Property	1,016	-95	910	-8	-19	Shortfall of £70k in external income offset by 3 vacant posts in early part of the year. Predicted to be filled from November	12
Provision Markets	719	-584	661	-487	40	Low occupancy rates has resulted in a shortfall of £97k in anticipated income. This is offset by savings made in premises related costs.	22
Industrial Premises	613	-1,638	455	-1,546	-67	Relatively High occupancy rates currently	-68
Livestock Markets	65	-120	25	-53	27	Potential shortfall in income at Llandovery and Carmarthen Marts pending receipt of turnover figures from the respective operators	27
Other variances					-5		-26
Grand Total					-117		43

Department for Communities
Budget Monitoring - as at 31st August 2023

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 12th DECEMBER 2023

Division	Working Budget				Forecasted				Aug 2023 Forecasted Variance for Year £'000	June 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Adult Services										
Older People	76,961	-26,538	3,618	54,041	77,208	-26,109	3,618	54,716	675	602
Physical Disabilities	9,123	-1,910	276	7,489	9,399	-2,555	276	7,119	-370	-185
Learning Disabilities	48,410	-11,960	1,475	37,925	48,535	-11,275	1,475	38,735	811	848
Mental Health	12,043	-4,443	234	7,834	12,583	-4,319	234	8,499	665	638
Support	11,260	-7,631	1,198	4,826	11,347	-7,472	1,198	5,072	246	53
Homes & Safer Communities										
Public Protection	3,651	-1,417	532	2,766	3,521	-1,177	532	2,876	110	198
Council Fund Housing	33,949	-33,560	521	910	25,634	-25,305	521	850	-61	-120
Leisure & Recreation										
Leisure & Recreation	19,934	-10,940	6,380	15,374	20,147	-10,909	6,380	15,618	244	158
GRAND TOTAL	215,330	-98,398	14,234	131,166	208,374	-89,121	14,234	133,486	2,321	2,193

Department for Communities - Budget Monitoring - as at 31st August 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 12th DECEMBER 2023

Division	Working Budget		Forecasted		Aug 2023	Notes	June 2023
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Adult Services							
Older People							
Older People - LA Homes	10,354	-4,554	10,649	-4,376	472	Staff agency costs remain high due to a mixture of general higher dependency of residents, vacancies and sickness. In the coming months we will developing an in-house agency pilot for the Llanelli based homes that will deliver a more flexible pool of casual staff. It is hoped that this will be rolled out in April 2024 with a view, if successful, of deploying across the County in the summer of 2024. We will continue to monitor sickness closely and consistently as well as being more efficient in the way we recruit.	474
Older People - Private/ Vol Homes	31,792	-14,062	32,042	-14,062	249	Numbers on waiting lists are reducing as assessed needs are being met in alternative ways. However care packages are increasing as capacity develops in care sector.	238
Older People - LA Home Care	8,387	0	7,659	-0	-727	Staffing vacancies	-741
Older People - Direct Payments	1,349	-313	1,554	-313	204	Financial pressures from previous years remain.	201
Older People - Private Home Care	10,038	-2,638	11,019	-2,638	981	Numbers on waiting lists are reducing as assessed needs are being met in alternative ways. However care packages are increasing as capacity develops in care sector.	981
Older People - Enablement	2,225	-527	1,838	-527	-386	Staffing vacancies	-382
Older People - Other variances					-118		-168
Physical Disabilities							
Phys Dis - Private/Vol Homes	1,652	-314	1,391	-314	-261	Demand led - projection based on care packages as at August 2023	-117
Phys Dis - Group Homes/Supported Living	1,520	-174	1,199	-174	-320	Demand led - projection based on care packages as at August 2023	-177
Phys Dis - Direct Payments	3,164	-603	3,376	-603	212	Financial pressures from previous years remain.	180
Phys Dis - Other variances					-0		-71

Department for Communities - Budget Monitoring - as at 31st August 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 12th DECEMBER 2023

Division	Working Budget		Forecasted		Aug 2023	Notes	June 2023
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Learning Disabilities							
Learn Dis - Employment & Training	2,195	-410	1,680	-178	-283	Provision of LD day services is reduced compared to pre-pandemic levels.	-229
Learn Dis - Private/Vol Homes	13,970	-4,524	14,485	-4,524	515	Progress being made in the right sizing of individual packages and in developing alternatives to residential care. This is mitigated by an increase in demand and complexity in those with a learning disability or mental health issue. In the meantime, high cost independent providers are being commissioned and the current budget allocation does not reflect this demand.	507
Learn Dis - Group Homes/Supported Living	11,515	-2,295	12,323	-2,295	808	Progress being made in the right sizing of individual packages and in developing alternatives to residential care. This is mitigated by an increase in demand and complexity in those with a learning disability or mental health issue. In the meantime, high cost independent providers are being commissioned and the current budget allocation does not reflect this demand.	781
Learn Dis - Other variances					-230		-211
Mental Health							
M Health - Private/Vol Homes	6,986	-3,394	7,376	-3,394	390	Progress being made in the right sizing of individual packages and in developing alternatives to residential care. This is mitigated by an increase in demand and complexity in those with a learning disability or mental health issue. In the meantime, high cost independent providers are being commissioned and the current budget allocation does not reflect this demand.	393
M Health - Group Homes/Supported Living	1,707	-446	2,239	-446	531	Progress being made in the right sizing of individual packages and in developing alternatives to residential care. This is mitigated by an increase in demand and complexity in those with a learning disability or mental health issue. In the meantime, high cost independent providers are being commissioned and the current budget allocation does not reflect this demand.	525
M Health - Other variances					-256		-279
Support							
Departmental Support	4,337	-3,022	4,487	-3,023	150	Implementation of 2024/25 efficiency in progress but not expected to be realised this financial year	18
Other Variances - Support	11,260	-7,631	11,347	-7,472	96		35

Department for Communities - Budget Monitoring - as at 31st August 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 12th DECEMBER 2023

Division	Working Budget		Forecasted		Aug 2023	Notes	June 2023
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Homes & Safer Communities							
Public Protection							
PP Business Support unit	163	0	139	0	-23	Vacancy & underspend on supplies & services	-0
Public Health	305	-16	350	-12	49	Re-alignment of staffing budgets required, overall position on target	27
Noise Control	230	0	208	-0	-21	Re-alignment of staffing budgets required, overall position on target	-82
Animal Welfare	90	-87	85	-44	39	Under achievement of income	44
Licensing	378	-358	361	-293	48	Under achievement of income	57
Food Safety & Communicable Diseases	531	-38	511	-40	-22	Re-alignment of staffing budgets required, overall position on target	22
Trading Standards Services Management	127	-42	93	-42	-35	Savings due to vacant post	18
Safeguarding, Licensing & Financial Investigation	97	0	44	0	-53	Staff Vacancy	-54
Fair Trading	236	-68	244	-4	73	Under achievement of income	72
Financial Investigator	126	-527	180	-527	54	Under achievement of income, delays in court cases	55
Other Variances					1		41
Council Fund Housing							
Homelessness	146	-72	34	-15	-55	Forecast additional grant income	-0
Other variances					-6		-120
Leisure & Recreation							
Burry Port Harbour	24	-143	25	-119	26	Forecast shortfall in income for Parking Fees	8
Pendine Outdoor Education Centre	525	-375	382	-181	51	Forecast shortfall in income for Board & Accommodation to budget	78
Pembrey Beach Kiosk	0	-80	0	-46	34	Forecast shortfall in income from Kiosk Sales due mainly to the bad summer weather	-0
Pembrey Ski Slope	532	-590	511	-596	-27	In year vacancies	-5
Newcastle Emlyn Sports Centre	360	-187	347	-191	-17	In year vacancies £17k	-30
Carmarthen Leisure Centre	2,005	-1,724	1,962	-1,709	-28	Forecast underspend in utilities	-34
St Clears Leisure Centre	188	-69	177	-44	14	Forecast to not fully achieve income budgeted	-7
Umman Valley Leisure Centre	1,187	-944	1,181	-959	-21	Forecast to over achieve income budgeted	-34
Swansea Leisure Centre	478	-212	484	-185	34	Forecast to not fully achieve income budgeted	22
Swendraeth Sports Centre	0	0	-43	0	-43	Accrual for NNDR no longer required	-43
Actif Communities	384	-39	361	-41	-25	In year vacancy along with reduced match funding requirement	-34
Actif health, fitness and dryside	242	-156	233	-129	18	Forecast to not fully achieve income budgeted	7
LAPA Additional Funding (E)	12	-12	94	-79	15	Cessation of external grant has resulted in employee costs not being funded for part year until re-deployment confirmed	1

Department for Communities - Budget Monitoring - as at 31st August 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 12th DECEMBER 2023

Division	Working Budget		Forecasted		Aug 2023	Notes	June 2023
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Sport & Leisure General	843	-44	882	-44	40	Forecast to overspend on Employees	40
Llanelli Leisure Centre	1,567	-1,075	1,611	-1,080	40	Forecast to not fully achieve income budgeted £35k and overspend on Employees £45k	-9
Outdoor Recreation - Staffing costs	287	0	269	0	-18	Forecast underspends in vehicle fuel budgets	5
Pembrey Country Park	1,144	-1,352	1,123	-1,369	-37	Forecast to overachieve budgeted income for Admission and Season Tickets	2
Pembrey Country Park Restaurant	651	-524	670	-526	18	Forecast to overspend in cost of Catering	-4
Community Libraries	275	-7	248	-5	-25	In year vacancies	-7
Museum of speed, Pendine	168	-103	159	-77	17	Forecast includes 'one off' set up costs for new site	3
Laugharne Boathouse	158	-129	153	-103	21	Forecast to not fully achieve income budgeted	24
Lyric Theatre	584	-445	618	-433	46	Forecast overspend on Performance fees along with predicted shortfall in income to budget	46
Y Ffwrnes	1,161	-515	984	-390	-52	Forecast underspend in utilities	-6
Attractor - Hostel	0	0	608	-397	211	A fledgling business that only commenced operation in this financial year. Current forecast includes income shortfall to budget with continuing marketing of location likely to increase future room occupation rates which will assist in mitigating this overspend	27
Attractor - Parry Thomas	43	-39	12	-44	-36	Minor underspends forecast in numerous expenditure budgets	0
Attractor - Externals	7	-63	5	-42	19	Forecast shortfall in income for Parking Fees	-2
Leisure Management	398	-4	354	-4	-44	In year vacancies	-55
Other Variances					14		166
Grand Total					2,321		2,193

Corporate Services Department
Budget Monitoring - as at 31st August 2023

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 12th DECEMBER 2023

Division	Working Budget				Forecasted				Aug 2023 Forecasted Variance for Year £'000	June 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Financial Services	14,082	-2,970	-852	10,260	13,442	-2,759	-852	9,831	-429	-422
Revenues & Financial Compliance	58,888	-36,779	-830	21,279	57,837	-36,219	-830	20,789	-491	-354
GRAND TOTAL	72,970	-39,749	-1,681	31,540	71,279	-38,977	-1,681	30,620	-920	-776

Corporate Services Department - Budget Monitoring - as at 31st August 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 12th DECEMBER 2023

Division	Working Budget		Forecasted	
	Expenditure	Income	Expenditure	Income
	£'000	£'000	£'000	£'000
Financial Services				
Accountancy	1,939	-510	1,956	-476
Bank Charges	64	0	39	0
Miscellaneous Services	8,135	-131	7,621	-60
Other variances				
Revenues & Financial Compliance				
Procurement	643	-37	581	-37
Risk Management	166	-1	146	-0
Business Support Unit	150	0	140	0
Corporate Services Training	55	0	25	0
Local Taxation	1,040	-776	1,136	-725
Council Tax Reduction Scheme	18,385	0	18,160	0
Rent Allowances	34,823	-35,040	34,410	-34,600
Rates Relief	251	0	154	0
Housing Benefits Admin	1,766	-755	1,360	-661
Revenues	1,089	-148	1,208	-174
Other variances				
Grand Total				

Aug 2023
Forecasted Variance for Year
£'000
52
-25
-442
-14
-62
-20
-11
-30
147
-225
27
-97
-312
92
0
-920

Notes
£35k overall shortfall on income targets consisting of a £22k shortfall on deputyship income and £13k of other smaller income shortfalls. £17k net overspend on supplies and services.
Forecast underspend on bank charges
£430k underspend on pre LGR pension costs. £12k underspend on Subscriptions
Underspend on staff, due to 2 being on maternity leave, one on reduced hours and 2 vacancies during the first quarter of the year. These are being filled imminently.
Reduction in working hours of a member of staff within the section £16k, along with a £4k underspend on supplies and services.
Vacant post due to be filled from October
Underspend based upon current demand for courses.
Large overspend on postage costs following price increases in recent years of £115k, along with a reduction in anticipated income received from recovering court costs based on 2022/23 figures.
Underspend anticipated based on current levels of demand.
Projection based on 2022/23 claims.
Low take-up anticipated based on current demand.
Net shortfall on income grants receivable of £94k compared with budget, offset by 12.5FTE current vacant posts within the section due to difficulties with recruitment.
£116k overspend on bank charges due to significant increase in the number of card payments in recent years, partially offset by a saving due to a vacant post anticipated to be filled from November and long term staff sickness.

June 2023
Forecasted Variance for Year
£'000
62
-25
-437
-22
-62
-13
-8
-12
158
-140
27
-95
-328
117
2
-776

Department for Education & Children
Budget Monitoring - as at 31st August 2023

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 12th DECEMBER 2023

Division	Working Budget				Forecasted				Aug 2023 Forecasted Variance for Year £'000	June 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Schools Delegated Budgets	154,509	-18,066	0	136,443	163,022	-18,066	0	144,956	8,513	8,722
Transfer from Reserves				0		-8,513		-8,513	-8,513	-8,722
Director & Strategic Management	1,793	0	-109	1,684	1,398	0	-109	1,289	-395	-851
Education Services Division	15,343	-4,083	20,028	31,288	16,028	-4,759	20,028	31,297	9	-136
Access to Education	12,584	-7,954	1,403	6,033	13,830	-8,055	1,403	7,178	1,145	672
Strategy & Learner Support	4,279	-1,842	922	3,360	6,665	-4,244	922	3,343	-16	-40
Children's Services	31,116	-9,875	2,764	24,005	40,067	-13,023	2,764	29,809	5,804	5,305
TOTAL excluding schools	65,115	-23,754	25,009	66,370	77,988	-30,081	25,009	72,916	6,546	4,949
GRAND TOTAL	219,624	-41,820	25,009	202,813	241,010	-56,660	25,009	209,358	6,546	4,949

Department for Education & Children - Budget Monitoring - as at 31st August 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 12th DECEMBER 2023

Division	Working Budget		Forecasted	
	Expenditure	Income	Expenditure	Income
	£'000	£'000	£'000	£'000
Director & Strategic Management				
Director & Management Team	1,385	0	1,049	0
Business Support	408	0	348	0
Education Services Division				
Early Years Non-Maintained 3 year old Provision	941	-542	633	-542
School Improvement	777	0	833	-2
Additional Learning Needs	4,756	-2,525	4,571	-2,226
Education Other Than At School (EOTAS)	5,099	-565	5,280	-637
Music Services for Schools	348	0	1,377	-1,009
Other variances				
Access to Education				
School Admissions	485	0	389	0
School Modernisation	144	0	289	-45
School Meals & Primary Free Breakfast Services	11,954	-7,954	13,151	-8,011
Strategy & Learner Support				
Youth Support Service & Participation	1,122	-106	2,331	-1,343
Other variances				

Aug 2023
Forecasted Variance for Year
£'000
-335
-60
-308
54
114
109
20
19
-96
100
1,140
-29
13

Notes
Growth budget to be allocated as the relevant recruitment and reviews progress. Any temporary in year underspend will support other service pressures. Part year vacant posts pending review of service needs once relocated.
WG are currently providing grant for non maintained settings, releasing core budget on a temporary basis to support pressures in other services Partneriaeth RCG Income less than anticipated for 2023-24 £217k pressure in relation to Out of County placements, partially offset by vacant posts and utilisation of grant income
Increased agency costs due to staff absences across the 4 settings
Increased staff cover costs relating to long term absence
Part year vacant posts currently being recruited to
Ongoing costs for closed school premises following school reorganisations
Based on existing costs & income levels for school meals £851k, as difficult to estimate the further roll out of UPFSM. Primary breakfast contributions for care element shortfall £96k & increased costs of food & labour £193k
Part year vacant posts

June 2023
Forecasted Variance for Year
£'000
-814
-38
-308
-0
42
113
2
16
-75
65
681
-22
-18

Department for Education & Children - Budget Monitoring - as at 31st August 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 12th DECEMBER 2023

Division	Working Budget		Forecasted		Aug 2023	Notes	June 2023
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Children's Services							
Commissioning and Social Work	8,019	-115	8,976	-535	536	Increased agency staff costs forecast £638k re additional demand & difficulty recruiting permanent staff and increased demand for assistance to clients and their families £263k. This is partly offset by additional grant income. Reduction from June forecast is mainly due to a revised forecast for legal fees which is on budget.	985
Corporate Parenting & Leaving Care	1,035	-91	958	-91	-77	Maximisation of grant income supporting priorities the service had already identified and have staff working on	-58
Fostering & Other Children Looked After Services	4,843	0	5,883	-149	892	Increased costs associated with providing specialist support and fostering placements for young people / children looked after, some with highly complex needs £445k, Special Guardianship Orders (SGO's) £26k, Fostering £570k. This is partly offset by additional WG grant £149k	894
Adoption Services	591	0	742	0	151	Overspend in relation to increased staffing costs, including agency staff and travelling costs re ongoing service demands £75k. Also, additional costs forecast in August in relation to Inter Agency Adoption fees, Adoption Allowances and Therapy / Counselling costs, again in line with service demands £76k	80
Out of County Placements (CS)	469	0	3,250	-12	2,770	Several ongoing, highly complex placements in 2023/24, with a further increase in number of placements compared with 2022/23 and those forecast at June 23	1,907
Residential Settings	1,323	-361	2,564	-1,411	191	£191k Garreglwyd - agency staff costs forecast due to difficulty recruiting & sickness cover (reduction since June report is growth budget allocation). £507k forecast overspend for the new Ty Magu residential setting being offset by £507k WG grant.	499
Short Breaks and Direct Payments	657	0	1,991	-105	1,229	Increased demand for Direct Payments with further pressures linked to post covid & lack of commissioned services available £491k. Also increased demand for 1-2-1 support under Short Breaks due to lack of available location based services £738k	982
Other Family Services incl Young Carers and ASD	1,023	-643	1,061	-734	-53	Maximisation of grant income, partially offsetting overspends elsewhere within the division	-68
Children's Services Mgt & Support (inc Eclipse)	1,189	-164	2,554	-1,314	215	Large increase in number of Unaccompanied Children resulting in more expensive placement costs in excess of the fixed income received £322k, additional Carefirst / Eclipse system costs £21k. This is partially offset by savings by not replacing 2 x vacant posts within the management and administration teams £128k	124
School Safeguarding & Attendance	827	-512	790	-550	-74	Maximisation of grant income, partially offsetting overspends elsewhere within the division	-62
Other Variances					25		21
Grand Total					6,546		4,949

Place and Infrastructure Department
Budget Monitoring - as at 31st August 2023

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 12th DECEMBER 2023

Division	Working Budget				Forecasted				Aug 2023 Forecasted Variance for Year £'000	June 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Service Improvement & Transformation	4,867	-4,117	478	1,228	4,845	-4,099	478	1,224	-4	4
Waste & Environmental Services	30,004	-4,926	1,342	26,420	30,946	-5,605	1,342	26,682	262	252
Highways & Transportation	57,691	-31,300	10,247	36,638	64,265	-37,071	10,247	37,440	802	857
Property	19,734	-17,384	448	2,798	22,531	-20,178	448	2,801	3	-89
Place and Sustainability	7,558	-3,518	381	4,422	7,340	-3,461	381	4,260	-162	-34
GRAND TOTAL	119,855	-61,244	12,895	71,506	129,926	-70,415	12,895	72,406	901	990

Place and Infrastructure Department - Budget Monitoring - as at 31st August 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 12th DECEMBER 2023

Division	Working Budget		Forecasted	
	Expenditure	Income	Expenditure	Income
	£'000	£'000	£'000	£'000
Waste & Environmental Services				
Waste & Environmental Services Unit	-145	0	-231	-0
Environmental Infrastructure	134	0	100	0
Environmental Enforcement	566	-19	514	-21
Waste Services	20,527	-1,400	21,399	-1,702
Absorbent Hygiene Products (Collection)	671	0	671	0
Green Waste Collection	671	-602	663	-666
Grounds Maintenance Service and Urban Parks	3,953	-2,696	3,950	-2,736
Other variances				
Highways & Transportation				
Departmental - Transport	41	0	-1	0
Departmental Pooled Vehicles	0	0	14	0
School Transport	13,690	-994	14,538	-1,178
Traffic Management	557	-262	900	-684
Car Parks	2,268	-3,593	1,974	-2,942
Wentworth Park & Ride	17	-7	35	-7
Road Safety	251	-11	182	0
School Crossing Patrols	160	0	126	0
Highway Lighting	3,096	-1,029	3,137	-1,101
Other variances				

Aug 2023
Forecasted Variance for Year
£'000
-86
-33
-55
571
0
-72
-43
-20
-41
14
664
-79
357
18
-59
-34
-31
-7

Notes
Interim staffing complement, temporary recruitment freeze to ensure a comprehensive review of staffing / management structure based on the amalgamation of services
Part-year saving due to Head of Service post being vacant until July 2023
Underspend relates to vacated post, maternity leave and flexible retirement. Future needs are being addressed.
Delivery of the interim phase of the waste strategy has increased costs due to contingency measures put in place.
Increased customer base
More work kept in-house therefore less sub-contractor costs.
Vacant post, management review underway
Under-utilisation of pool vehicles
Increased transport costs for operators which subsequently escalate the tendered contract prices for the statutory provision of home to school transport. Transport operators are continuing to experience driver shortages, global supply chain shortages for vehicles and parts and a period of very high fuel prices make for a challenging operating environment.
Staff vacancies during the year, staff time recharged to grants and net increase in Traffic Regulation orders income
Parking income not achieving income targets due to reduced footfall in town centres together with year on year validation applied to budget. Parking fees increase of 5% due to be implemented from January 2024.
Overspend due to cessation of service after the start of the financial year due to statutory notice periods.
Staff time recharged to grants
Several posts have become vacant and will not be refilled - in line with the National Safety Criteria to ensure posts exist at locations a patrol is required only.
Vacant post estimated to be filled from November

June 2023
Forecasted Variance for Year
£'000
-112
7
-54
550
0
-78
-46
-15
-22
14
664
-65
380
18
-60
-33
-28
-11

Place and Infrastructure Department - Budget Monitoring - as at 31st August 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 12th DECEMBER 2023

Division	Working Budget		Forecasted		Aug 2023	Notes	June 2023
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Property							
Property Division Business Unit	136	0	0	0	-136	Vacant HOS post awaiting further review of new divisional structure	-136
Property Maintenance Operational	12,151	-12,507	14,828	-14,990	194	Following Housing Disaggregation a review of recharges needs to be undertaken to take account of revised operating costs	-0
Property Design - Business Unit	2,697	-3,010	2,778	-3,146	-55	Review of projected income based on current vacancies	48
Place and Sustainability							
Place & Sustainability Unit	585	-18	628	-118	-56	Underspend on supplies & services	-43
Building Control	706	-560	650	-416	88	Shortfall in building reg fee income due to an increase in competitors and the current economic climate. Projection is based on actual income in the 1st 5 months which may vary as the year progresses	142
Forward Planning	771	0	695	-0	-76	Underspend on salaries due to maternity & vacant post estimated to be filled from November	-52
Development Management	1,971	-1,169	1,888	-1,211	-125	Underspend on salaries due to vacancies within the year & planning application income forecast based on actual income received in the 1st 5 months of the year, this may vary as the year progresses	-87
Net Zero Carbon Plan	188	0	156	0	-32	Underspend on salaries, vacant post estimated to be filled in November	-31
SAB - Sustainable Drainage approval Body Unit	139	-134	136	-100	31	Anticipated income not materialised - Dependent on number of submissions and market buoyancy of development projects	47
Other Variances					9		-10
Grand Total					901		990

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Corporate Performance & Resources Scrutiny Report
Budget Monitoring as at 31st August 2023 - Detail Monitoring

Division	Working Budget				Forecasted				Aug 2023	Notes	June 2023
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Forecasted Variance for Year £'000		Forecasted Variance for Year £'000
Chief Executive											
Chief Executive-Chief Officer	242	0	-260	-19	212	0	-260	-49	-30	Savings on supplies & services	-28
Chief Executive Business Support Unit	602	-4	-585	14	487	0	-585	-97	-111	Underspend on salaries due to one staff member being on maternity leave, three vacant posts, two committed from November, the other not anticipated to be filled in the current financial year.	-95
Chief Executive Total	844	-4	-845	-5	699	0	-845	-146	-141		-123
People Management											
TIC Team	246	-101	-221	-76	305	-66	-221	18	95	Additional support for office downsizing, funding to be confirmed (£60k). Income efficiency target (£35k) not likely to be delivered in 2023/24.	94
Social Care Workforce Development Programme	725	-446	1	280	830	-551	1	280	0		0
Practice Placements	69	-67	0	2	86	-84	0	2	-0		-0
Business & Projects Support	262	0	-275	-13	244	0	-275	-31	-18	Supplies and Services and staff member working reduced hours.	10
Payroll	913	-406	-285	221	953	-374	-285	293	72	Salary and income efficiency targets not met (£96k). Partially offset by savings on supplies and services.	84
People Services – HR	913	-291	-786	-164	1,094	-378	-786	-70	94	£108k salary efficiency savings not met. £43k overspend on Agency costs to deal with volume of recruitment work being undertaken. This is partially offset by vacant posts in early part of the financial year.	166
Employee Well-being	833	-381	-423	28	843	-388	-423	32	4		-6
Organisational Development	507	-42	-498	-32	702	-206	-498	-2	31	Income efficiency target not achieved	34
Employee Services – HR/Payroll Support	149	0	-132	17	154	0	-132	22	5		5
School Staff Absence Scheme	0	0	0	0	1,045	-1,045	0	-0	-0		-0
DBS Checks	143	0	0	143	120	-1	0	118	-25	Underspend based on this and past year's expected volume of checks required.	-25
People Management Total	4,759	-1,734	-2,619	406	6,375	-3,093	-2,619	663	257		363
ICT & Corporate Policy											
Information Technology	5,786	-970	-3,792	1,024	5,677	-884	-3,792	1,001	-23	Number of short term vacant posts. Four currently vacant anticipated to be filled from November.	-63
Welsh Language	131	-11	-153	-34	122	-11	-153	-43	-9		-0
Chief Executive-Policy	746	-33	-786	-73	781	-59	-786	-64	8		10
Public Services Board	6	0	0	6	7	-1	0	6	0		-0
Armed Forces Covenant Scheme	0	0	0	0	72	-73	0	-0	-0		-0
Armed Forces and Remembrance	5	0	0	5	4	0	0	4	-2		0
Total ICT & Corporate Policy	6,674	-1,015	-4,731	929	6,662	-1,028	-4,731	903	-26		-53

Corporate Performance & Resources Scrutiny Report
Budget Monitoring as at 31st August 2023 - Detail Monitoring

Division	Working Budget				Forecasted				Aug 2023	Notes	June 2023
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Forecasted Variance for Year £'000		Forecasted Variance for Year £'000
Admin and Law											
Democratic Services	2,237	-304	2,380	4,313	2,163	-331	2,380	4,212	-101	Underspend on members pay & allowances (£74k) along with additional income from the HRA (£27k)	-80
Democratic Services - Support	550	-8	-494	47	542	-36	-494	12	-35	post during the year (£14k), additional income for work undertaken by Partneriaeth (£5k)	-17
Corporate Management	0	0	296	296	0	0	296	296	0		0
Civic Ceremonial	28	0	21	48	15	0	21	36	-12	Underspend on members hospitality/expenses, & transport cost savings following reducing from two vehicles to one.	-12
Land Charges	105	-287	20	-163	152	-229	20	-57	105	Shortfall in income due to low demand for searches due to downturn in the housing market	100
Police and Crime Commissioner	0	0	0	0	25	-25	0	0	0		-0
Legal Services	2,139	-285	-1,511	342	2,130	-277	-1,511	342	0		-17
Central Mailing	49	0	1	49	25	0	1	25	-24	Saving on franking machine leasing costs	-23
Admin and Law Total	5,106	-884	711	4,933	5,053	-898	711	4,866	-67		-49
Marketing & Media											
Marketing and Media	558	-50	-213	295	484	-33	-213	238	-58	Underspend due to three vacant posts anticipated to be filled from November	-55
Translation	576	-56	-502	19	509	-69	-502	-62	-80	Underspend on salaries, one staff member on maternity leave, one vacant post not anticipated to be filled in the current financial year, along with smaller underspends on supplies & services	-68
Customer Services Centres	1,267	-380	-762	125	1,167	-376	-762	28	-97	Underspend on salaries due to short term vacant posts (£145k), offset by overspend on software costs	-61
Yr Hwb, Rhydaman a Llanelli	110	-99	8	19	91	-48	8	51	32	Shortfall in income mainly due to decreased demand for desk space rental	35
Marketing Tourism Development	222	-5	35	252	222	-5	35	252	0		-0
Events	22	-26	2	-3	22	-26	2	-3	-0		0
Total Marketing & Media	2,755	-616	-1,432	707	2,494	-557	-1,432	504	-203		-149
Statutory Services											
Elections-County Council	115	0	129	244	115	0	129	244	0		0
Registration Of Electors	185	-3	243	426	337	-154	243	426	-0		-0
Registrars	545	-360	192	376	650	-466	192	376	-0		-0
Coroners	366	0	8	374	465	0	8	473	99	Large increase in number of cases being referred to the Coroner in general. Corresponding increase in volume and cost of toxicology and histology reports. Post mortem fees have doubled in the last 2 years due to increase in rates charged. Undertakers fees increased by 11.5%, Mortuary Fees increased by 5%.	102
Electoral Services - Staff	275	0	-291	-16	225	0	-291	-66	-50	Vacant post. Not likely to be filled in current year	-54
Statutory Services Total	1,485	-363	281	1,404	1,792	-620	281	1,453	49		49

Corporate Performance & Resources Scrutiny Report
Budget Monitoring as at 31st August 2023 - Detail Monitoring

Division	Working Budget				Forecasted				Aug 2023	Notes	June 2023
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Forecasted Variance for Year £'000		Forecasted Variance for Year £'000
Regeneration & Property											
Regeneration Management	311	0	38	349	350	0	38	388	38	Overspend due to cessation of staff time that we are able to charge to grants	38
Betws wind farm community fund	87	-87	1	1	87	-87	1	1	0		-0
Welfare Rights & Citizen's Advice	161	0	2	162	161	0	2	162	0		0
Llanelli Coast Joint Venture	160	-160	5	5	118	-118	5	5	0		-0
Econ Dev-Rural Carmarthen, Ammanford, Town Centres	392	0	5,623	6,015	392	0	5,623	6,015	0		-0
Econ Dev-Llanelli, C Hands, Coastal, Business, Inf & Ent	375	0	89	463	375	0	89	463	-0		-0
Community Development and External Funding	576	0	89	666	576	0	89	666	-0		0
Period Dignity Grant	0	0	0	0	178	-178	0	0	0		0
Wellness	275	0	19	294	275	0	19	294	-0		-0
Swansea Bay City Deal	0	0	24	24	-0	0	24	24	-0		0
Property	1,016	-95	-1,251	-330	910	-8	-1,251	-349	-19	Shortfall of £70k in external income offset by 3 vacant posts in early part of the year. Predicted to be filled from November	12
Management of Markets, Employment Sites and Premises	216	0	0	216	223	0	0	223	7		0
Commercial Properties	54	-486	537	105	129	-566	537	100	-5		-19
Provision Markets	719	-584	366	501	661	-487	366	541	40	Low occupancy rates has resulted in a shortfall of £97k in anticipated income. This is offset by savings made in premises related costs.	22
Asset Sales	21	0	0	21	17	0	0	17	-4		0
Operational Depots	490	0	-326	165	495	0	-326	170	5		2
Administrative Buildings	4,647	-888	-3,386	374	4,477	-721	-3,386	370	-4		-6
Industrial Premises	613	-1,638	942	-82	455	-1,546	942	-149	-67	Relatively High occupancy rates currently	-68
The Beacon	252	-151	50	151	243	-146	50	147	-4		-3
County Farms	83	-368	522	236	83	-368	522	236	-0		-0
Livestock Markets	65	-120	3	-51	25	-53	3	-25	27	Potential shortfall in income at Llandovery and Carmarthen Marts pending receipt of turnover figures from the respective operators	27
Externally Funded Schemes	6,857	-6,853	323	327	6,533	-6,529	323	327	-0		
Regeneration & Property Total	17,370	-11,430	3,671	9,612	16,761	-10,807	3,671	9,625	13		6

Corporate Performance & Resources Scrutiny Report
Budget Monitoring as at 31st August 2023 - Detail Monitoring

Division	Working Budget				Forecasted				Aug 2023	Notes	June 2023
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Forecasted Variance for Year £'000		Forecasted Variance for Year £'000
Financial Services											
Corporate Services Management Team	514	-153	-422	-61	512	-157	-422	-66	-5		-7
Accountancy	1,939	-510	-1,253	176	1,956	-476	-1,253	228	52	£35k overall shortfall on income targets consisting of a £22k shortfall on deputyship income and £13k of other smaller income shortfalls. £17k net overspend on supplies and services.	62
Treasury and Pension Investment Section	284	-226	-70	-12	284	-228	-70	-14	-3		-4
Grants and Technical	370	-120	-218	32	325	-71	-218	36	3		-1
Payroll Control	104	0	-88	16	104	0	-88	16	-0		0
Payments	609	-87	-457	65	596	-79	-457	60	-5		-6
Pensions	1,643	-1,554	-58	31	1,597	-1,508	-58	31	0		0
Audit Fees	331	-101	4	235	326	-101	4	230	-5		-5
Bank Charges	64	0	1	65	39	0	1	40	-25	Forecast underspend on bank charges	-25
Wales Pension Partnership	89	-89	0	-0	80	-80	0	-0	0		0
Miscellaneous Services	8,135	-131	1,709	9,712	7,621	-60	1,709	9,270	-442	£430k underspend on pre LGR pension costs. £12k underspend on Subscriptions	-437
Financial Services Total	14,082	-2,970	-852	10,260	13,442	-2,759	-852	9,831	-429		-422
Revenues & Financial Compliance											
Procurement	643	-37	-551	55	581	-37	-551	-7	-62	Underspend on staff, due to 2 being on maternity leave, one on reduced hours and 2 vacancies during the first quarter of the year. These are being filled imminently.	-62
Audit	518	-21	-463	34	519	-21	-463	34	0		2
Risk Management	166	-1	-149	17	146	-0	-149	-3	-20	Reduction in working hours of a member of staff within the section £16k, along with a £4k underspend on supplies and services.	-13
Business Support Unit	150	0	-81	69	140	0	-81	59	-11	Vacant post due to be filled from October	-8
Corporate Services Training	55	0	-59	-4	25	0	-59	-35	-30	Underspend based upon current demand for courses.	-12
Local Taxation	1,040	-776	528	791	1,136	-725	528	938	147	Large overspend on postage costs following price increases in recent years of £115k, along with a reduction in anticipated income received from recovering court costs based on 2022/23 figures.	158
Council Tax Reduction Scheme	18,385	0	78	18,463	18,160	0	78	18,238	-225	Underspend anticipated based on current levels of demand.	-140
Rent Allowances	34,823	-35,040	1,495	1,278	34,410	-34,600	1,495	1,305	27	Projection based on 2022/23 claims.	27
Rates Relief	251	0	5	256	154	0	5	159	-97	Low take-up anticipated based on current demand.	-95
Housing Benefits Admin	1,766	-755	-877	134	1,360	-661	-877	-178	-312	Net shortfall on income grants receivable of £94k compared with budget, offset by 12.5FTE current vacant posts within the section due to difficulties with recruitment.	-328

Corporate Performance & Resources Scrutiny Report
Budget Monitoring as at 31st August 2023 - Detail Monitoring

Division	Working Budget				Forecasted				Aug 2023	Notes	June 2023
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Forecasted Variance for Year £'000		Forecasted Variance for Year £'000
Revenues	1,089	-148	-755	186	1,208	-174	-755	278	92	£116k overspend on bank charges due to significant increase in the number of card payments in recent years, partially offset by a saving due to a vacant post anticipated to be filled from November and long term staff sickness.	117
Revenues & Financial Compliance Total	58,888	-36,779	-830	21,279	57,837	-36,219	-830	20,789	-491		-354
TOTAL FOR CORPORATE PERFORMANCE & RESOURCES	111,964	-55,795	-6,644	49,525	111,114	-55,982	-6,644	48,488	-1,037		-733

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Capital Programme 2023/24							
Capital Budget Monitoring - Scrutiny Report for August 2023							
	Working Budget			Forecasted			Variance for Year
Department	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000	
Public Housing	33,836	-15,472	18,364	31,204	-15,619	15,585	-2,779
Private Housing	3,450	-468	2,982	3,450	-468	2,982	0
Leisure	4,397	-1,264	3,133	3,127	-645	2,482	-651
Social Care	1,476	-337	1,139	1,417	-292	1,125	-14
Place & Infrastructure	51,081	-19,653	31,428	24,014	-7,553	16,461	-14,967
Education & Children	30,008	-8,746	21,262	16,980	-2,796	14,184	-7,078
Chief Executive	3,169	0	3,169	2,335	-11	2,324	-845
Regeneration	106,428	-45,063	61,365	72,668	-36,441	36,227	-25,138
TOTAL	233,845	-91,003	142,842	155,195	-63,825	91,370	-51,472

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Comment
Works on Decanted Properties and purchase of furniture for sheltered housing. Project Working Group to identify underspends in other areas of the programme.
Main variances are CHS programme -£1,101k and Stock Condition Survey -£416k.
This main variances are -£1,185k due to slippage of the Tyisha development (slip to 2024/25), -£1,215k in Council New build, £1,116k, in the Strategic Regeneration Schemes with small variances in Assisted Living Schemes £20k and Specialist Accommodation £5K.
Ammanford 3G Pitch on budget, £7k retention costs at Carmarthen LC. Delays owing to Trust governance matters.
Two-year scheme on car parking at Abergwili Museum.
The main variance of -£31k is slippage against phase 2 of the Pump Track. This is offset by a £4k variance in the Burry Port East Car Park Development.
The main variance is Flood Mitigation £200k.
Slip to 2024/25 - Programme needs to be reprofiled.
Slip to 2024/25 - Needed for ongoing works.
Increased programme costs due to material increases.
Vehicles likely to be procured in 2024/25.

Capital Programme 2023/24							
Capital Budget Monitoring - Scrutiny Report for August 2023 - Main Variances							
	Working Budget			Forecasted			Variance for Year £'000
DEPARTMENT/SCHEMES	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000	
CHIEF EXECUTIVE	3,169	0	3,169	2,335	-11	2,324	-845
IT Strategy Developments	1,890	0	1,890	1,107	0	1,107	-783
Block 3, St David's Park	1,203	0	1,203	1,203	0	1,203	0
Glanamman Industrial Estate Redevelopment	76	0	76	25	-11	14	-62
REGENERATION	106,428	-45,063	61,365	72,668	-36,441	36,227	-25,138
Swansea Bay City Region Projects	72,226	-31,413	40,813	57,453	-31,413	26,040	-14,773
Llanelli Coast JV	219	0	219	221	-2	219	0
Rural Employment Spaces JV	0	0	0	0	0	0	0
Business Grants & Strategic Capital Projects	5,069	0	5,069	1,379	0	1,379	-3,690
Employment Sites	5,115	0	5,115	5,115	0	5,115	0
Town Centres	694	0	694	344	0	344	-350
Transforming Towns Strategic Projects	3,833	0	3,833	2,817	-16	2,801	-1,032
Business Support for Renewable Energy Initiatives	456	0	456	27	0	27	-429
Ten Town Growth Plan	1,000	0	1,000	302	0	302	-698
Transforming Towns - Place Making (TTPM)	1,680	-925	755	0	0	0	-755
Arfor Innovation Fund	300	-300	0	75	-75	0	0
Levelling Up Fund - Carmarthen Hwb	15,836	-12,425	3,411	4,935	-4,935	0	-3,411
TOTAL	233,845	-91,003	142,842	155,195	-63,825	91,370	-51,472

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Chief Executive						
Capital Budget Monitoring - Scrutiny Report For August 2023						
	Working Budget			Forecasted		
Scheme	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
St David's Park	1,203	0	1,203	1,203	0	1,203
St David's Park - Building 3	1,203	0	1,203	1,203	0	1,203
Industrial Redevelopments	76	0	76	25	-11	14
Glanamman Industrial Estate Redevelopment	76	0	76	25	-11	14
IT Strategy Developments	1,890	0	1,890	1,107	0	1,107
Digital Transformation	492	0	492	448	0	448
PSBA Network	213	0	213	67	0	67
Strategic Digital Initiatives	279	0	279	156	0	156
Corporate Wifi Environment/Meraki Broadband Hardware	185	0	185	180	0	180
Data Centre and Power	41	0	41	20	0	20
Voice Infrastructure	189	0	189	100	0	100
HWB Local Authority Grant	367	0	367	49	0	49
Information Security and Governance	124	0	124	87	0	87
NET BUDGET	3,169	0	3,169	2,335	-11	2,324

Variance for Year £'000	Comment
0	Project completion December 2023.
0	
-62	
-62	
-783	
-44	Slip balance to 2024/25.
-146	Slip balance to 2024/25.
-123	Future developments delayed but now restarted. Slip balance to 2024/25.
-5	Corporate Network & Wifi refresh was delayed. Slip balance to 2024/25.
-21	Delayed installation of additional air conditioning in Ty Parc yr Hun. Slip balance to 2024/25.
-89	Slip balance to 2024/25.
-318	Slip balance to 2024/25.
-37	Slip balance to 2024/25.
-845	

Regeneration						
Capital Budget Monitoring - Scrutiny Report For August 2023						
	Working Budget			Forecasted		
Scheme	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
Llanelli JV General	219	0	219	221	-2	219
Machynys Hotel Development	219	0	219	219	0	219
Heol Y Bwlch (Llanelli JV)	0	0	0	2	-2	0
Rural Employment Spaces JV	0	0	0	0	0	0
Rural Employment Spaces JV - Budget	0	0	0	0	0	0
Swansea Bay City Region Projects	72,226	-31,413	40,813	57,453	-31,413	26,040
SB City Region - Yr Egin Ph2	2,000	0	2,000	2,000	0	2,000
SB City Region - Pentre Awel. Zone 1 - Pre-Construction Stage	0	0	0	0	0	0
SB City Region - Pentre Awel. Zone 1 - Construction Stage	70,226	-31,413	38,813	55,453	-31,413	24,040
Business Grants & Strategic Capital Projects	5,069	0	5,069	1,379	0	1,379
Pendine Iconic International Visitors Destination	83	0	83	232	0	232
Rural Enterprise Fund	1,677	0	1,677	337	0	337
Transformation Commercial Property Development Fund	2,911	0	2,911	500	0	500
Ammanford Regeneration Development Fund	168	0	168	134	0	134
Llandeilo Market Hall	18	0	18	66	0	66
Business Flood Relief & Infrastructure Fund	212	0	212	110	0	110
Employment Sites	5,115	0	5,115	5,115	0	5,115
Cross Hands East Strategic Employment Site Ph1	187	0	187	187	0	187
Cross Hands East Plot 3 Development	4,770	0	4,770	4,770	0	4,770
Cross Hands East Phase 2	158	0	158	158	0	158
Town Centres	694	0	694	344	0	344
Cardigan Town Regeneration - Jacksons Lane (81086)	94	0	94	94	0	94
Cardigan Old Town Quarter Regeneration	600	0	600	250	0	250

Variance for Year £'000	Comment
0	
0	
0	Slip to 2024/25 - WG commissioned designs directly. CCC contributions required in 2024/25.
0	
-14,773	Slip to 2024/25.
0	
0	
-14,773	
-3,690	
149	Funded from Leisure Nominal Funding.
-1,340	Delays in 3rd party grant delivery, slip to 2024/25.
-2,411	Delays in 3rd party grant delivery, slip to 2024/25.
-34	
48	Contribution from Transformations Strategic Project Fund.
-102	Slip to 2024/25.
0	
0	
0	
0	
-350	Slip to 2024/25.
0	
-350	

Regeneration						
Capital Budget Monitoring - Scrutiny Report For August 2023						
	Working Budget			Forecasted		
Scheme	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
Llanelli JV General	219	0	219	221	-2	219
Transforming Towns Strategic Projects	3,833	0	3833	2,817	-16	2801
TRI Property Enhancement Development Grant (PEDG)	0	0	0	0	-9	-9
TRI Strategic Projects - Market Street North	2,362	0	2,362	1,618	0	1,618
TRI Strategic Projects - Former YMCA Building, Stepney Street, Llanelli - Exp	1,177	0	1,177	1,189	0	1,189
Transforming Towns (GI&B) - Llanelli Library Green Wall	0	0	0	10	-7	3
Transforming Towns Strategic Projects	294	0	294	0	0	0
Business Support for Renewable Energy Initiatives	456	0	456	27	0	27
Business Support for Renewable Energy Initiatives	456	0	456	27	0	27
Ten Town Growth Plan	1,000	0	1,000	302	0	302
Ten Town Growth Plan	1,000	0	1,000	302	0	302
Arfor Innovation Fund	300	-300	0	75	-75	0
ARFOR 2 - Budget	300	-300	0	75	-75	0
Transforming Towns - Place Making (TTPM)	1,680	-925	755	0	0	0
TTPM - Acquisition of 36 Stepney Street	670	-250	420	0	0	0
TTPM - Acquisition of Family Value, Carmarthen	250	-175	75	0	0	0
TTPM - Acquisition of Post Office, Carmarthen	400	-250	150	0	0	0
TTPM - Overall Acquisitions/Works in Primary Towns	360	-250	110	0	0	0
TTPM - Acquisition of 1/3Vaughan Street	0	0	0	0	0	0
Levelling Up Carmarthen West & Pembs South (LUF029)	15,836	-12,425	3,411	4,935	-4,935	0
Levelling Up Carmarthen West & Pembs South (LUF029): Carmarthen Hub	15,836	-12,425	3,411	4,935	-4,935	0
NET BUDGET	106,428	-45,063	61,365	72,668	-36,441	36,227

Variance for Year £'000	Comment
0	
-1032	
-9	
-744	Slip to 2024/25.
12	
3	Year 2 maintenance costs.
-294	Slip to 2024/25.
-429	Slip to 2024/25.
-429	
-698	Slip to 2024/25.
-698	
0	
0	Awaiting IAA sign off. Total grant value of bids approved but awaiting funding agreements £300k.
-755	Slip to 2024/25, project delayed.
-420	
-75	
-150	
-110	
0	
-3,411	Slip to 2024/25.
-3,411	
-25,138	

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2023/24 Savings Monitoring Report
Corporate Performance and Resources Scrutiny Committee
12th December 2023

1 Summary position as at : 31st August 2023

£160 k variance from delivery target

	2023/24 Savings monitoring		
	2023/24	2023/24	2023/24
	Target	Delivered	Variance
	£'000	£'000	£'000
Chief Executive	667	507	160
Corporate Services	325	325	0
	992	832	160

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

Managerial
Policy

£160 k Off delivery target
£0 k ahead of target

	MANAGERIAL			POLICY		
	2023/24	2023/24	2023/24	2023/24	2023/24	2023/24
	Target	Delivered	Variance	Target	Delivered	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	667	507	160	0	0	0
Corporate Services	325	325	0	0	0	0
	992	832	160	0	0	0

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

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

DEPARTMENT	2022/23 Budget	FACT FILE	2023/24 Proposed	2023/24 Delivered	2023/24 Variance	EFFICIENCY DESCRIPTION	REASON FOR VARIANCE
	£'000		£'000	£'000	£'000		

Managerial - Off Target

Chief Executive

People Management Division	3,095	Includes Payroll, People Services, Organisational Development, Employee Wellbeing , HR Development Team, Business and Project Support	75	0	75	Realignment of Division	No realignment has taken place to date to allocate this proposal against specific posts within the division
People Management division	3,095	Includes Payroll, People Services, Organisational Development, Employee Wellbeing , HR Development Team, Business and Project Support	35	0	35	£35k TIC additional income	Not likely to be possible until a commercial manager is in place
Regeneration division	4,547	Regeneration is a key priority for the council. The Division provides Business, employability, grant funding and skills support and advice. We also deliver physical regeneration projects throughout the county, including the Swansea Bay City Deal Pentre Awel Life Science and Wellness Village planned for Delta Lakes. The Regeneration Division is responsible for the management of land assets (those within the economic/commercial portfolio) of the Council, taking a strategic commercial view to ensure the portfolio is managed to meet the Council's economic development needs. The Division is also responsible for the delivery of the Council's Net Zero Carbon agenda.	30	0	30	£30k Staffing cost savings (possibly making use of external funding in place of current core funding);	No external funding identified to date
Statutory Services - Coroners	369		20	0	20	Discussion with Pembrokeshire CC on how costs can be economised including office accommodation (inquest files storage costs will remain) due to remote working. It is also planned to instigate talks with Glangwili hospital to formalise the arrangements regarding post mortems carried out of behalf of the Coroner and also to formalise a tender for Funeral Directors working on behalf of the Coroner. Both these proposals should generate future savings.	Costs for this service have risen dramatically in the last 9 months. The number of referrals to the Coroner have increased along with increased Post Mortem costs, mortuary costs, undertakers costs as well as toxicology and histology. As a result the service is expecting to be significantly overspent in 2023-24.

Chief Executive Total	160	0	160
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Policy - Off Target

NOTHING TO REPORT

DEPARTMENT	2022/23 Budget	FACT FILE	2023/24 Proposed	2023/24 Delivered	2023/24 Variance	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	

Managerial - On Target

Chief Executive

Chief Executive, Business and Executive Support	618	Office of the Chief Executive, business and executive support	35	35	0	Reduction of staffing within Business Support Unit
Chief Executive, Business and Executive Support	618	Office of the Chief Executive, business and executive support	30	30	0	Further reduction in staffing within business support unit
Information Technology	4,722	ICT Services underpins and contributes towards all that the Council delivers both internally as an organisation and externally to service users and communities, independently or in partnership. It is a vital function providing innovative opportunities for improving services and achieving our priorities in an efficient and effective way. IT Services is pivotal as an enabler of change and a vehicle for driving forward transformational improvement to all services. As we continually strive to deliver our solutions in an efficient manner and in line with our key Digital Strategies (Digital Transformation Strategy, Digital Technology Strategy, Digital Schools Strategy) our major savings in future years however will have to be found from our staffing budget. The work the service does significantly contribute to financial savings being delivered from revenue budgets held across the Authority by other service areas.	100	100	0	Reduction in the Hardware Replacement Programme. This will result in having to sweat the current assets and hardware estate we manage by extending the life of current stock. i.e. a laptop is scheduled to be replaced currently every 4 years based on industry advice and standards. This will have to be extended by 1-2 years presenting a risk as there will be a significant reduction in stock available in the replacement programme. This could reduce the quality of the excellent service that we have been providing to staff during COVID and hybrid-working and will likely increase hardware failures and disruption to staff working by extending life of current stock beyond what we currently have set in our Replacement Programme.
Corporate Policy	805		4	4	0	£4k from Policy which will see a reduction in budgets currently supporting admin, subsistence and meeting costs
Marketing & Media	542	Business Unit comprising of translation, marketing and tourism, contact centres, customer services, press and communications.	46	46	0	Review of Translation Unit
Marketing & Tourism Development	400		40	40	0	£40k reduction in activities that currently support the tourism sector.
Regeneration division	4,547	Regeneration is a key priority for the council. The Division provides Business, employability, grant funding and skills support and advice. We also deliver physical regeneration projects throughout the county, including the Swansea Bay City Deal Pentre Awel Life Science and Wellness Village planned for Delta Lakes. The Regeneration Division is responsible for the management of land assets (those within the economic/commercial portfolio) of the Council, taking a strategic commercial view to ensure the portfolio is managed to meet the Council's economic development needs. The Division is also responsible for the delivery of the Council's Net Zero Carbon agenda.	82	82	0	£10k - Econ Dev revenue budget cut - split 50/50 between Rural & Llanelli; £12k - Operational depots revenue budget cut; £30k - Admin building revenue budget cut; £30k - Property industrial premises budget cut
Regeneration division	4,547	Regeneration is a key priority for the council. The Division provides Business, employability, grant funding and skills support and advice. We also deliver physical regeneration projects throughout the county, including the Swansea Bay City Deal Pentre Awel Life Science and Wellness Village planned for Delta Lakes. The Regeneration Division is responsible for the management of land assets (those within the economic/commercial portfolio) of the Council, taking a strategic commercial view to ensure the portfolio is managed to meet the Council's economic development needs. The Division is also responsible for the delivery of the Council's Net Zero Carbon agenda.	130	130	0	Additional £60k staff saving cost. Additional £30k econ dev revenue budget cut – split 50/50 between Llanelli and rural. £40k through mothballing admin areas where vacant to reduce utility costs etc.
People Management division	3,095	Includes Payroll, People Services, Organisational Development, Employee Wellbeing , HR Development Team, Business and Project Support	40	40	0	£20k L&D reallocation of the SCDWP grant ; £20k HR payroll - introduction of a new AVC wise scheme.

Chief Executive Total	507	507	0
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Corporate Services

Financial Services

PRE LGR Pension Costs	1,816	Cost of Pre LGR Pension Costs	100	100	0	Reduction in call on budget over time
Bank Charges	66	Cost of Authority's Banking arrangements	5	5	0	Reduction in bank charges following negotiation of new contract
Treasury	-200 (income budget)		100	100	0	Increased investment returns from treasury activity - assumes recent increase in interest rates sustained and higher level of cash balances retained
Treasury & Pensions Section	77	Provision of a Treasury Management and Pension Fund Investments Service including statistical and legislative research and development work. The unit manages the strategic direction, formulates and implements Policy and Strategy and ensures the integrity of the Dyfed Pension Fund. The unit also manages the Dyfed Welsh Church Fund and Banking Services	15	15	0	Increase in external SLA income for work undertaken for Wales Pension Partnership
External Audit Fees	229	Cost of external audit fees	10	10	0	Reduction in external audit cost by maximising audit costs chargeable against grant schemes
Total Financial Services			230	230	0	

DEPARTMENT	2022/23 Budget	FACT FILE	2023/24 Proposed	2023/24 Delivered	2023/24 Variance	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	
Revenues & Financial Compliance						
Rates Relief	289	Cost to CCC of properties that are eligible and have successfully applied for discounts on their business rates	50	50	0	Demand is currently less than current budget provision
Council Tax Reduction Scheme	17,249	Low income households, if meet certain criteria are entitled to Council Tax reduction.	35	35	0	Aligning the budget to actual
Total, Revenues and Financial Compliance			85	85	0	
Corporate Services General						
Training Budget	60	Training budget set for the Department and to be used to support staff development / CPD - managed centrally by BSU	10	10	0	Reduce the sum available for the Department for training - current budget is £60k
Total Corporate Services General			10	10	0	
Corporate Services Total			325	325	0	

Policy - On Target

NOTHING TO REPORT

Savings Monitoring Report - 2022/23 brought forward
Corporate Performance and Resources Scrutiny Committee
12th December 2023

1 Summary position as at : 31st August 2023

£67 k variance from delivery target

	2022/23 Savings monitoring		
	2022/23	2022/23	2022/23
	Target	Delivered	Variance
	£'000	£'000	£'000
Chief Executive	67	0	67
Corporate Services	0	0	0
	67	0	67

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

Managerial
Policy

£67 k Off delivery target
£0 k ahead of target

	MANAGERIAL			POLICY		
	2022/23	2022/23	2022/23	2022/23	2022/23	2022/23
	Target	Delivered	Variance	Target	Delivered	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	67	0	67	0	0	0
Corporate Services	0	0	0	0	0	0
	67	0	67	0	0	0

3 Appendix F (iv): Savings proposals not delivered in 2022/23

DEPARTMENT	2021/22 Budget	FACT FILE	2022/23 Not achieved	2022/23 Delivered in 2023/24	2023/24 Variance	EFFICIENCY DESCRIPTION	REASON FOR VARIANCE
	£'000		£'000	£'000	£'000		

Managerial - Off Target

Chief Executive

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

NOTHING TO REPORT

COPORATE PERFORMANCE AND RESOURCES SCRUTINY COMMITTEE 12TH DECEMBER 2023

Subject

**Mid-Year Treasury Management and Prudential Indicator Report
1st April 2023 to 30th September 2023**

The Scrutiny Committee is asked to:-

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

Reasons:

To provide members with an update on the treasury management activities from 1st April 2023 to 30th September 2023.

Cabinet Decision Required YES

Council Decision Required YES

CABINET MEMBER PORTFOLIO HOLDER:- Cllr. A. Lenny

Directorate: Corporate
Services

Name of Director: Chris Moore

Report Author: Anthony
Parnell

Designations:

Director of Corporate
Services

Treasury and Pension
Investments Manager

Tel/ Email address:

Tel: 01267 224120 E Mail:
CMoore@carmarthenshire.gov.uk

Tel: 01267 224180 E Mail:
AParnell@carmarthenshire.gov.uk

EXECUTIVE SUMMARY

COPORATE PERFORMANCE AND RESOURCES SCRUTINY COMMITTEE 12TH DECEMBER 2023

SUBJECT

Treasury Management and Prudential Indicator Report 1st April 2023 to 30th September 2023

1. To provide members with an update on the treasury management activities from 1st April 2023 to 30th September 2023.

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

Signed: **C Moore**

Director of Corporate Services

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

1. Policy, Crime & Disorder and Equalities

Within the requirements of the Treasury Management Policy and Strategy Report 2023-2024

3. Finance

Gross interest earned on investments for the period amounted to £4.63m and interest paid on loans was £8.06m.

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

CONSULTATIONS

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

Signed: C Moore

Director of Corporate Services

(Please specify the outcomes of consultations undertaken where they arise against the following headings)

1. Scrutiny Committee request for pre-determination		Yes
Scrutiny Committee	Corporate Performance and Resources Committee	
Date the report was considered:-	12/12/2023	
Scrutiny Committee Outcome/Recommendations:-		

2. Local Member(s)

N/A

3. Community / Town Council

N/A

4. Relevant Partners

N/A

5. Staff Side Representatives and other Organisations

N/A

CABINET MEMBER PORTFOLIO HOLDER(S) AWARE/CONSULTED YES		
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
CIPFA Treasury Management in the Public Services - Code of Practice Revised 2017		County Hall, Carmarthen

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MID YEAR TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT

1ST April 2023 – 30TH September 2023

A. TREASURY MANAGEMENT REPORT

1. Introduction

The Treasury Management Policy and Strategy for 2023-2024 was approved by Council on 1st March 2023. Section B 1.1(2) stated that Treasury Management activity reports would be made during the year. This report outlines the Treasury Management activities in the period 1st April 2023 to 30th September 2023 and satisfies the reporting requirement stated above.

2. Economic update

In its latest monetary policy meeting on 20 September 2023, the Bank of England left interest rates unchanged at 5.25%. The weak August CPI inflation release, the recent loosening in the labour market and the downbeat activity surveys appear to have convinced the Bank of England that it has already raised rates far enough.

As the growing drag from higher interest rates intensifies over the next six months, our advisors think the economy will continue to lose momentum and soon fall into a mild recession. Strong labour demand, fast wage growth and government handouts have all supported household incomes over the past year. With CPI inflation past its peak and expected to decline further, the economy has got through the cost-of-living crisis without recession. It is expected that the Bank of England will keep interest rates at the probable peak of 5.25% until the second half of 2024.

3. Prospects for Interest Rates

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

	Dec 2023	Mar 2024	Jun 2024	Sep 2024	Dec 2024
Base Rate %	5.25	5.25	5.25	5.00	4.50

(Source: LINK Asset Services)

Link Asset Services undertook its last review of interest rate forecasts on 27th September 2023 after the MPC meeting on 20th September 2023, where the decision was made to leave the Bank Rate unchanged at 5.25%.

The revised 3 year projection based on this review is:

	2023-24	2024-25	2025-26
	%	%	%
Revised Average Bank Rate	5.19	4.69	3.00
Original Average Bank Rate (TM Strategy 2023-24)	4.44	3.63	2.69

4. Investments

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

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

The total investments at 1st April 2023 and 30th September 2023 analysed between Banks, Building Societies, Local Authorities and Money Market Funds, are shown in the following table:

Investments	01.04.23				30.09.23			
	Call and notice	Fixed Term	Total		Call and notice	Fixed Term	Total	
	£m	£m	£m	%	£m	£m	£m	%
Banks	27.50	14.00	41.50	28	27.50	14.00	41.50	23
Building Societies	0.00	7.00	7.00	5	0.00	7.00	7.00	4
Money Market Funds	40.00	0.00	40.00	27	45.00	0.00	45.00	25
DMADF (DMO)	0.00	20.00	20.00	13	0.00	67.50	67.50	37
Local Authorities	0.00	40.00	40.00	27	0.00	20.00	20.00	11
TOTAL	67.50	81.00	148.50	100	72.50	108.50	181.00	100

Investments on call are available immediately on demand. Fixed term investments are fixed to a maturity date. The current longest investment is maturing on 5th July 2024.

During the period the total investments made by the Council and repaid to the Council (turnover) amounted to £879.50m. This averaged approximately £33.64m per week or £4.81m per day. A summary of turnover is shown below:

	£m
Total Investments 1st April 2023	148.50
Investments made during the quarter	456.00
Sub Total	604.50
Investments Repaid during the quarter	(423.50)
Total Investments at 30 September 2023	181.00

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

Benchmarks are widely used to assess investment performance. For the period under review the average "90-day un compounded SONIA rate" was 4.44% whereas the actual rate the Council earned was 4.40%, a marginal under performance of 0.04%.

The average gross interest earned on investments for the period amounted to £4.63m. This includes £859k interest on the average balance of £39m held for the Swansea Bay City Deal region.

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

5. Security, Liquidity and Yield (SLY)

Within the Treasury Management Strategy Statement for 2023-2024, the Council's investment priorities are:

- Security of Capital
- Liquidity and
- Yield

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

Attached at Appendix 1 is the Investment Summary and Top 10 Counterparty Holdings as at 30th September 2023.

6. Borrowing

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

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

The total loans at 1st April 2023 and 30th September 2023 are shown in the following table:

Loans	Balance at 01.04.23 £m	Balance at 30.09.23 £m	Net Increase/ (Net Decrease) £m
Public Works Loan Board (PWLB)	397.61	389.61	(8.00)
Market Loan	3.00	3.00	0.00
Salix, Invest to Save, HILS & TCL	9.96	9.82	(0.14)
TOTAL	410.57	402.43	(8.14)

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

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

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

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

6.1 New Borrowing

No new loans were borrowed during the period.

6.2 Interest Paid

Interest paid on loans during the period was:

PWLB Interest Paid £m	Market Loan Interest Paid £m	Total Interest Paid £m
7.99	0.07	8.06

7. Rescheduling and Premature Loan Repayments

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

8. Leasing

No leases were negotiated during the period 1st April 2023 to 30th September 2023.

B. PRUDENTIAL INDICATOR REPORT

1. Prudential Indicators

As part of the 2023-2024 Budget and the Treasury Management Policy and Strategy 2023-2024, the Council adopted a number of Prudential Indicators. These Indicators are designed to ensure that any borrowing or other long-term liabilities entered into for capital purposes were affordable, sustainable and prudent.

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

1.1 Affordability Prudential Indicator

1.1.1 Ratio of Financing Costs to Net Revenue Stream

The indicator set for 2023-2024 in the Budget was:

	2023-2024 %
Non-HRA	3.45
HRA	28.03

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

1.2 Prudence Prudential Indicators

1.2.1 Capital Financing Requirement (CFR)

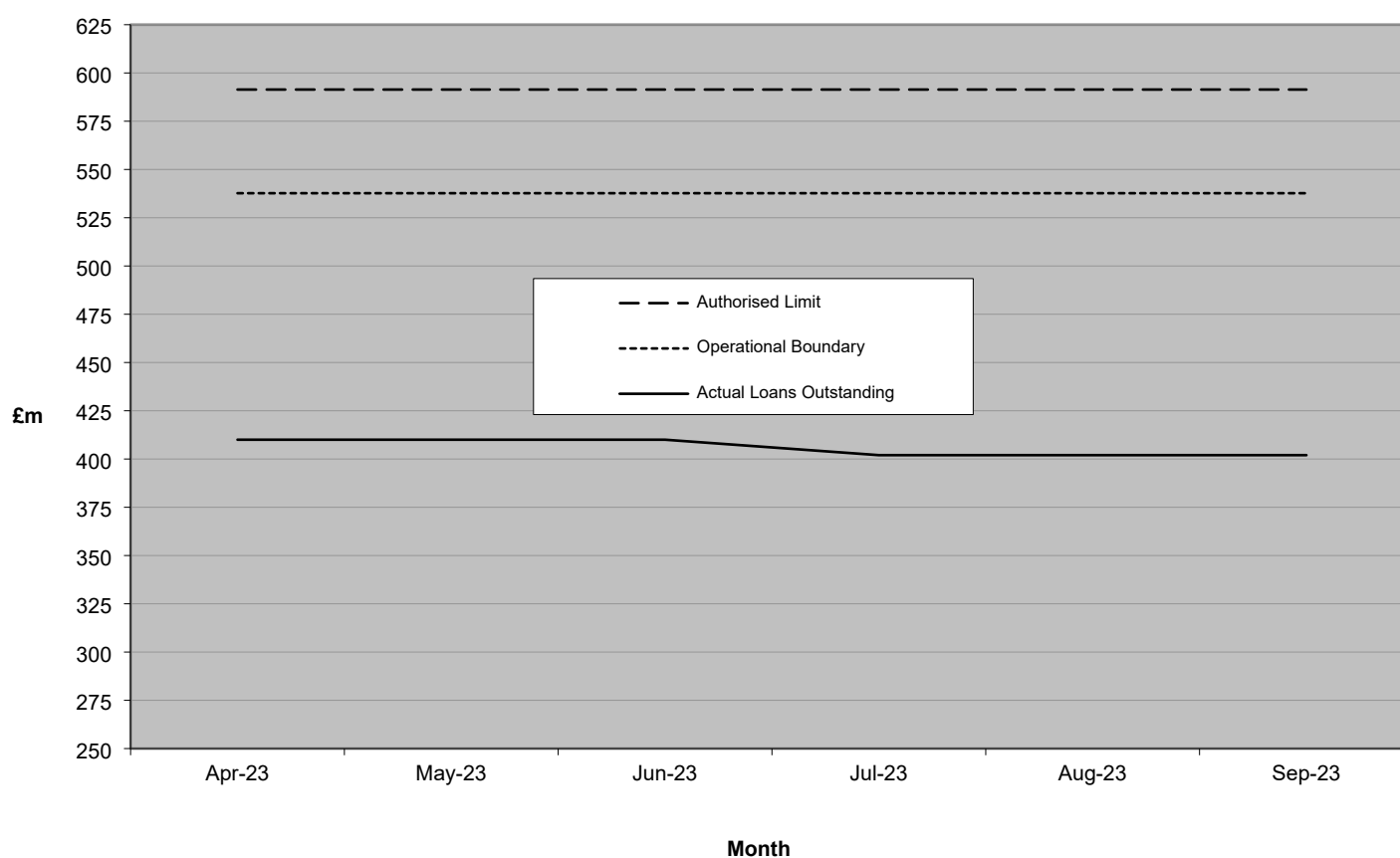
The Director of Corporate Services reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator.

	2023-2024 Estimate £m	As at 30.09.23 £m	2023-2024 Forecast £m
Capital Financing Requirement			
CFR - non housing	305	290	290
CFR - housing	166	167	167
CFR - housing subsidy buy-out	67	67	67
Total CFR	538	524	524

1.2.2. Authorised Limit and Operational Boundary

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

	Authorised Limit for External Debt		Operational Boundary for External Debt	
	2023-24	2023-24	2023-24	2023-24
	Estimate	Forecast	Estimate	Forecast
	£m	£m	£m	£m
Borrowing	590.9	590.9	537.6	537.6
Other Long-Term Liabilities	0.5	0.5	0.1	0.1
Total	591.4	591.4	537.7	537.7



	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
	£m	£m	£m	£m	£m	£m
Authorised Limit	591.4	591.4	591.4	591.4	591.4	591.4
Operational Boundary	537.7	537.7	537.7	537.7	537.7	537.7
Loans Outstanding	410	410	410	402	402	402

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

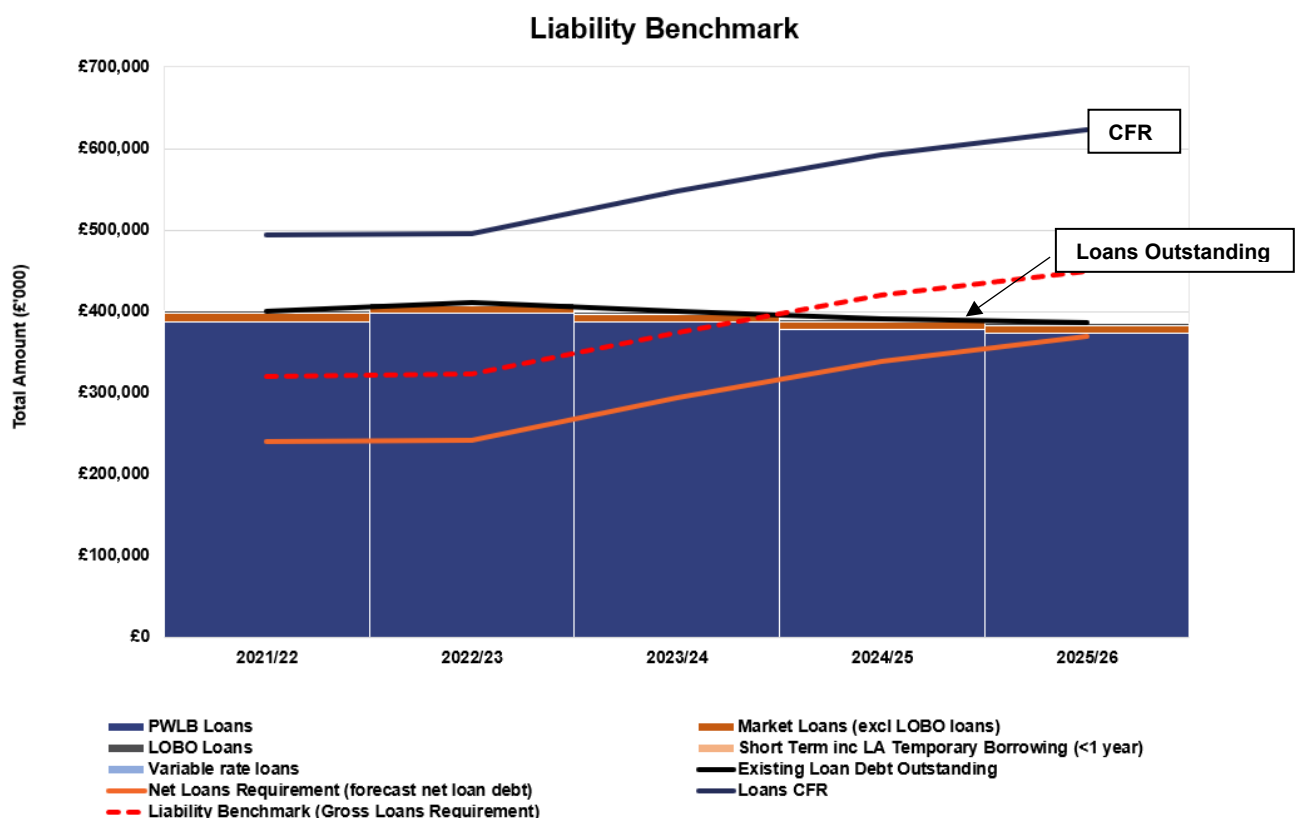
1.3 Liability Benchmark

1.3.1 Liability Benchmark

A new Prudential Indicator for 2023/2024 is the Liability Benchmark. The Council is required to estimate and measure the Liability Benchmark for the forthcoming year and the following two years. The liability benchmark is a measure of how well the existing loans portfolio matches the Council's planned borrowing needs.

There are four components to the Liability Benchmark:

- **Existing Loan Debt Outstanding:** The Council's existing loans that are still outstanding in future years.
- **Loans CFR:** This is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned Minimum Revenue Provision (MRP).
- **Net Loans Requirement:** This will show the Council's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecasted.
- **Liability Benchmark:** This equals net loans requirement plus short-term liquidity allowance.



The purpose of this prudential indicator is to compare the Council's existing loans outstanding (the black line) against its future need for loan debt, or liability benchmark (the red line). If the black line is below the red line, the existing portfolio outstanding is less than the loan debt required, and the Council will need to borrow to meet the shortfall. If the black line is above the red line, the Council will (based on its current plans) have more debt than it needs, and the excess will have to be invested. The chart therefore tells a Council how much it needs to borrow, when, and to want maturities to match its planned borrowing needs.

2.1 Treasury Management Prudential Indicators

2.1.1 Interest Rate Exposure

Position as at 30th September 2023:

	Fixed Interest Rate £m	Variable Interest Rate £m	TOTAL £m
Borrowed	399.42	3.00	402.42
Invested	(108.50)	(72.50)	(181.00)
Net	290.92	(69.50)	221.42
Limit	512.00	51.00	
Proportion of Net Borrowing Actual	131.38%	(31.38)%	100.00%
Limit	150.00%*	5.00%	

The authority is within limits set by the 2023-2024 indicators.

2.1.2 Maturity Structure of Borrowing

	Structure at 30.09.23 %	Upper Limit %	Lower Limit %
Under 12 months	0.04	15	0
12 months to 2 years	2.84	15	0
2 years to 5 years	6.13	50	0
5 years to 10 years	8.56	50	0
10 years to 20 years	21.62	50	0
20 years to 30 years	22.12	50	0
30 years to 40 years	21.54	50	0
40 years and above	17.15	50	0

The authority is within the limits set by the 2023-2024 indicators.

2.1.3 Maximum Principal Sums Invested Longer than 365 Days

	2023-2024 £m
Limit	10
Actual as at 30 th September 2023	NIL

RECOMMENDATION

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

Glossary of terms:

CFR - Capital Financing Requirement - a measure of the Council's underlying need to borrow to fund capital expenditure.

DMADF - Debt Management Agency Deposit Facility - deposit facility run by the Debt Management Office (**DMO**) which is part of the HM Treasury, taking deposits at fixed rates for up to 6 months.

MMF - Money Market Fund - a 'pool' of different types of investments managed by a fund manager that invests in lightly liquid short term financial instruments with high credit rating.

MPC - Monetary Policy Committee - is a committee of the Bank of England, which meets for three and a half days, eight times a year, to decide the official interest rate in the United Kingdom (the Bank of England Base Rate).

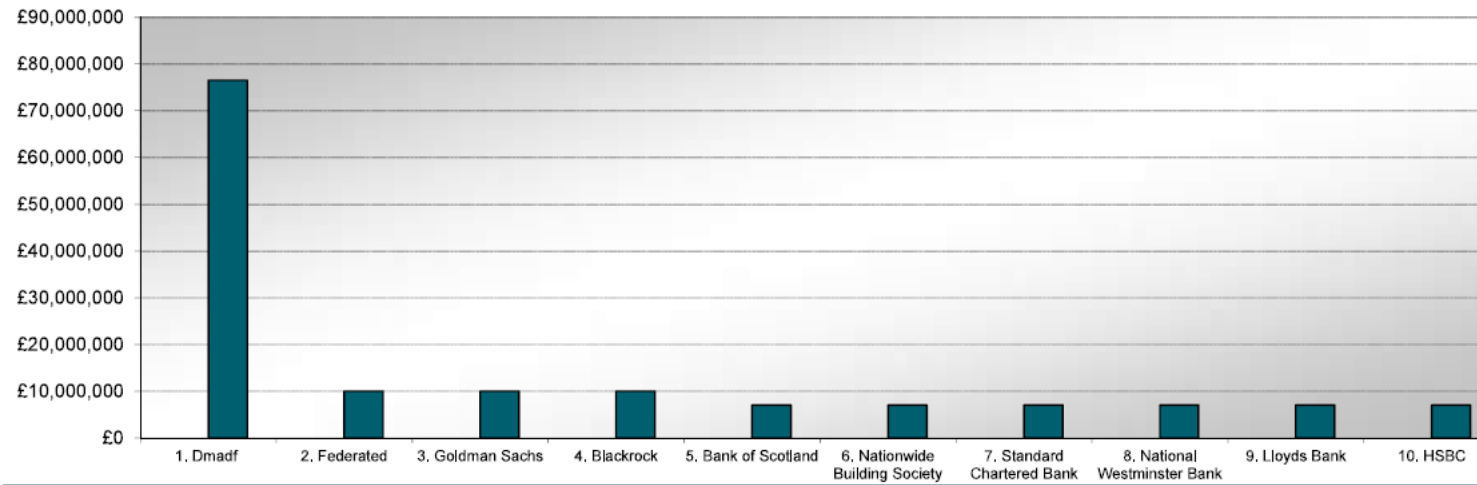
PWLB – Public Works Loans Board - an Executive Government Agency of HM Treasury from which local authorities and other prescribed bodies may borrow.

SONIA - Sterling Overnight Interbank Average Rates – is a widely used benchmark based on actual transactions and reflects the average of the interest rates that banks pay to borrow Sterling overnight from other financial institutions and other institutional investors.

Top 10 Counterparty Holdings

Carmarthenshire County Council

Counterparty	Principal	% of Total Holding	WAM (Days)	WAYield	WADefault
1. Dmadf	£67,500,000	45.15%	38	5.28%	0.002%
2. Deutsche Bank	£10,000,000	6.69%	1	5.12%	0.000%
3. Blackrock	£10,000,000	6.69%	1	5.20%	0.000%
4. Goldman Sachs	£10,000,000	6.69%	1	5.17%	0.000%
5. Federated	£10,000,000	6.69%	1	5.30%	0.000%
6. Bank of Scotland	£7,000,000	4.68%	1	4.83%	0.000%
7. Nationwide Building Society	£7,000,000	4.68%	27	3.58%	0.007%
8. Lloyds Bank	£7,000,000	4.68%	279	6.22%	0.072%
9. Standard Chartered Bank	£7,000,000	4.68%	1	5.43%	0.000%
10. National Westminster Bank	£7,000,000	4.68%	179	4.55%	0.046%

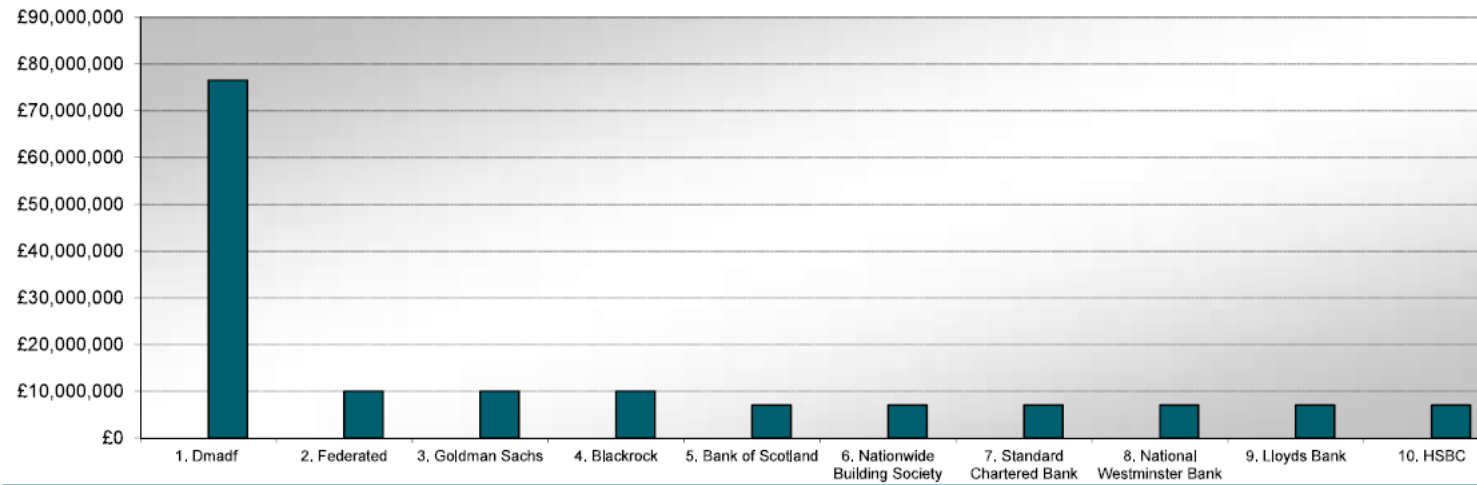


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Top 10 Counterparty Holdings

Carmarthenshire County Council

Counterparty	Principal	% of Total Holding	WAM (Days)	WAYield	WADefault
1. Dmadf	£67,500,000	45.15%	38	5.28%	0.002%
2. Deutsche Bank	£10,000,000	6.69%	1	5.12%	0.000%
3. Blackrock	£10,000,000	6.69%	1	5.20%	0.000%
4. Goldman Sachs	£10,000,000	6.69%	1	5.17%	0.000%
5. Federated	£10,000,000	6.69%	1	5.30%	0.000%
6. Bank of Scotland	£7,000,000	4.68%	1	4.83%	0.000%
7. Nationwide Building Society	£7,000,000	4.68%	27	3.58%	0.007%
8. Lloyds Bank	£7,000,000	4.68%	279	6.22%	0.072%
9. Standard Chartered Bank	£7,000,000	4.68%	1	5.43%	0.000%
10. National Westminster Bank	£7,000,000	4.68%	179	4.55%	0.046%



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CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE 12 DECEMBER 2023

SCRUTINY ACTIONS UPDATE

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

To consider and comment on the following issues:

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

Reasons:

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

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

CABINET MEMBER PORTFOLIO HOLDER:- Not Applicable

Directorate:

Chief Executive

Name of Head of Service:

Linda Rees Jones

Report Author:

Martin S. Davies

Designations:

Head of Administration and Law

Democratic Services Officer

Tel Nos./ E Mail Addresses:

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01267 224059

MSDavies@carmarthenshire.gov.uk

EXECUTIVE SUMMARY
CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE
12 DECEMBER 2023

Scrutiny Actions Update

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

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

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

Signed: Linda Rees Jones

Head of Administration and Law

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

CONSULTATIONS

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

Signed: Linda Rees-Jones

Head of Administration and Law

1. Local Member(s) - N/A

2. Community / Town Council – N/A

3. Relevant Partners - N/A

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

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

NO

N/A

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

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

THERE ARE NONE

Corporate Performance and Resources Scrutiny Actions 2023-2024

Ref No	Meeting Date	Recommendation / Action / Referral	Description	Progress Update	Member / Officer	Status
CPR 01 - 23/24	3rd May 2023	ACTION	CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE FORWARD WORK PLAN FOR 2023/24 RESOLVED that arrangements be made for the Committee to receive a report and presentation on the operation of the Council's contact centres at an informal session.	Report being prepared	Deina Hockenhull, Media and Marketing Manager / Eifion Davies, Contact Centre Manager	COMPLETED
CPR02 - 23/24	18th October 2023	ACTION	In response to a query, the Business Support Manager confirmed that a written response would be provided to the Committee, explaining as to why there was an increase in the number of death registrations in Carmarthenshire during 2022/23, including an increase in cases requiring coronial involvement.	Information being prepared	Andrea Rowlands, Civil Registration Manager	COMPLETED
CPR03 - 23/24						
CPR04 - 23/24						

Agenda Item 9

Corporate Performance & Resources Scrutiny Committee
12 December 2023

**Carmarthenshire Public Services Board (PSB) Minutes –
October 2023**

THE SCRUTINY COMMITTEE IS ASKED TO:-

Review and assess the information contained in minutes from the PSB meeting on the 3 October 2023 and provide any recommendations, comments, or advice to the Cabinet Member and / or Director.

Reason(s)

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

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

Directorate: Chief Executive

Name of Head of Service:

Jason Jones

Report Author:

Gwyneth Ayers

Designations:

Head of Regeneration, Policy &
Digital

Corporate Policy, Performance &
Partnership Manager

Tel Nos.

E Mail Addresses:

JaJones@carmarthenshire.gov.uk

GAyers@carmarthenshire.gov.uk

EXECUTIVE SUMMARY

Carmarthenshire Public Services Board (PSB) Minutes – October 2023

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

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

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

The minutes of the October 2023 Carmarthenshire PSB meeting were approved by the PSB at its 28 November 2023 meeting.

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

DETAILED REPORT ATTACHED?	YES
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IMPLICATIONS

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

Signed: Jason Jones, Head of Regeneration, Policy & Digital

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

1. Policy, Crime & Disorder and Equalities

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

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

CABINET MEMBER PORTFOLIO HOLDER(S) AWARE/CONSULTED YES		Cllr. Darren Price, Leader – chair of Carmarthenshire PSB
Section 100D Local Government Act, 1972 – Access to Information List of Background Papers used in the preparation of this report: THESE ARE DETAILED BELOW		
Title of Document	File Ref No.	Locations that the papers are available for public inspection
SPSF 3 – Guidance on the collective role through public services boards		Cymraeg http://gov.wales/docs/desh/publications/161111-spsf-3-collective-role-cy.pdf English http://gov.wales/docs/desh/publications/161111-spsf-3-collective-role-en.pdf
Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards		Cymraeg http://gov.wales/docs/dpsp/publications/170817-public-services-boards-guidance-cy.pdf English http://gov.wales/docs/dpsp/publications/170817-public-services-boards-guidance-en.pdf

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10am, Tuesday, 3 October 2023
County Hall, Carmarthen

MINUTES	
Present	
Name	Organisation
Cllr Darren Price (Chair)	Carmarthenshire County Council
Mydrian Harries	Mid & West Wales Fire and Rescue Service
Huwel Manley	Natural Resources Wales
Ardiana Gjini	Hywel Dda University Health Board
Phil Kloer	Hywel Dda University Health Board
Carys Morgans	Office for the Police and Crime Commissioner
Andrew Charles	Welsh Government
Marie Mitchell	Carmarthenshire Association of Voluntary Services
Andrew Cornish	Coleg Sir Gâr

In attendance	
Name	Organisation
Gwyneth Ayers	Carmarthenshire County Council
Llinos Evans	Carmarthenshire County Council
Kate Harrop	Carmarthenshire County Council
Amy Richmond	Mid & West Wales Fire and Rescue Service

1. Welcome, Introductions and Apologies

Apologies	
Name	Organisation
Gwilym Dyfri Jones	University of Wales Trinity Saint David
Linda Jones	Regional Partnership Board
Cllr John Davies	Mid & West Wales Fire and Rescue Service

Cllr Darren Price, Chair, welcomed everyone to the meeting, particularly Ardiana Gjini as a new representative from the Health Board.

He advised that Superintendent Ross Evans was going to be late joining the meeting.

2. Tyisha Regeneration Update

The PSB received a presentation from Lorena Alvarez and Aron Evans from the Council's Tyisha Regeneration Team.

Tyisha 2 is ranked the most deprived area in Carmarthenshire and 17th across Wales. Tyisha also has one of the highest crime rates in the county. There has been a focus on partnership working in the Tyisha ward since 2017. A community consultation was undertaken that year which asked the local community what their main concerns were. A dedicated team was established in 2019 and workstreams set up to address the key areas identified by the community – housing and regeneration, environment and transport, crime and disorder, children, family and community and community engagement.

An overview was given of the numerous and significant achievements to date, range of work being undertaken relating to these areas and future priorities.

The work in the ward by the team and partners was praised.

Discussion took place around the work with communities to ensure projects were sustainable and could be led by the community going forward, the difficulty in measuring the impact of the project as much of it is preventative, and it was noted that community development work impacts on adjacent wards. It was noted that Tyisha was a pilot area for the Health Board led social model of health and well-being project.

Huwel Manley suggested the possibility of engaging with private sector developers as there were opportunities in doing so.

In discussion about the timing of the project and scope for it to work in other areas, it was confirmed that this 5-year project has been funded by the Council's Housing Revenue Account due to the specific circumstances of the ward. The end of the project centres around the timing of the housing development. While it could be considered for replication in other areas, funding would need to be identified.

Andrew Charles advised that Welsh Government is looking at its communities policy to understand what multi-agency responses look like in practice and consider how these link in with Well-being Objectives and next steps. He asked if there had been any interventions from the community in Tyisha which were innovative. The team replied that third sector organisations were now working better together, being supported to take on roles and there was more networking.

ACTION	
Forward to the <u>Tyisha regeneration team</u> contact details of private sector developer referred to	Huwel Manley
Pass on details to the Tyisha regeneration team of any additional community groups they could engage with	ALL
Circulate Tyisha regeneration presentation	PSB Support Team

Phil Kloer left the meeting, advising that in future, the Health Board would send only one representative.

Well-being Objective: Helping to create bilingual, safe and diverse communities

3. Our progress so far

Recent changes in PSB membership had resulted in new representatives from the Police, DWP, UWTSD, Health Board, RPB and Fire Authority. A presentation from Llinos Evans from the PSB Support Team welcomed the new members and gave the context around the PSB.

Key points covered included:

- The publication of the PSB's Well-being Assessment and Well-being Plan (2023-2028)
- Overview of key recent and current activity such as work on the Assessment with Ceredigion and Pembrokeshire PSBs and community engagement
- Work with Welsh Government, the Future Generations Commissioner and his office
- The five Well-being Objectives contained in the Well-being Plan
- The key steps identified over three phases in the Plan to ensure its delivery
- Agreed task and finish approach to progress delivery of the Plan.

ACTION

Circulate Well-being Assessment to new PSB members

PSB Support Team

Well-being Objective: Tackling poverty and its impacts

4. Phase 1: To identify and action opportunities for PSB organisation staff to Make Every Contact Count (MECC) with improved signposting and referral to support services.

5. Phase 1: Building on advice services and support for residents through the Council Hwb, by developing opportunities for collaboration across PSB organisations.

Members were advised that they were going to be asked to agree the draft terms of reference circulated for each of the three proposed task and finish groups, to consider representation on those groups from their organisations and any relevant existing projects, strategies and plans organisations had undertaken or were doing.

The topics for these task and finish groups were included in the Well-being Plan for completion in Phase 1 (2023-24). Each of the topic areas were discussed.

An outline of the MECC initiative was given – it recognises that all partners have day to day contact with our residents and there are opportunities, as services, to improve well-being by delivering both our key messages and those of our partners.

The Chair suggested that the two groups addressing MECC and the Council Hwb could be aligned as partner representatives were likely to overlap and this was supported by the other members of the PSB.

Mydrian Harries outlined the previous project work undertaken in partnership on MECC, and the experience of the Fire and Rescue Service in particular. Training had been provided for front-line staff from partner agencies to enable them to deliver relevant key messages to local residents.

Carys Morgans referred to the national work undertaken by the Police on the 'Right Care Right Person' model which could provide some learning.

Well-being Objective: Ensuring a sustainable economy and fair employment

6. Phase 1: Planning for our future workforce by working collaboratively to promote job and career opportunities in the public sector.

Discussion focused on the need to identify areas where partners can work together more to promote public sector as employer to young people, considering different ways to engage and particularly focussing on the 16-18 age group. It was suggested that age group may be too late as need to influence GCSE choices.

The importance of providing opportunities through the medium of Welsh, the use of apprenticeships and attracting people back to the county were raised. There is a need to create an environment to bring people back to Carmarthenshire to work.

Jobs should be promoted but it is also important to ensure upskilling so that we can compete with higher salaries outside of the county. Reskilling older people is also key.

It was noted that staff do move between public services as their employer.

Mydrian Harries referred to the Public Sector Cluster Group for workforce planning and the network to be established for future career planning, details to be circulated.

Discussion moved on to the terms of reference. The draft terms of reference for the task and finish groups were agreed.

It is hoped that the first meetings of the groups will take place before the next PSB meeting in November and updates on progress will be provided. The first meeting of each group may be facilitated by the Co-Production Network.

Progress reports from the task and finish groups will be scheduled to ensure regular updates to the PSB.

Members were asked to nominate a representative for each of the task and finish groups and consider if they would like to put themselves forward to be a Chair of one of the groups.

It was noted that other task and finish groups will be established, which we'll discuss those at the Nov meeting, such as electric vehicle charging.

ACTION	
Nominate representatives for the task and finish groups and note their interest in being Chair for any of the groups if appropriate	ALL
New members to contact the PSB Support Team for any assistance required	New PSB members
Provide details of the 'Right Care Right Person' model	Carys Morgans
Provide details of Public Sector Cluster Group for workforce planning and the network to be established for future career planning	Mydrian Harries
Agenda item for next meeting to include progress reports from the task and finish groups and consideration of additional groups required	PSB Support Team

7. Minutes and Matters Arising

18 July 2023

The minutes were accepted as a true and accurate record.

Action Log

Updates were provided on previous actions.

8. Any Other Business

Co-production Wales Training Opportunities

Members are aware of the assistance provided to the region's PSBs on community engagement as a result of Project Dewi.

A range of training opportunities on co-production are available for PSB members and their staff including creating opportunities and working with seldom heard groups.

Dates can be arranged for training sessions to include Ceredigion and Pembrokeshire colleagues.

ACTION

Circulate information on the co-production training available	PSB Support Team
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The Chair thanked all partners for their contribution to the situation at the Stradey Park Hotel.

Due to Wendy Phillips currently being off work, members were asked to direct any queries to the PSB mailbox – psb@carmarthenshire.gov.uk

9. Dates of future meetings

- 28 November 2023 (3pm) – virtual

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Corporate Performance and Resources Scrutiny Meeting 12 DECEMBER 2023

2023/24 Quarter 2 - Performance Report (01/04/23-30/09/23) relevant to this Scrutiny

Purpose:

To examine the report for monitoring purposes.

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.

Reasons:

- Authorities are under a general duty to make arrangements to monitor performance.
- We need to demonstrate to citizens, members and regulators how performance is managed, and appropriate interventions implemented

CABINET MEMBER PORTFOLIO HOLDER:

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

Directorates:	Designations:	Tel Nos./ E-Mail Addresses:
Names of Heads of Service:		
Jason Jones	Head of Regeneration, Policy and Digital	01267 242336 JaJones@carmarthenshire.gov.uk
Paul Thomas	Assistant Chief Executive (People Management)	01267246123 prthomas@carmarthenshire.gov.uk
Linda Rees-Jones	Head of Administration & Law	01267224010 lrjones@carmarthenshire.gov.uk
Randal Hemingway	Head of Financial Services	01267224886 rhemingway@carmarthenshire.gov.uk
Helen L. Pugh	Head of Revenues and Financial Compliance	01267246223 hlpugh@carmarthenshire.gov.uk
Amanda Edwards	Electoral & Civic Registration Manager	01269 228609 AMEdwaqrd@carmarthenshire.gov.uk
Deina Hockenhull	Media and Marketing Manager	01267 224654 DMHockenhull@carmarthenshire.gov.uk
Report Author:		
Rob James	Strategic Performance Manager	01267 224486 RNJames@carmarthenshire.gov.uk
Tracey Thomas	Principal Business Development Officer	TrThomas@carmarthenshire.gov.uk

EXECUTIVE SUMMARY

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY

2023/24 Quarter 2 - Performance Report relevant to this Scrutiny

BRIEF SUMMARY OF PURPOSE OF REPORT

This report shows the progress as at the end of Quarter 2 - 2023/24 of our deliverables (Actions and Measures) linked to the Corporate Strategy and our Well-being Objectives.

Corporate Strategy 2022-2027

WBO 1	Enabling our children and young people to have the best possible start in life (Start Well)	
WBO1a	Thematic Priority: Healthy Lives – prevention /early intervention	
WBO1b	Service Priority: Early years	
WBO1c	Service Priority: Education	
WBO 2	Enabling our residents to live and age well (Live & Age Well)	
WBO2a	Thematic Priority: Tackling Poverty	
WBO2b	Service Priority: Housing	
WBO2c	Service Priority: Social Care	
WBO 3	Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)	
WBO3a	Thematic Priority: Economic Recovery and Growth	
WBO3b	Thematic Priority: Decarbonisation & Nature Emergency	
WBO3c	Thematic Priority: Welsh Language & Culture	
WBO3d	Thematic Priority: Community Safety, Resilience and Cohesion	
WBO3e	Service Priority: Leisure & Tourism	
WBO3f	Service Priority: Waste	
WBO3g	Service Priority: Highways & Transport	
WBO 4	To further modernise and develop as a resilient and efficient Council (Our Council)	
WBO4a	Organisational Transformation - Overarching	
WBO4b	Organisational Transformation - Efficiencies and Value for Money	
WBO4c	Organisational Transformation - Income & Commercialisation	
WBO4d	Organisational Transformation - Workplace	
WBO4e	Organisational Transformation - Workforce	
WBO4f	Organisational Transformation - Service Design & Improvement	
WBO4g	Organisational Transformation - Customers & Digital Transformation	
WBO4h	Organisational Transformation - Decarbonisation and Biodiversity	
WBO4i	Organisational Transformation - Schools	
5	Core Business Enablers	
5a	Information and Communication Technology (ICT)	
5b	Marketing & Media including customer services	
5c	Legal	
5d	Planning	
5e	Finance	
5f	Procurement	
5g	Internal Audit	
5h	People Management	
5i	Democratic Services	
5j	Policy & Performance	
5k	Electoral Services & Civil Registration	
5l	Estates & Asset Management	
5m	Risk Management	
5n	Business Support	

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

Signed:

Jason Jones	Head of Regeneration, Policy & Digital
Paul Thomas	Assistant Chief Executive (People Management)
Linda Rees-Jones	Head of Admin & Legal
Randal Hemingway	Head of Financial Services
Helen L. Pugh	Head of Revenues and Financial Compliance
Jason Jones	Head of Regeneration

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

1. Policy, Crime & Disorder and Equalities

The Well-being of Future Generations (Wales) Act 2015 requires public bodies *to take all reasonable steps to meet their Well-being Objectives*.

The **Local Government and Elections Wales Act 2021** places specific duties for the Council:

Duty	Response
Duty to keep performance under review	We will maintain quarterly performance monitoring throughout the year. This report addresses this duty
Duty to report on performance – based on self-assessment approach	We are addressing this duty in our Annual Report on our progress on our Corporate Strategy and Well-being Objectives and as part of our monitoring arrangements. We must self-assess the extent to which we are meeting our ‘ <i>performance requirements</i> ’: <ol style="list-style-type: none"> 1. exercising our functions effectively. 2. using our resources economically, efficiently and effectively. 3. governance is effective for securing the above.
Duty to arrange a panel performance assessment	This duty comes into force from May 2022. We must arrange for a panel to undertake an assessment, at least once during the period between two consecutive ordinary elections of councillors to the council, of the extent to which the council is meeting the performance requirements.
Duty to respond to a panel performance assessment report	

2. Legal

In our published Well-being Statement, we are committed to monitor our Well-being Objective action plans.

CABINET PORTFOLIO HOLDER(S) 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:

Title of Document	Locations that the papers are available for public inspection
Corporate Strategy 2022-2027 <i>Developing Carmarthenshire Together: One Council, One Vision, One Voice</i>	corporate-strategy-2022-27.pdf (gov.wales)

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Scrutiny measures & actions full monitoring report

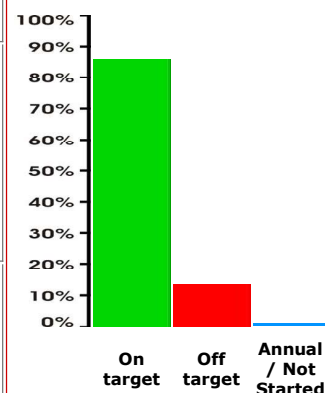
Corporate Performance & Resources scrutiny - at Half Year 2023/24

Filtered by:
Organisation - Carmarthenshire County Council
Source document - Corporate Strategy 2023/24

The table below provides a summary progress against target for the Actions and Measures contained within the selected document

		Total	On target	Off target	Not reported	Not available	Annual / Not started	% on target	Overall % on target
WBO2.Enabling our residents to live and age well (Live & Age Well)	Measures	4	3	1	0	0	0	75%	75%
WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)	Actions	12	12	0	0	N/A	0	100%	82%
	Measures	5	2	3	0	0	0	40%	
WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)	Actions	16	16	0	0	N/A	0	100%	96%
	Measures	7	6	1	0	0	0	86%	
5.Core Business Enablers	Actions	44	43	1	0	N/A	0	98%	84%
	Measures	25	15	9	0	0	1	60%	
Overall Performance	Actions and Measures	113	97	15	0	0	1	86%	

Performance against Target




There are three measures without a target set which are not included in the above table, details of which can be seen on page 21


OFF TARGET

ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5e - Finance			
Action	16402	Target date	31/03/2024
Action promised	Ensure the Council manages its budgets effectively and prudently		
Comment	Off target based on very significant departmental overspend - August monitoring £8m. partial offset from underspend on capital charges. Also very significant draw on School balances (£8-9m forecast vs £11m held at year end). Officer working group led by Deputy CEX investigating Childrens services overspends to identify corrective action. Schools financial sustainability has been promoted by S151 Officer in summer Headteacher conference already and this will be reiterated in October conference		
Remedial Action	Officer working group led by Deputy CEX investigating Childrens services overspends to identify corrective action. Schools financial sustainability has been promoted by S151 Officer in summer Headteacher conference already and this will be reiterated in October conference		
Service Head: Randal Hemingway		Performance status: Off target	⚠️



Theme: 5.Core Business Enablers							
Sub-theme: 5h - People Management							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of staff that took part in the Annual Employee Engagement survey 1.3.4.6	Not applicable		New measure	--	--	--	Target: 22.5 Result: 18.0 Calculation: (1475÷8194) × 100
Comment	Despite using a range promotion methods and avoiding the schools' end of term date the take up was lower this year. Reasons may include: an Estyn inspection held during survey period that generated its own survey, Communities held a "rate your employer" survey before the annual staff survey, this survey went into more detail about which Division individuals worked in and we asked the equalities monitoring question - all these tmay have affected people's willingness to take part. In addition, people may not have read the 2022/23 progress article that was published just before the survey was launched which may have affected their interest too.						
Remedial Action	We will review our communication / promotion methods prior to the next (3rd) annual survey to ensure we reach more staff groups. Demonstrate that we are listening by responding to the feedback in a timely manner, which will also hopefully encourage more people to take part.						
Service Head: Paul R Thomas			Performance status: Off target				☹️
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of people that are proud to work for the Council (Annual Employee Engagement survey) (Average Index Score) 1.3.4.7	Not applicable		New measure	--	--	--	Target: 1.10 Result: 1.06
Comment	Despite being off target, which may have been too challenging, the result has improved on last year.						
Remedial Action	Demonstrate that we are listening by responding to the feedback in a timely manner, which will also hopefully encourage more people to take part.						
Service Head: Paul R Thomas			Performance status: Off target				☹️
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of working days lost to sickness absence per employee PAM/001	Not applicable		Q2: 5.1 End Of Year: 11.6	Target: 2.2 Result: 2.6	Target: 4.4 Result: 5.1 Calculation: 33161.1÷6521	Target: 7.2	Target: 10.2
Comment	The overall result of 5.1 FTE at the end of Q2 is the same as last year, but off the 4.4 FTE target. Chief Executives dept, 3.4, Education and Children's Services 4.7 (Children's services 9.5, Access to Education 8.8), Corporate Services 4.0, Communities 6.1(Leisure 5.9, Housing and Public Protection						



	6.4, Adult social care 7.2), Place and Infrastructure 5.9FTE days Service Improvement & transformation 8.3, Waste and Infrastructure 6.7.
Remedial Action	People Management support departments, by producing comprehensive data, which can be analysed by the departments in order to monitor trends and to benchmark performance and to develop action plans to reduce absence and to improve attendance. The HR Advisers provide advice on cases and policy, and the HR Business Partners work with DMTs and SMT. The Occupational Health centre provide fitness to work advice for those employees who have been referred. The Health and Wellbeing Coordinators support departments with proactive initiatives focused on key health and wellbeing topics. The Employee Wellbeing team is also rolling out Stress Management workshops for all managers which help give a better understanding of managing employees with stress or mental health issues. This is one of the highest causes of absence, so should provide suitable skills for the managers who attend.
Service Head: Paul R Thomas	Performance status: Off target 


Theme: 5.Core Business Enablers
Sub-theme: 5j - Policy & Performance


Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of complaints completed within statutory deadline Comp/001	Not applicable		Q2: 55.6 End Of Year: 52.7	Target: 60.0 Result: 49.7	Target: 60.0 Result: 57.8 Calculation: (620÷1072) × 100	Target: 60.0	Target: 60.0
Comment	It's pleasing to note a slight improvement in the number of complaints being responded to within the statutory timescales. However, this continues to be an area of focus with work taking place to better understand the reasons affecting the timeliness of complaint responses						
Remedial Action	Further analysis of data to be undertaken						
Service Head: Jason Jones	Performance status: Off target						

Theme: 5.Core Business Enablers
Sub-theme: 5k - Electoral Services & Civil Registration

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of births registered within the statutory timeframe of 42 days CivilReg/001	Not applicable		Q2: 88 End Of Year: 90	Target: 98 Result: 91	Target: 98 Result: 93 Calculation: (1188÷1274) × 100	Target: 98	Target: 98
Comment	The percentage of births registered within 42 days has steadily increased through the current quarter, recent months showing 96% and 97%.						
Remedial Action	Continue to implement the actions which have facilitated the improvement eg access to appointments, prompt reminders to parents,close working with maternity services.						
Service Head: Amanda Edwards	Performance status: Off target						
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of non-coronial deaths registered within the statutory timeframe of 5 days CivilReg/002	Not applicable		Q2: 63.0 End Of Year: 55.0	Target: 65.0 Result: 46.5	Target: 65.0 Result: 48.3 Calculation: (380÷786) × 100	Target: 65.0	Target: 65.0
Comment	Carmarthenshire performance is above the Wales average and in line with the UK average. This reflects factors such as pressures on the NHS leading to medical professionals being less available to complete documentation and engage with the Medical Examiner Service within the 5 days. These are issues beyond our control, which is recognised and accepted by the General Register Office.						
Remedial Action	Maintain good availability of appointments (once documentation has been received). Maintain close engagement with partners/stakeholders such as the MES and local hospitals and funeral directors.						
Service Head: Amanda Edwards	Performance status: Off target						

Theme: 5.Core Business Enablers Sub-theme: 5I - Estates & Asset Management							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Percentage performance against target to generate capital receipts to support the capital program 2.1.2.12	Not applicable		Q2: 17.36 End Of Year: 36.07	Target: 10.00 Result: 2.43	Target: 35.00 Result: 4.12 Calculation: (106500÷2588000) × 100	Target: 60.00	Target: 100.00
Comment	Sale transactions have continued to be slow over the second quarter however significant receipts are expected to be realised by the end of this financial year, it is hoped that the year end capital receipt target will be met.						
Remedial Action	To ensure that all current and future sale transactions proceed efficiently and in a timely manner.						
Service Head: Jason Jones				Performance status: Off target			
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of non housing responsive repairs works completed within the target PropMaint/001	Not applicable		New measure	Target: 94.0 Result: 89.8	Target: 94.0 Result: 89.4 Calculation: (1972÷2207) × 100	Target: 94.0	Target: 94.0
Comment	In the first half of the year we received 2207 job & successfully completed 1972 (89.4%)						
Remedial Action	We will review the 235 jobs and look to improve.						
Service Head: Jason Jones (Env)				Performance status: Off target			

Theme: 5.Core Business Enablers Sub-theme: 5m - Risk Management							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% Response to letters of claim - issuing acknowledgement letter to claimant / claimant's legal representative, and referral of claim to appropriate Insurer within 6 working days of receipt at the Risk Management Section. 6.4.2.3	Not applicable		Q2: 90 End Of Year: 93	Target: 95 Result: 95	Target: 95 Result: 94 Calculation: (222÷237) × 100	Target: 95	Target: 95
Comment	Result is slightly below target. This is due to the Risk Assistant post being vacant.						
Remedial Action	The result should improve for quarter 3 when a new member of staff commences on 6th November 2023.						
Service Head: Helen Pugh				Performance status: Off target			

Theme: WBO2.Enabling our residents to live and age well (Live & Age Well) Sub-theme: WBO2a - Thematic Priority: Tackling Poverty							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Average time for processing new Housing/Council Tax Benefit claims 6.6.1.2	Not applicable		Q2: 18.80 End Of Year: 18.46	Target: 17.00 Result: 17.29	Target: 17.00 Result: 17.55 Calculation: 48901÷2787	Target: 17.00	Target: 17.00
Comment	The result is half a day above the target of 17 days at 17.55 days, and is above the result for the same quarter in 22/23 which was 18.80 days. The majority of new claims are now from claimants in homeless and supported accommodation and by the very nature of their circumstances it is difficult for them to quickly provide the supporting evidence required to process claims. Council Tax Reduction applicants who have claimed Universal credit are unable to notify us of their income award for 5 weeks as the assessment period with DWP for a notification to an applicant of their award of Universal Credit is 5 weeks.						
Remedial Action	no remedial action is required. we continue to support applicants to provide all supporting evidence as quickly as possible and our performance is well above that expected by DWP.						
Service Head: Helen Pugh				Performance status: Off target			

Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)							
Sub-theme: WBO3a - Thematic Priority: Economic Recovery and Growth							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of undisputed invoices which were paid in 30 days CFH/006	Not applicable		Q2: 95.7 End Of Year: 95.6	Target: 95.0 Result: 94.7	Target: 95.0 Result: 92.9 Calculation: (66514 ÷ 71627) × 100	Target: 95.0	Target: 95.0
Comment	All areas below target with a significant drop within Place & Infrastructure.						
Remedial Action	All relevant officers to investigate and address issues.						
Service Head: Randal Hemingway			Performance status: Off target				☹️
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of weeks of training recruitment delivered to people through Community Benefits in the 21st Century School Programme, Housing and Regeneration Projects CP/001	Not applicable		Q2: 761 End Of Year: 1628	Target: 807 Result: 1091	Target: 1614 Result: 1453	Target: 2421	Target: 3229
Comment	Unfortunately due to illness and bereavement no figures have been received for Projects Lloyd and Gravel are leading on. These will be submitted with the next quarter. Activity is expected to increase on Pentre Awel Zone 1 when specialist trades commence on site.						
Remedial Action	Reports for Quarter 2 from Lloyd & Gravel will be added to quarter 3.						
Service Head: Helen Pugh			Performance status: Off target				☹️

Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)							
Sub-theme: WBO3d - Thematic Priority: Community Safety, Resilience and Cohesion							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of e-learning training on Violence Against Women, Domestic Abuse, Sexual Violence (VAWDASV) completed by staff CSGa/1	Not applicable		Q2: 69 End Of Year: 69	Target: 100 Result: 66	Target: 100 Result: 65 Calculation: (5412 ÷ 8277) × 100	Target: 100	Target: 100
Comment	There have been challenges with the current Learning at Wales system, it is anticipated performance will improve in this area when the new LMS has been implemented.						
Remedial Action	The new LMS system is due to be implemented before the end of the year which will enable increased monitoring. Targeted mandatory training is also one of the priorities for the Corporate Safeguarding Group.						
Service Head: Avril Bracey			Performance status: Off target				☹️

Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)							
Sub-theme: WBO4g - Organisational Transformation - Customers & Digital Transformation							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of calls received at the Contact Centre M&M/005	Not applicable		Q2: 121550 End Of Year: 238297	Target: 62500 Result: 44950	Target: 125000 Result: 88238	Target: 187500	Target: 250000
Comment	The 'Options' menu to our telephone lines that directs customers to parts of the organisation that they require continues to be used. This reduces the double handling of calls with the calls going directly to their call teams rather than being passed on through the contact centre. Added messaging on our telephone line has reduced the number of customers needing to speak with a member of staff. Customers are choosing other means of contact e.g. email, social media, online forms etc. rather than the telephone.						
Remedial Action	The contact centre continues to deal with calls where customers need our support the most and enquiries through other media whilst improving the customer experience.						
Service Head: Deina Hockenhull			Performance status: Off target				☹️

ON TARGET ETC.

Theme: 5.Core Business Enablers Sub-theme: 5a - Information and Communication Technology (ICT)							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of Freedom of Information Act request responded to in 20 working days 2.1.1.17	Not applicable		Q2: 94.86 End Of Year: 94.59	Target: 90.00 Result: 94.40	Target: 90.00 Result: 95.12 Calculation: (409÷430) × 100	Target: 90.00	Target: 90.00
Service Head: Jason Jones			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% use of the ICT Self Service helpdesk ICT/002	Not applicable		Q2: 62.5 End Of Year: 65.8	Target: 65.0 Result: 65.2	Target: 66.0 Result: 66.9 Calculation: (2941÷4393) × 100	Target: 67.0	Target: 68.0
Service Head: Jason Jones			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of employee laptops with 4GB of memory (RAM) or under ICT/009	Not applicable		Q2: 21 End Of Year: 16	Target: 15 Result: 13	Target: 14 Result: 11 Calculation: (373÷3475) × 100	Target: 13	Target: 12
Service Head: Jason Jones			Performance status: On target				

ACTIONS - Theme: 5.Core Business Enablers Sub-theme: 5a - Information and Communication Technology (ICT)			
Action	16313	Target date	31/03/2024
Action promised	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 as part of continuing to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. CV108		
Comment	This system is deployed and running and is planned to be rolled out to staff at the end of October 23. It has been decided through the course of the deployment not to make desks bookable as it was agreed to give teams dedicated zones that they would own and manage to suit service delivery needs. All meeting spaces in core buildings will be bookable and monitoring of newly deployed zones will take place to gather data to support any strategic changes to accommodation.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16314	Target date	31/03/2024
Action promised	Roll-out of a Corporate Electronic Signature Solution (DocuSign) as part of continuing to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. CV108		
Comment	The DocuSign system is deployed and functioning with teams from Corporate Property, Procurement and Legal using the system. Teams from Pensions, Economic Development and Housing are trialling the system.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16494	Target date	31/03/2024
Action promised	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.		
Comment	The Data Protection and Digital Information (No. 2) Bill is now progressing to the report stage and information on the Bill is being continually monitored. Updates are being provided to the Corporate Information Governance Group.		
Service Head: Jason Jones		Performance status: On target	

Action	17092	Target date	31/03/2024
Action promised	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. CV110		
Comment	<p>We continue to work very closely with Media & Marketing to further develop the Corporate Website and Website Content for our residents and businesses including a continual programme of developing Online Services; jointly working to develop greater range of eForms and back-office end-to-end processes. This quarter we have developed and launched several new on-line services. Namely: Replacement Buss Pass, Planning Pre-Enquiry Form, and Schools Essential Grant Claim Forms. One of the key benefits with developing On-Line Forms and Processes is that the Customer can Self-Serve 24/7 via their My Account as well as the Contact Centre, Customer Service HWBs can use these same services via Face-To-Face or over the Telephone. Promotes greater Channel shift as well as allowing our traditional means of customer engagement to have the same capabilities.</p> <p>Other developments ongoing that will have profound customer / user experience improvements is the implementation of Oleo Web Recruitment System, which is close to completion with a Q4 launch expected this financial year. Improved online customer portal for applying for vacancies including the recruitment process being far easier via this on-line portal for both the customer and back-office with direct integration with their HR/Payroll system.</p> <p>Alloy (new Waste, Ground and Cleansing system) is currently in development with AHP Hygiene Nappy Collection Service being the first service to Launch by Q4 this financial year. The exciting prospect with this implementation is a true customer end-to-end capability. Form the initial request from the customer right through the delivery of the service via the back-office, the customer will real-time kept informed with up-to-date information throughout; exploiting greater use of the My Account, SMS, Email as key means to communicate with our customers. There is a comprehensive 3-year development programme for the service to streamline other services and decommission legacy systems my migration to a single platform to cover key services. Namely: Missed Bins, Recycling Items, Grounds and Cleansing including Fly Tipping / Dead Animals and Bulky Waste as identified priorities. Massive opportunities for the Waste, Ground and Cleansing Service to greatly improve customer access and experience to services along with huge back-office efficiencies including mobilising the workforce and vehicle fleet to drive further efficiencies across the service.</p>		
Service Head: Jason Jones		Performance status: On target	
Action	17093	Target date	31/03/2024
Action promised	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. CV110		
Comment	<p>ICT Services are currently working with HR and our 3rd party provider (Davies Group) to implement RPA (Robotics Process Automation) digital workforce solution for the Create New Post process in HR. As part of the Transformation Board and Customers & Digital Workstream, we have committed to a 3-year DTSG (Digital Transformation) funded programme until 31/03/2026 to exploit this technology across the council.</p> <p>This quarter, Create New Post has now been developed and went LIVE in Aug 2023 and has so far automated the creation of 30 new posts which translates to approximately 2 days FTE full-time staff time saved using a virtual worker to undertake many of the manual time-consuming tasks as part of the process. We are continuing to work with our key partner Davies Group to automate the Issue Contract process and are expecting this to go live Q4 this financial year.</p> <p>We are also working with the Transformation (TIC) Team to look to prioritise other processes in the authority such as 'Free School Meals' being an area expressing an interest to use this innovative digital technology.</p> <p>There are many other key projects continuing with their developments along with many systems migrating to the Cloud to exploit new technologies and functionality. i.e. LMS - Learning Management Systems which is a collaborative project with 4 other authorities has completed their procurement exercise and are starting the implementation of the ThinQ solution as an 'All Wales' solution / approach. Cohort Occupational Health system has completed its migration to vendor hosted Cloud. Oleo Web Recruitment System is close to being implemented with a Q4 launch expected this financial year.</p>		
Service Head: Jason Jones		Performance status: On target	
Action	17101	Target date	31/03/2024
Action promised	We will provide 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. CV110		
Comment	<p>We continue to provide a ICT Service Desk and Support service. We have invested in improving our self service system and promoted its use, which reduces the need for staff to be answering the phone. 65% of calls are currently logged via self service. IT devices such as laptops are upgraded or replace, to ensure they are fit for purpose and able to support the business requirement of the user. We have been proactive in the support model we provide to customers. As staff work in a hybrid manner, working from office locations across the county, we have teams based in core locations such as Ty Elwyn, Parc Dewi Sant, St David's Park and County Hall, to provide support and expertise, as well as a scheduled site visits to schools and other office locations.</p>		
Service Head: Jason Jones		Performance status: On target	
Action	17102	Target date	31/03/2024
Action promised	We will ensure a robust approach to Cyber security and sustainable solutions are implemented for Information Governance.		
Comment	<p>We have developed and run a pilot of the new cyber awareness training module for staff which is ready to be rollout pending the launch of the new LMS system. We are told this will be towards the end of the year.</p> <p>We will develop a cyber action plan for the Council, which will align cyber security work to the digital strategy for Carmarthenshire 2024-27.</p> <p>We will investigate technology and costs available to enhance email filtering to provide added protection against email phishing. We will work with WG who are launching a Security Operation Centre for Wales (SOC) to ensure incident logs from Carmarthenshire are included and monitored. New TOR for the Corporate Information Governance Group have been drafted which will be taken to CMT for recommendation on reporting of information and cyber breaches and threats. Chief Digital Officer and ICT Operations & Governance Manager are scheduled to attend LRF JESIP Operational Commanders training.</p>		
Service Head: Jason Jones		Performance status: On target	

ACTIONS - Theme: 5.Core Business Enablers

Sub-theme: 5b - Marketing & Media including customer services

Action	17288	Target date	31/03/2024
Action promised	To introduce the Corporate Customer charter		
Comment	<p>This charter will be completed by the end of this financial year. Good customer service is expected, and we should be striving for this, particularly in the current climate of decreasing budgets and increasing workloads. Customer expectation is currently high primarily due to the speed and ease of mobile technology. Our aim is that this new customer charter will put our customers at the heart of everything we do. A meeting to move this forward to the next stage is taking place at the beginning of November.</p>		
Service Head: Wendy S Walters		Performance status: On target	

ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5c - Legal			
Action	16399	Target date	31/03/2024
Action promised	We will monitor and implement changes to the Local Government Pension scheme as a consequence of legislation changes, including Sargeant/McCloud		
Comment	All changes received have been implemented		
Service Head: Randal Hemingway		Performance status: On target	

Theme: 5.Core Business Enablers							
Sub-theme: 5e - Finance							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of council tax due for the financial year which was received by the authority CFH/007	97.15	96.17	Q2: 59.00 End Of Year: 97.33	Target: 31.00 Result: 31.90	Target: 56.00 Result: 56.99 Calculation: (73283568.25 ÷ 128590955.13) × 100	Target: 84.00	Target: 97.50
Service Head: Helen Pugh				Performance status: On target			
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of non-domestic rates due for the financial year which were received by the authority CFH/008	98.21	97.46	Q2: 61.09 End Of Year: 97.97	Target: 31.00 Result: 33.88	Target: 56.00 Result: 62.50 Calculation: (27684273.06 ÷ 44297273.86) × 100	Target: 84.00	Target: 97.50
Service Head: Helen Pugh				Performance status: On target			

ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5e - Finance			
Action	16400	Target date	31/03/2024
Action promised	We will undertake the closure and Audit of the Accounts within the appropriate timescales		
Comment	expecting to complete in October, well ahead of current year deadlines from Welsh Government / Audit Wales		
Service Head: Randal Hemingway		Performance status: On target	
Action	16401	Target date	31/03/2024
Action promised	We will ensure an unqualified audit of the final accounts		
Comment	a number of minor amendments, but no material issues raised by Auditors with audit nearing completion		
Service Head: Randal Hemingway		Performance status: On target	
Action	16403	Target date	31/03/2024
Action promised	We will continue to Develop Opportunities for collaboration with other Local Government Pension Schemes		
Comment	we continue to collaborate with other LGPS Funds		
Service Head: Randal Hemingway		Performance status: On target	
Action	16404	Target date	31/03/2024
Action promised	To ensure timely closure of accounts for the Dyfed Pension Fund		
Comment	Pre-Audit Dyfed Pension Fund Statement of Accounts 2022-23 presented to Governance & Audit Committee on 14 July 2023		
Service Head: Randal Hemingway		Performance status: On target	
Action	16443	Target date	31/03/2025
Action promised	Use of the Council`s reserves to invest in the County and support future development		
Comment	position to be finalised by Governance and Audit Committee in October approving the audited accounts		
Service Head: Randal Hemingway		Performance status: On target	

ACTIONS - Theme: 5.Core Business Enablers**Sub-theme: 5f - Procurement**

Action	16395	Target date	31/03/2024
Action promised	We will work with departments to deliver compliant tender exercises through the implementation of a category management approach		
Comment	<p>A total of 14 contracts/Frameworks were awarded this quarter with a combined total value of approximately £6million.</p> <p>Construction and Waste During the last quarter the evaluation of submissions received for the Council's new Construction Professional Services Framework has been undertaken. The Framework will cater for the Council's requirements for property-related project management and full design team services, which will be provided by a range of consultants appointed to discipline-specific lots (e.g. Architectural, Mechanical, Electrical and Plumbing, Structural Engineering Services). The Framework expected to be awarded in early October. In September, two new arrangements were awarded. Firstly, a new arrangement for Sewerage Services & Remedial Works (worth approximately £1.6m over 4 years)was established. The 3 appointed contractors will provide the Council with sewage removal services, sewerage-related services and associated remedial works required for the delivery and operation of its Property Maintenance, Highways and Flood Defence assets. Secondly, a tender for food waste caddy liners (worth approximately £1.2 million over 4 years) was also completed and awarded, this exercise being undertaken jointly on behalf of Carmarthenshire, Ceredigion and Pembrokeshire County Councils.</p> <p>Procurement officers have been working closely with the Housing Property & Strategic Projects Division in developing a new Property Works Framework to replace the Council's current Minor Works Framework in 2024. A significant amount of market engagement activity has been undertaken with two tender briefing sessions held in Carmarthen and Llanelli. The tender is expected to be published in October.</p> <p>Procurement officers continue to support departmental officers with mini-competitions from two of the Council's Dynamic Purchasing System (DPS) arrangements. 49 mini-competitions were held under the DPS for the Supply and Installation of Stairlifts, Hoists and Lifts.</p> <p>Work continues in conjunction with departmental officers to scope and prepare other up-coming tender exercises such as the South West Wales Regional Contractors Framework, the Tyisha Redevelopment Scheme, and the collection and treatment of Gully & Sweeper Waste.</p> <p>Social Care Category CICES Community Equipment Service and Maintenance (£900,000) was tendered, evaluated and awarded to a single supplier. Carmarthenshire acting as the Central Purchasing Body for Pembrokeshire and Ceredigion.</p> <p>Work continued preparing documents for the VAWDASV tender and a consultation and engagement event was held virtually on 13th September 2023. The tender will be published in October with a proposed Contract start date of April 24.</p> <p>Meetings were held to prepare for the Community Based Support tender which will now encompass Community Support Services, Fulfilled Lives, Complex Care and Supported Accommodation. A provider event was held in Llanelli on 5th September 2023. The tender will hopefully be published end of November for a proposed Framework start date of April 24.</p> <p>Replacement Care will hopefully be published at the start of November and preparation work has begun for the Playworks Holiday Grant tender to be published end of November. Awaiting to hear back from the Lead Officer on Coroner Services. Localities Floating Support scheduled for tender January 2024.</p> <p>Highways and Transport Category Fleet: Further Competition held to purchase 2 x 7.5 tonne Hotboxes (£200,000) from YPO. Received no responses and therefore it was decided to tender for this requirement ourselves. Open tender published in June and was evaluated and awarded in August to ND Brown.</p> <p>Further Competition held to purchase 40 Tipper Vans (£1.4 million) from YPO. Awaiting for suppliers to price (Ford currently closed their order books).</p> <p>Direct award was made for the Fuel Cards requirement through the CCS Framework.</p> <p>Meetings held to discuss the upcoming Waste Vehicle Replacement project. Planning a Further Competition through the ESPO Framework to be published by mid November.</p> <p>No further information from department in regards to the Maintenance Framework tender.</p> <p>Highways, Transport and Parks: Two Further Competitions were held from the Ash Die Back DPS with a total value of £10,825.</p> <p>Two additional Non PSV (Taxi) tenders from the DPS were published and awarded.</p> <p>Direct Award undertaken for Adverse Weather Forecasting Services (£26,000) from the WGCD Framework.</p> <p>Bwcabus tender put on hold due to no funding commitment from the Welsh Government.</p> <p>Tender preparation continued for a new Traffic Enforcement System (car and camera system), planning to publish in November.</p> <p>Annual checks started for the Specialist Countryside Contractors Framework.</p> <p>A further Bus Tender to be undertaken in December.</p> <p>No further information from the Department regarding the Landscape Management Tender (£2.8 million), formally Grounds Maintenance.</p> <p>Corporate Services, ICT and FM category Corporate workwear framework has been awarded and is now live (worth approximately £1.4m over 4 years).</p> <p>Wales Pension Partnership ITT is currently being developed alongside consultants who have worked on the tender documentation with the tender due to go live in October 2023.</p> <p>Food procurement – The Welsh Public Sector Collaborative Food Group (WPSCFG) Food Framework tender evaluation continues during Qtr 2 with representatives from Catering and Corporate Procurement Team in attendance for the technical evaluation sessions. The framework provides geographical and commodity lotting to encourage local bidders and local food and support the foundational economy of Wales. Future proofing the Framework has been critical to allow for new product development and/or product reformulation to meet varying requirements and changes to legislation and individual organisational policies. Caerphilly Council, the lead organisation, has incorporated robust contract and provider relationship management capable of capturing spend, savings and KPI data, with a consistent approach on usage trends that will assist the effective use of this framework and inform planning for future procurements. The Framework is on track to commence 1st December 2023 and will be let for an initial period of 3 years, with an option to extend for up to a further 1-year period (if required).</p> <p>IT Structured Cabling and Related Works framework has been awarded (worth approximately £160k over 4 years) and is now live.</p> <p>First Aid Training is currently at the scoping stage and the intention is to be publish the invitation to tender in early November.</p> <p>Office365 consultancy services contract. Discussions have taken place with category managers from BLOOM to see if this is an appropriate route to market. Lead Officers in the IT Services are currently looking at potential projects that could be used as a pilot to determine if we can use BLOOM or whether we would need to undertake an open competition. Exercise is currently on hold until projects have been identified.</p> <p>Cleaning services for schools and corporate buildings tender has been evaluated and standstill letters are to be issued on 12/10/23. There is an exception report that has been approved by CMT to extend the current arrangement to November 2023 to cover any delays or possible mobilisation periods.</p> <p>OHMS replacement tender is live and the deadline for submissions is early November 2023.</p> <p>Local broadband fund – Llanarth and Cennen tender has been cancelled due to advice from the UK Government.</p> <p>Saleable Goods (which relates to the sale of poolside products at CCC Leisure Centres to members of the public) has been awarded</p>		

	<p>and the contract is live (worth approximately £100k).</p> <p>Lead Officer is currently working in partnership with Occupational Health to prepare an outline specification for Wellbeing Support Services for lawyers, and this will be shared with Procurement when an outline of the requirements has been developed. No officer update on this exercise.</p> <p>Celtic Routes video and photography has been awarded and is now live (worth approximately £65k).</p> <p>STAR survey quotation exercise has been awarded and the contract is now live. (Worth approximately £70k).</p> <p>Character landscape assessment has been awarded and the contract is now live. (Worth approximately £50k).</p> <p>Crazy golf for Pendine tender is due to go live asap. Currently waiting for terms and conditions for the works element of the contract.</p> <p>Theatres planner diary system has been awarded via the Gcloud framework (Worth approximately £7k)..</p> <p>Council tax billing contract has been awarded via Gcloud framework. (Worth approximately £400k).</p> <p>Agency workers contract is at the decision stage on whether to go down the managed vendor or neutral vendor route. A number of demonstrations and discussions have been held regarding the benefits of a neutral vendor contract. Decision to be made asap with the contract to go live in November.</p> <p>Assistance has been provided to the Marketing Team to procure services for Photography, Videography and Tourism Support as well as working together to streamline quotation documentation for low value goods, works and services.</p> <p>Work has commenced to appoint a management consultant to undertake a feasibility assessment for the provision of nursing care.</p>		
Service Head:	Helen Pugh	Performance status: On target	
Action	16442	Target date	31/03/2024
Action promised	We will continue to develop our approach to spend analysis		
Comment	<p>In quarter 2 of 2023/24, 3 further months of spend data were uploaded in Atamis. These months were June, July and August. A number of supplier spend reports have been produced in response to requests from Procurement Officers and Council Lead Officers & Budget Holders.</p> <p>Further category classification of suppliers has continued with 5 months of spend data in 2023/24.</p> <p>The Spend Analysis Officer has undertaken Power BI Training (beginner level). This training involves presenting data into various data visualisation and interactive tools. Further training on this topic is planned for the Officer. A meeting will be held in October to discuss the implementation of spend reports into this format.</p> <p>The Contract Procedure Rules (version 5) have been uploaded onto the Procurement pages of the intranet. They have also been promoted in the Staff News section of the Intranet and advertised in the weekly staff newsletter e-mail. The Introduction to Procurement (E-Learning Module) has also been updated to reflect the new Contract Procedure Rules.</p>		
Service Head:	Helen Pugh	Performance status: On target	

Theme: 5.Core Business Enablers							
Sub-theme: 5g - Internal Audit							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Actual achievement against Annual Audit Plan 6.4.1.3	Not applicable		Q2: 33 End Of Year: 83	Target: 10 Result: 13	Target: 35 Result: 36 Calculation: $(447 \div 1240) \times 100$	Target: 60	Target: 90
Comment	Plan is on target.						
Service Head: Helen Pugh				Performance status: On target			
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of draft Internal Audit reports issued within 10 working days of the fieldwork completion date IA/001	Not applicable		Q2: 100 End Of Year: 87	Target: 80 Result: 100	Target: 80 Result: 88 Calculation: $(14 \div 16) \times 100$	Target: 80	Target: 80
Comment	88% of Draft Reports have been issued within 10 working days of the audit fieldwork concluding.						
Service Head: Helen Pugh				Performance status: On target			
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of management responses received within 15 working days of the draft Internal Audit report being issued IA/002	Not applicable		Q2: 50 End Of Year: 38	Target: 80 Result: 100	Target: 80 Result: 93 Calculation: $(13 \div 14) \times 100$	Target: 80	Target: 80
Comment	93% of Draft Reports issued have been responded to by Management within the requested 15 working days.						
Service Head: Helen Pugh				Performance status: On target			

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of final reports issued within 10 working days of management responses being received IA/003	Not applicable		Q2: 100 End Of Year: 100	Target: 80 Result: 100	Target: 80 Result: 100 Calculation: (14÷14) × 100	Target: 80	Target: 80
Comment	All Final Reports have been issued within 10 working days of the management responses being received.						
Service Head: Helen Pugh			Performance status: On target				

Theme: 5.Core Business Enablers
Sub-theme: 5h - People Management

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of people that would recommend the Council as an employer (Annual Employee Engagement survey) (Average Index Score) 1.3.4.8	Not applicable		New measure	--	--	--	Target: 1.10 Result: 1.10
Comment	This is an excellent result as it achieved the set target and improved on last year.						
Remedial Action	We will continue to promote the benefits of working for us which are key contributors to being a good employer.						
Service Head: Paul R Thomas			Performance status: On target				

ACTIONS - Theme: 5.Core Business Enablers
Sub-theme: 5h - People Management

Action	16472	Target date	31/03/2024
Action promised	Conduct an annual employee engagement survey.		
Comment	The second annual employee engagement survey closed on 21 July. The results have been analysed and the report is being considered by CMT on 28 September. It is pleasing to note that all the indicators have improved when compared to last year's overall results. There are of course departmental variations. The additional comments provided by those that took part have also been analysed and action plans (both corporately and departmentally) will be developed. Communication to all staff of the overall results will be provided during November. Departments will take responsibility for communicating their own results and action plans.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16473	Target date	31/03/2024
Action promised	Further improve internal communications by developing a new Internal Communications Strategy		
Comment	A document titled "Improving Internal Communication" was considered and approved by the Transformation Board in September. This document outlined all the mechanisms that are currently being used to support effective communication and detailed the roles that Leaders, Managers and Individuals have in supporting effective communication. This document will form part of a wider Corporate Communications Plan (being developed by the newly appointed Communications and Engagement Manager, and will also be a feature of the new management development pathways.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16474	Target date	31/03/2024
Action promised	Support services to ensure the management of all Health & Safety risks across the authority.		
Comment	this is an on ongoing piece of work, the H&S professionals will support and review with managers the risk and ensure mitigations are in place to manage the risks		
Service Head: Paul R Thomas		Performance status: On target	
Action	16475	Target date	31/03/2024
Action promised	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.		
Comment	This work will be ongoing the wellbeing team work with HR and Comms to promote all the support that is available to our employees and also signpost to external organisations as may be needed.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16476	Target date	31/03/2024
Action promised	Fully roll out new Digital Skills Framework.		
Comment	Skills survey across pilot service area completed and results are used to design skills survey for entire workforce.		
Service Head: Paul R Thomas		Performance status: On target	

Action	16477	Target date	31/03/2024
Action promised	Introduce new competency framework aligned to our core values.		
Comment	<p>Trials have successfully concluded.</p> <p>Framework is currently being re-designed by our graphics department.</p> <p>Launch pack & a how-to-use guide have been drafted and are currently being reviewed and finalised.</p> <p>We expect to take the framework to DMT's in November 2023</p>		
Service Head: Paul R Thomas		Performance status: On target	
Action	16478	Target date	31/03/2024
Action promised	Review the end-to-end induction and on-boarding process including the launch of a new corporate induction.		
Comment	Induction eLearning module has been updated to include Corporate Strategy. Working group to look at relaunch of Corporate Induction due to meet in November with a view to deliver new Induction from early 2024.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16479	Target date	31/03/2024
Action promised	Develop and implement a new Learning & Development Policy		
Comment	Draft has been finalised and consultation has begun. Currently we have consulted with the Transformation Board, Chief Executive's DMT and the Heads of Service Forum. The final policy is due to go to CMT in October.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16480	Target date	31/03/2024
Action promised	Review current appraisal / supervision framework and ensure it is embedded in our management development programme and induction process.		
Comment	The 'One Carmarthenshire – Our Values, Our Behaviours, Our Future' Behaviour framework is nearing completion and due to be launched next month. This will support effective supervision. The Leadership & Management Development Framework will be available from the new year which will support effective supervision		
Service Head: Paul R Thomas		Performance status: On target	
Action	16481	Target date	31/03/2024
Action promised	Complete the implementation of new Staff Recruitment process and system.		
Comment	Phased implementation to commence end of October/early November. Training for managers in process of being rolled out.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16482	Target date	31/03/2024
Action promised	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.		
Comment	Pay Policy 23/24 agreed by Full Council in March 2023 and published on Council website. EP audit for 22/23 currently being compiled.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16483	Target date	31/03/2024
Action promised	Look at ways of improving the quality of our workforce equality data and continuously improve the quality of information gathered. (CV102)		
Comment	This work is ongoing. An all staff message was issued via June staff news, encouraging our Employees to complete a voluntary declaration in terms of their Equality profile. We have refreshed content of our Intranet Page, explaining what we do with the data & why it's important. We are in 'Direct Communication' with Employees with no or partial equality data against their Employment record. Ultimately, it's for Employees to voluntarily declare, so we are working to provide them with every opportunity to do so. The data capture is then used to inform Policy development, highlight trends and produce our Workforce Information report as part of the Welsh Government Statutory reporting requirement.		
Service Head: Paul R Thomas		Performance status: On target	
Action	17289	Target date	30/09/2024
Action promised	Further develop existing reward and recognition frameworks that value innovation and creativity		
Comment	Initial consultation has been carried out and a project proposal has been developed.		
Service Head: Paul R Thomas		Performance status: On target	

ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5i - Democratic Services			
Action	16484	Target date	31/03/2024
Action promised	Review of the public participation Strategy.		
Comment	CRWG at its meeting held on the 5th April 2023 considered the results of the public engagement exercise and whether there was a need to review the existing Public Participation Strategy. CRWG was of the opinion that the Strategy was fit for purpose and that there was no need to recommend any changes to Council		
Service Head: Linda Rees Jones		Performance status: On target	

Action	16532	Target date	31/03/2024
Action promised	Supporting a pre-decision scrutiny approach to policy development and decision making. CV 107		
Comment	The Authority moved to a pre-decision scrutiny approach in September 2022. The Cabinet Forward Plan is regularly updated and circulated to Cabinet and Scrutiny Chairs and Vice who now have the option to continually review and update their forward plans so that they can feed into any decision at an earlier stage. Democratic Officers are supporting members in this change. Report Authors are reminded that there should be no - non submission reports as the Scrutiny Cttees are entitled to feed in to Cabinet reports in advance.		
Service Head: Linda Rees Jones		Performance status: On target	
Action	16535	Target date	31/03/2024
Action promised	AUDIT WALES: Put in place arrangements for assessing the effectiveness and impact of overview and scrutiny.(CV107)		
Comment	The Scrutiny Chairs and Vice Chairs Forum have agreed a self evaluation questionnaire which will be circulated to all members w/c 11/09/2023. Once the results are known the Authority will commission the WLGA to facilitate a two part self evaluation workshop.		
Service Head: Linda Rees Jones		Performance status: On target	

ACTIONS - Theme: 5.Core Business Enablers
Sub-theme: 5j - Policy & Performance

Action	15489	Target date	31/03/2024 (original target 31/03/2023)
Action promised	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		
Comment	The Policy Team are working work the Democratic Services Unit to pilot key reports which form part of the forward work programme. This pilot aims to ensure that the IIA digital form is fully connected to the back office information and is easily facilitated by colleagues in DSU.		
Service Head: Jason Jones		Performance status: On target	
Action	16321	Target date	31/03/2024
Action promised	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. CV112		
Comment	On-going discussion to ensure collaboration between PSB and RPB as well as community safety related partnerships. A number of officers and elected members have contributed to the OECD review of CJC - findings of the review awaited		
Service Head: Jason Jones		Performance status: On target	
Action	16396	Target date	31/03/2024
Action promised	We will align the timescale for producing the Annual Governance Statement with the Statement of Accounts.		
Comment	The Annual Governance Statement process is embedded with the production of the Annual Governance Statement included as an Agenda Item that is discussed and progress is monitored through the Corporate Governance Group. The Annual Governance Statement for 2022/23 was reviewed and endorsed by the Governance and Audit Committee on 14th July 2023.		
Service Head: Helen Pugh		Performance status: On target	
Action	16495	Target date	31/03/2024
Action promised	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)		
Comment	The analysis of the second year of consultation survey results will be reported to CMT and HOS and a Corporate Action Plan developed.		
Service Head: Jason Jones		Performance status: On target	
Action	16496	Target date	31/03/2024
Action promised	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		
Comment	A proposal to establish a number of multi-agency task and finish groups to drive forward the delivery of the next steps identified in the PSB's Well-being Plan will be considered at the PSB's next meeting on 3 October. The Board will discuss and agree the terms of reference for the groups, nominations for representatives from each PSB organisation and consider any contributing projects undertaken by the Member organisations.		
Service Head: Jason Jones		Performance status: On target	

Theme: 5.Core Business Enablers
Sub-theme: 5k - Electoral Services & Civil Registration

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of Priority Service certificates (i.e. births and deaths) issued within 24 hours	Not applicable		Q2: 100.0	Target: 100.0	Target: 100.0	Target: 100.0	Target: 100.0
CivilReg/004			End Of Year: 98.2	Result: 100.0	Result: 100.0		
			Calculation: (322÷322) × 100				
Service Head: Amanda Edwards			Performance status: On target				

ACTIONS - Theme: 5.Core Business Enablers Sub-theme: 5k - Electoral Services & Civil Registration			
Action	16453	Target date	31/03/2024
Action promised	To administer and work with our stakeholders in delivering the Civil Partnerships, Marriages and Deaths (Registration etc. Act 2019		
Comment	We continue to work with stakeholders such as Coroner Office, Medical Examiners and Mortuary Services. We will hold a meeting in the near future with Funeral Directors and hope for one of the Registrars to have work experience at the Coroners' Office.		
Service Head:	Amanda Edwards	Performance status:	On target
Action	16458	Target date	31/03/2024
Action promised	We will publish and maintain an accurate and legally compliant Electoral Register and maximise registration for target groups within the County.		
Comment	We are in the process of updating the Register of Electors. Have promoted this current update on our Council Facebook page and on our Web pages. Will continue to update the Register and possibly carry out another exercise early February if budget allows.		
Service Head:	Amanda Edwards	Performance status:	On target

ACTIONS - Theme: 5.Core Business Enablers Sub-theme: 5l - Estates & Asset Management			
Action	16352	Target date	31/03/2024
Action promised	A Rural Estate strategy will be prepared to support the efficient management of the estate and to maximise the opportunities available to support our corporate wellbeing objectives. (CV80)		
Comment	Draft Rural Estate Plan currently in draft. Research currently being carried out on Farming Practices and Constraints within the Rural sector.		
Service Head:	Jason Jones	Performance status:	On target
Action	17290	Target date	31/03/2024
Action promised	A new Rural Estate Plan will be drafted over the next 12 months to highlight the extent and performance of the current portfolio, together with the key issues and future strategy of the Estate to enable the Council to maximise the opportunities available to support its well-being objectives		
Comment	Draft Rural Estate Plan currently in draft. Research currently being carried out on Farming Practices and Constraints within the Rural sector.		
Service Head:	Jason Jones	Performance status:	On target

Theme: 5.Core Business Enablers							
Sub-theme: 5m - Risk Management							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of motor vehicle incidents reported to Risk Management within 5 working days	Not applicable		Q2: 57	Target: 40	Target: 40	Target: 40	Target: 40
RM/001			End Of Year: 49	Result: 44	Result: 51	Calculation: (43÷84) × 100	
Service Head: Helen Pugh			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of departmental reports returned to Risk Management within 15 days from request	Not applicable		Q2: 55	Target: 50	Target: 50	Target: 50	Target: 50
RM/002			End Of Year: 66	Result: 78	Result: 71	Calculation: (55÷78) × 100	
Service Head: Helen Pugh			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of motor claims reports provided by risk management within 7 working days	Not applicable		Q2: 100	Target: 80	Target: 80	Target: 80	Target: 80
RM/003			End Of Year: 100	Result: 100	Result: 98	Calculation: (82÷84) × 100	
Service Head: Helen Pugh			Performance status: On target				

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of liability claims reports provided by risk management to insurers within 10 working days RM/004	Not applicable		Q2: 97 End Of Year: 95	Target: 80 Result: 91	Target: 80 Result: 88 Calculation: (50÷57) × 100	Target: 80	Target: 80
Service Head: Helen Pugh			Performance status: On target				

ACTIONS - Theme: 5.Core Business Enablers

Sub-theme: 5m - Risk Management

Action	15292	Target date	31/03/2024 (original target 31/03/2023)
Action promised	We will address the recommendation or proposals for improvement arising from Wales Audit Office review of Risk Management arrangements		
Comment	Risk Management Action Plan for Improvement is in place and monitors progress on WAO, Internal Audit and TIC recommendations. This is being monitored and updates reported to Head of Revenues & Financial Compliance.		
Service Head: Helen Pugh		Performance status: On target	
Action	16398	Target date	31/03/2024
Action promised	We will maintain an effective insurance programme and manage claims in a timely manner		
Comment	Renewal of the Council's insurance portfolio was completed by 29th June 2023. All policies renewed for 12 months up to and including 29th June 2024.		
Service Head: Helen Pugh		Performance status: On target	

Theme: WBO2.Enabling our residents to live and age well (Live & Age Well)

Sub-theme: WBO2a - Thematic Priority: Tackling Poverty

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Average time for processing Housing/Council Tax Benefit notifications of changes of circumstances (days) 6.6.1.3	Not applicable		Q2: 4.43 End Of Year: 3.62	Target: 4.00 Result: 3.55	Target: 4.00 Result: 3.76 Calculation: 158252÷42084	Target: 4.00	Target: 4.00
Service Head: Helen Pugh			Performance status: On target				

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of recently calculated Housing/Council Tax Benefit claims that have been calculated accurately based on a sample check 6.6.1.9	Not applicable		Q2: 96.73 End Of Year: 97.69	Target: 92.50 Result: 97.37	Target: 92.50 Result: 96.14 Calculation: (299÷311) × 100	Target: 93.00	Target: 95.00
Service Head: Helen Pugh			Performance status: On target				

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of individuals supported through Council employability schemes to earn a real living wage EconD/023	Not applicable		Q2: 93 End Of Year: 204	Target: 20 Result: 31	Target: 50 Result: 60	Target: 70	Target: 200
Service Head: Jason Jones			Performance status: On target				

Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)							
Sub-theme: WBO3a - Thematic Priority: Economic Recovery and Growth							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of jobs created through Community Benefits in our construction projects (21st Century School programme, housing & regeneration projects) CP/002	Not applicable		Q2: 27 End Of Year: 43	Target: 15 Result: 20	Target: 30 Result: 31	Target: 45	Target: 60
Comment	Figures reported on new jobs for Ysgol Pembrey, Pentre Awel Zone 1, and Cross hands Plot 3 East.						
Service Head: Helen Pugh			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of STEM pupil engagements (Science, Technology, Engineering & Maths) through Community Benefits in our Construction Projects (21st Century School programme, Housing & Regen Projects) CP/003	Not applicable		Q2: 1572 End Of Year: 2360	Target: 405 Result: 1043	Target: 810 Result: 1732	Target: 1215	Target: 1622
Comment	Figures delivered through the following projects - Education; Ysgol Pembrey (TRJ) and Economic Development Projects; Pentre Awel Zone 1 (Bouygues) and Cross hands Plot 3 East (Andrew Scott).						
Service Head: Helen Pugh			Performance status: On target				

ACTIONS - Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)
Sub-theme: WBO3b - Thematic Priority: Decarbonisation & Nature Emergency

Action	16491	Target date	31/03/2024
Action promised	Strategic Land Use Group – complete high-level review of CCC land holdings		
Comment	Review in progress. Programme to be the subject of Cabinet Report in November.Meetings scheduled to conclude high level consideration of Authority` s land holdings by target date.		
Service Head: Jason Jones		Performance status: On target	

ACTIONS - Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)
Sub-theme: WBO3d - Thematic Priority: Community Safety, Resilience and Cohesion

Action	15493	Target date	31/03/2024 (original target 31/03/2023)
Action promised	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.		
Comment	The revision of the Strategic Equality Plan is underway and a revised strategy will need to be approved and published by 1 April 2024. This is a timely opportunity to embed the recommendations and cross-reference with the Anti-Racist Wales Action Plan.		
Service Head: Jason Jones		Performance status: On target	
Action	16267	Target date	31/03/2024
Action promised	Increase the utilisation of school facilities for community use outside of teaching hours. (CV5)		
Comment	We continue to invest in schools to ensure that they can safely and effectively open to the community outside traditional school hours via the Welsh Government Opening Schools to the Community Grant. Our new school designs aspire to provide integrated community spaces to encourage use of its facilities outside traditional school hours.		
Service Head: Simon Davies		Performance status: On target	
Action	16305	Target date	31/03/2024
Action promised	To work with relevant groups to promote the council as an employer across all communities including within the Black, Asian and Minority Ethnic community. CV99		
Comment	This work is ongoing with new recruitment system implementation commencing October onwards and development of recruitment webpages and recruitment strategy ongoing.		
Service Head: Paul R Thomas		Performance status: On target	

Action	16306	Target date	31/03/2024
Action promised	Work with the Public Services Board to drive community engagement and good practice in relation to recruitment from Black, Asian and Minority Ethnic communities.CV100		
Comment	As part of the delivery of the Well-being Plan, we will continue to work with Co-production Wales as part of the Dewi project to involve our seldom heard communities. The PSB has adopted a Task and Finish approach in order to progress the Well-being Objectives and as part of those groups, we will consider opportunities to improve our community engagement.		
Service Head: Jason Jones		Performance status: On target	
Action	16307	Target date	31/03/2024
Action promised	To work with relevant external groups, to improve representation and signposting for Black, Asian and Minority Ethnic communities on the Council's website. CV101		
Comment	We will be working closely with the Llanelli Multicultural Network to build information and content for the Council's website and looking at the Languages in which the information is needed.		
Service Head: Jason Jones		Performance status: On target	
Action	16308	Target date	31/03/2024
Action promised	Ensuring that Carmarthenshire County Council is a diverse and inclusive organisation. CV101		
Comment	In previous Strategic Equality Plans, we have had specific Equality Objectives in terms of our role as an employer and the importance of an inclusive workplace. As part of the revision work of the SEP for 2024-28, we will prepare an update Objective, which will link closely to the Workforce Strategy and Being and Employer of Choice.		
Service Head: Jason Jones		Performance status: On target	
Action	16309	Target date	31/03/2024
Action promised	Develop focused training for Members on areas relating specifically to equality, diversity, and equity, to be included within Code of Conduct training. CV106		
Comment	Arrangements are in progress for the WLGA to deliver 'Anti Racism' training to Elected Members		
Service Head: Paul R Thomas		Performance status: On target	
Action	16310	Target date	31/03/2024
Action promised	Support the implementation of the Anti-Racist Wales Action Plan. CV87		
Comment	Welsh Government published an Anti-Racist Action Plan for Wales in June 2022. The vision is to eradicate Racism in Wales by 2030. The Plan includes key areas of work such as Education, Housing and Leadership. As part of our review of the Strategic Equality Plan, we will embed key actions into the work from 2024-28. The Housing Division will be working with Tai Pawb, who have been commissioned by Welsh Government to offer practical support and guidance on the ARWAP to all Councils in Wales.		
Service Head: Jason Jones		Performance status: On target	
Action	16311	Target date	30/03/2024
Action promised	Support campaigns to strengthen the rights of disabled people and tackle the inequalities they continue to face. CV88		
Comment	We will now be working with CAVS to identify key stakeholders and groups to strengthen the Carmarthenshire Disability Partnership. This partnership is chaired by Cllr. Jane Tremlett. Following this work, we will look to develop a calendar of campaigns in order to strengthen the rights of disabled people. We will also work with Welsh Government through the all-Wales Disability Action Plan.		
Service Head: Jason Jones		Performance status: On target	
Action	16312	Target date	31/03/2024
Action promised	Support the publication of the Welsh Government LGBTQ+ Action Plan. CV89		
Comment	As part of the review of the Strategic Equality Plan, we will incorporate key actions from the Welsh Government LGBTQ+ action plan into our planning work. This will be discussed with the People Management Division to ensure workforce and workplace support and links to current policies and guidance.		
Service Head: Jason Jones		Performance status: On target	
Action	16464	Target date	31/03/2024
Action promised	Review employment safeguarding framework and develop training programme for recruiting managers.		
Comment	Training program is being developed as a bite-size learning option for recruiting managers.		
Service Head: Paul R Thomas		Performance status: On target	

ACTIONS - Theme: WB04.To further modernise and develop as a resilient and efficient Council (Our Council)
Sub-theme: WB04a - Organisational Transformation - Overarching

Action	16370	Target date	31/03/2024
Action promised	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)		
Comment	The Transformation Strategy was approved by Cabinet in April 2023 and 8 Workstreams have been established to deliver the priorities encompassed within the Strategy. Progress updates are provided to the Transformation Board on a quarterly basis and 6 monthly updates will be provided to Cabinet.		
Service Head: Paul R Thomas		Performance status: On target	

Action	16465	Target date	31/03/2024
Action promised	Develop and implement a Transformation Delivery Programme for 2023/24.		
Comment	Following on from the approval of the Council's first Transformation Strategy April, 8 Workstreams were established to deliver the key priorities and projects encompassed within the Strategy. These Workstreams meet on a monthly basis and progress updates are reported to Transformation Board on a quarterly basis.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16466	Target date	31/03/2024
Action promised	Integrate Transformation activity within departments.		
Comment	A number of the projects included within the Transformation Programme are cross-cutting in nature, and therefore will impact on and/or require the input of the majority of services at some stage. The Transformation Team also attend DMT's to raise awareness of the Programme priorities and the role of departments/services in delivering on these priorities and projects. The agendas/action notes from Transformation Board are also communicated to Heads of Service. Members of staff also have the opportunity to submit ideas for future projects and /or spend time working with the Transformation Team as part of a development opportunity.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16467	Target date	31/03/2024
Action promised	Develop learning and development initiatives to support the transformation programmes (linked to Leadership & Management pathways).		
Comment	A proposal for a development programme has been drafted and presented to the Transformation Board for consultation		
Service Head: Paul R Thomas		Performance status: On target	
Action	16468	Target date	31/03/2024
Action promised	Raise awareness of the opportunities for staff to participate in, or lead on, Transformation related projects.		
Comment	used to communicate the opportunity for staff to suggest project ideas and also to spend time working with the Transformation Team to help deliver this project or to work on another corporate/service based project. 12 members of staff who are participating in the Council's Future Leaders Project are also undertaking transformation projects as part of their development programme. All participants in the Council's Graduate Trainee Programme are also offered the opportunity to spend a placement with the Transformation Team as part of the 2 year programme.		
Service Head: Paul R Thomas		Performance status: On target	

ACTIONS - Theme: WB04.To further modernise and develop as a resilient and efficient Council (Our Council)
Sub-theme: WB04b- Organisational Transformation - Efficiencies and Value for Money

Action	16261	Target date	31/03/2024
Action promised	Consider and implement appropriate changes in line with Welsh Government Council Tax reform (CV97)		
Comment	Over the coming months we will be looking to further develop the council tax citizen access module. We will aim to further develop the module to include the development of automated forms making it easier for residents to claim the discounts and exemptions that they are entitled to. It will allow applicants to submit all the information online allowing for a more efficient process and also will allow for further system automation. As part of the council tax reforms there will be a re-valuation in April 2025 and we will be implementing this in line with the requirement of WG.		
Service Head: Helen Pugh		Performance status: On target	

ACTIONS - Theme: WB04.To further modernise and develop as a resilient and efficient Council (Our Council)
Sub-theme: WB04d - Organisational Transformation - Workplace

Action	16355	Target date	30/09/2023
Action promised	Continue to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. (CV108)		
Comment	A series of presentations to all DMT's is taking place to demonstrate available tools to support Departments in their promotion and adoption of agile and hybrid working. This will inform the development of an organisational plan to ensure that authority is able to maximise opportunities presented by technology to deliver smarter ways of working/efficiencies. Staff are also currently being consulted via a Hybrid Working survey which will identify ways in which the authority can better support staff to work in a agile/hybrid way.		
Service Head: Paul R Thomas		Performance status: On target	

Theme: WB04.To further modernise and develop as a resilient and efficient Council (Our Council)
Sub-theme: WB04e - Organisational Transformation - Workforce

2023/24 Target and Results							
Measure Description	2022/23 Comparative Data			Quarter 1	Quarter 2	Quarter 3	End of Year
	Best Quartile	Welsh Median	Our Actual				
Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees (CV104)	Not applicable		Q2: 10.6	Target: 9.0	Target: 10.0	Target: 11.0	Target: 12.0
PAM/044			End Of Year: 15.2	Result: 8.9	Result: 10.7		
					Calculation: (70÷6568) × 1000		
Service Head: Paul R Thomas			Performance status: On target				

ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)			
Sub-theme: WBO4e - Organisational Transformation - Workforce			
Action	16357	Target date	31/03/2024
Action promised	Consider the short and long-term capacity of our workforce to deliver the current administration's vision. (CV105)		
Comment	A refreshed toolkit and template for managers to assist them with their workforce planning is available on the intranet. Business Partners are working with DMT's to support them. Directors are encouraged to develop their plans in conjunction with business and budget planning.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16358	Target date	04/12/2023 (original target 30/06/2023)
Action promised	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)Transformation Strategy - Create a strategy to attract, recruit and retain talent.		
Comment	Information presented to workforce workstream. next steps to be agreed		
Service Head: Paul R Thomas		Performance status: On target	
Action	16469	Target date	31/03/2024
Action promised	Improve opportunities for people to have a say via the development of an online employee participation platform.		
Comment	A proof of concept project within the People Management Division has been established that has tested the functionality of the proposed platform. Evaluation of the pilot is now underway. Once this has concluded a decision will be taken in relation to full implementation		
Service Head: Paul R Thomas		Performance status: On target	
Action	16470	Target date	31/03/2024
Action promised	Further develop a framework for the Council's Leadership and Management framework to support the workforce to transform and deliver.		
Comment	Leadership and Management program is ready to be launched in November 2023. Design of final presentations for launch in progress.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16471	Target date	31/03/2024
Action promised	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.		
Comment	1. Contract / Agreement - All 22 LAs [+ WLGA, SCW & NRW] formally agreed to be named on the joint contract via All Wales HRD Network - completed. 2. Procurement - Contract specification finalised pending GCloud13 award - September '23. 3. All Wales Tenant - specification submitted for content and functionality - completed. 4. Prototype - User Acceptance Testing [UAT] environment / system build - ongoing. 5. Test Group - L&D Team - ongoing. 6. Content Creation [Testing] - Key eLearning, Member Development & P&I [pending review] - ongoing. 7. WLGA Digital Skills Fund [Approved] - August '23. 8. Zellis ResourceLink - Integrations Scoping - completed.		
Service Head: Paul R Thomas		Performance status: On target	
Action	17074	Target date	31/03/2024
Action promised	Implement Future Workforce Programme to encompass graduate, apprenticeship, and work experience opportunities, which are aligned to workforce planning priorities. (CV104)		
Comment	Still reviewing future workforce programme to showcase graduate, apprenticeship and work experience opportunities. Working group has met to discuss possible Career Fairs in schools to promote pathways into the Council with young people.		
Service Head: Paul R Thomas		Performance status: On target	

Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)							
Sub-theme: WBO4f - Organisational Transformation - Service Design & Improvement							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of Transactional Council Services available to the public online (CV110)	Not applicable		Q2: 51	Target: 54	Target: 54	Target: 55	Target: 56
ICT/003			End Of Year: 53	Result: 54	Result: 57		
Comment	this quarter we have launched several on-line forms and processes. Namely: School Transport - Replacement Buss Pass. Planning Applications Pre-Enquiry Service Form and Schools Essential (PDG Access) Grant Claim Form.						
Service Head: Gareth Jones			Performance status: On target				

ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council) Sub-theme: WBO4f - Organisational Transformation - Service Design & Improvement			
Action	16334	Target date	31/03/2024
Action promised	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)		
Comment	<p>Regular internal e-newsletters continue:</p> <ul style="list-style-type: none"> • Weekly staff e-newsletter • Fortnightly Members e-newsletter • Monthly People Managers e-newsletter • Quarterly update from the Chief Executive. <p>To date the first of six staff roadshows have taken place with the final roadshow being held on November 9. Staff are able to access information and meet staff from across a variety of services, including Learning & Development, Health and Wellbeing, People Management (staff benefits/H&R), IT, Transformation Project, find out more about what we are doing on our Carbon Net Zero journey and learn more about and get support from our Hwb team.</p> <p>Following these six sessions we will evaluate and plan for a further six roadshows between February-April 2024.</p> <p>Continue to work closely with comms colleagues in Communities, Place & Infrastructure and Education departments to share corporate messages and create posters to be placed in locations such as depots, care homes.</p>		
Service Head: Deina Hockenhill		Performance status: On target	

Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)							
Sub-theme: WBO4g - Organisational Transformation - Customers & Digital Transformation							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of user sessions to the County Council website	Not applicable		Q2: 1689556	Target: 1000000	Target: 1700000	Target: 2450000	Target: 3400000
M&M/001			End Of Year: 3363214	Result: 1133556	Result: 2230230		
Service Head: Deina Hockenhill			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of residents requesting a face to face appointment at one of the three main town centre Hwbs (Carmarthen, Llanelli or Ammanford).	Not applicable		Q2: 6822	Target: 2500	Target: 5000	Target: 7500	Target: 10000
M&M/004			End Of Year: 12795	Result: 3464	Result: 7371		
Service Head: Deina Hockenhill			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Average speed to answer calls to the Contact Centre. (minutes and seconds)	Not applicable		Q2: 7.44	Target: 5.00	Target: 5.00	Target: 5.00	Target: 5.00
M&M/006			End Of Year: 6.32	Result: 1.26	Result: 1.07		
Service Head: Deina Hockenhill			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of user sessions to the staff intranet	Not applicable		New measure	Target: 450000	Target: 900000	Target: 142500	Target: 1900000
M&M/008				Result: 461464	Result: 932141		
Service Head: Deina Hockenhill			Performance status: On target				

ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council) Sub-theme: WBO4g - Organisational Transformation - Customers & Digital Transformation			
Action	16336	Target date	31/03/2024
Action promised	We will advise and support services in making better use of technology. Working with and supporting web editors within services to improve web content to deliver smarter, efficient service processes, to deliver a better experience for customers. (CV110)		
Comment	<p>During the Second quarter, the corporate website Umbraco upgrade was completed successfully and we have been continually working with services to update their content and to digitalise some of their processes.</p> <p>SPF pages have been updated with the successful projects and are continuing to work with the service to update and add content.</p> <p>Pentre Awel pages are now updated and can add more content on the variety of projects that will be happening on the Project.</p> <p>After working with the Skills Hub at The Urdd, we designed a new web page and created a QR code for the page for them to use on their products, so buyers can meet the Crafters. We will be introducing further product crafters soon.</p> <p>We worked with property to design webpages for the sale of St. David's Park and currently working on the pages for Llandeilo Market Hall.</p> <p>Our work continues with HR on the implementation of Oleo and working on the How to Guides content for the Intranet for Users.</p> <p>We monitor daily the feedback and rate this page buttons on the website and make any necessary amendments.</p>		
Service Head: Deina Hockenhull		Performance status: On target	
Action	16422	Target date	31/03/2024
Action promised	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.		
Comment	We have now successfully appointed a Communications and Engagement Manager and they will start mid October. Developing and delivering the corporate communications plan will be their priority. The first aspect will be to undertake and review the type of plan we wish to create and engage with the services.		
Service Head: Deina Hockenhull		Performance status: On target	

NO TARGET SET

Theme: 5.Core Business Enablers Sub-theme: 5h - People Management							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of senior management posts filled by women. (CV98) 1.3.2.4	Not applicable		Q2: 25.0 End Of Year: 25.6	Target: NO TARGET Result: 27.9	Target: NO TARGET Result: 28.9 Calculation: (6.5÷22.5) × 100	--	Target: NO TARGET
Service Head: Paul R Thomas			Performance status: N/A				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of local authority employees declaring that they are disabled under the terms of the Equality Act 2010.(CV98) 1.3.4.5	Not applicable		Q2: 11.37 End Of Year: 11.93	Target: NO TARGET Result: 12.31	Target: NO TARGET Result: 12.01 Calculation: (994÷8273.5) × 100	--	Target: NO TARGET
Service Head: Paul R Thomas			Performance status: N/A				

Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)							
Sub-theme: WBO3d - Thematic Priority: Community Safety, Resilience and Cohesion							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of local authority employees from minority ethnic communities (CV98)	Not applicable		Q2: 0.85	Target: NO TARGET	Target: NO TARGET	--	Target: NO TARGET
1.3.4.4			End Of Year: 0.86	Result: 0.87	Result: 0.91		
			Calculation: (75.5÷8273.5) × 100				
Service Head: Paul R Thomas			Performance status: N/A				

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CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE 12TH DECEMBER, 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 31st January, 2024.

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:
Kelly Evans

Designation:
Democratic Services Officer

Tel No. / E-Mail Address:
01267 224178
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EXECUTIVE SUMMARY
CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE
18TH OCTOBER, 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 Forward Work Plan.

Scrutiny Committee members, as part of their role are required to regularly refer to the Cabinet Forward Plan in order to identify any future pre-decision reports, within the scrutiny remit for inclusion onto the Committee's FWP. 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

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

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
31 JANUARY 2023**

Agenda Item	Background	Reason for report
		<p>What is Scrutiny being asked to do? <i>e.g. undertake a full review of the subject? Investigate different policy options? Be consulted on final proposals before decision making? Monitor outcomes /implementation?</i></p> <p><i>If the item is for information or for noting, can the information be provided in an alternative format i.e, via email?</i></p>
Revenue Budget Consultation	As part of the Council's consultation procedures on the development of its budget strategy, all scrutiny committees are provided with the opportunity of considering commenting on the Strategy.	To enable the scrutiny committee to consider and comment on the budget settlement, departmental service budgets and efficiency savings proposals and to make any recommendations for change to the Cabinet and Council

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Items attached for information
<ol style="list-style-type: none"> 1. The latest version of the Corporate Performance & Resources Scrutiny Committee Forward Work Programme 2023/24 2. The latest version of the Cabinet's Forward Work Programme 2023/24

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	31 st January 2024	1 st March 2024	17 th April 2024
Corporate Performance & Resources Scrutiny Committee Forward Work Plan for 2023/24	Carmarthenshire Well-Being Plan Annual Report 2022-23 & PSB Update	Strategic Equality Plan Annual Report 2022-23	Carmarthenshire County Council's Annual Report for 2022/23	Sickness Absence Monitoring Report - Half Year Q2 2023/24	Budget	Revenue Budget Strategy Consultation 2024/25 to 2026/27	Quarterly Treasury Management and Prudential Indicator Report 1st April 2023 to 31st December 2023
Chief Executive's Departmental Business Plan 2023/24.	Sickness Absence Monitoring Report - end of year 2022/23	Annual Report on the Welsh Language 2022-23	Revenue Budget Outturn Report 2022/23	TIC Annual Report 22/23		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 Annual Report 2022/23	Annual Treasury Management and Prudential Indicator Report 2022-2023	Revenue & Capital Budget Monitoring Report 2023/24 (April-June)	Revenue & Capital Budget Monitoring Report 2023/24 (April – August)		Treasury Management Policy & Strategy 2024/25	Corp Perf & Resources & Resources Scrutiny Committee Actions and Referrals Update
Environment Departmental Business Plan 2023/24	Corp Perf & Resources Scrutiny Committee Actions and Referrals update	Digital Schools Strategy Annual Report 2023	Quarterly Treasury Management and Prudential Indicator Report 1st April 2023 to 30th June 2023	Mid-Year Treasury Management and Prudential Indicator Report 1st April 2023 to 30th September 2023		Revenue and Capital Budget Monitoring Report 2023/24 (April - October)	Quarter 3 performance management report
Page 149	Annual Digital Transformation Strategy Report	May 2023 PSB minutes	July 2023 PSB minutes	Corp Perf & Resources Scrutiny Committee Actions and Referrals Update		November 2023 PSB minutes	
	Annual Digital Technology Strategy Report		Quarter 1 performance management report	September 2023 PSB minutes			

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

				Quarter 2 performance management report			
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CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE

WEDNESDAY, 18 OCTOBER 2023

PRESENT: Councillor A.G. Morgan (Chair) (In Person)

Councillors (In Person):

K.V. Broom

Councillors (Virtually):

T. Davies

A. Evans

A.D. Harries

D. Jones

M.J.A. Lewis

M. James

Also in attendance (In Person):

Councillor D. Price – Leader

Councillor A. Lenny – Cabinet Member for Resources

Councillor L. Davies-Evans – Deputy Leader and Cabinet Member for Homes

Also Present (In Person):

N. Evans, Business Support Manager;

D. Hockenhull, Media and Marketing Manager ;

G. Ayers, Corporate Policy and Partnership Manager;

J. Owen, TIC Programme Manager;

A. Machin, Learning and Development Manager;

J. Jones, Head of Regeneration, Policy and Digital;

G. Jones, Chief Digital Officer;

S. Rees, Simultaneous Translator;

J. Owen, Democratic Services Officer;

K. Evans, Democratic Services Officer.

Also Present (Virtually):

L. Rees Jones, Head of Administration and Law

C. Reynolds, Business and Projects Co-ordinator

R. Hemmingway, Head of Financial Services

Chamber - County Hall, Carmarthen. SA31 1JP and remotely - 10.00 - 11.18 am

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor G. John, K. Madge and P. Hughes.

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

Councillor	Minute Number	Nature of Interest
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A. Evans	5 – Carmarthenshire County Council's Draft Annual Report for 2022/23 6 – Revenue Budget Outturn Report 2022/23 7 – Revenue and Capital Budget Monitoring Report 2023-24 8 – Quarterly Treasury Management and Prudential Indicator report 1 st April 2023 to 30 th June 2023	Cllr Evans declared a personal interest in that he had a family member who works within the Democratic Services section of the Council. By nature of the interest, Cllr Evans stated that he would declare an interest and leave the meeting should the discussion turn towards a matter related to the interest. Cllr Evans stayed in the meeting, took part in the discussions and voted.
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There were no declarations of any prohibited party whips.

3. PUBLIC QUESTIONS (NONE RECEIVED)

No public questions had been received.

4. TASK & FINISH GROUP 2023/24 PLANNING AND SCOPING DOCUMENT TO REVIEW THE PERFORMANCE AND DEVELOPMENT OF THE CORPORATE CONTACT CENTRE

The Committee, having agreed, in principle, to undertake a Task and Finish review on the Council's Contact Centre at its informal meeting held on 27th September, received the Task and Finish Draft Planning and Scoping Document on a review of the performance and development of the Corporate Contact Centre.

The Chair, in presenting the document emphasised that this was an area the Committee felt strongly would benefit from a review, as it was a fundamental means for the public to report issues and seek information. Therefore, Committee in considering the aims and objectives as set out in the document would be the best approach to undertake research into the current systems in place, the performance and generate recommendations to Cabinet.

In order to form a politically balanced Task and Finish Group, the Chair requested for up to 6 nominations from the Committee. The Committee, in acknowledging that the nominations received was weighted towards Plaid Cymru balanced, agreed to the membership, pending and subject to the Council decision on the membership of committees which would take place at the full Council on 8th November, 2023. This would provide an opportunity for a member of the Labour Group to join the group making it politically balanced. Should an nomination come forth from the Labour group prior to the first meeting in November, it was agreed that Cllr Jean Lewis would stand down.

UNANIMOUSLY RESOLVED that:

- 4.1 the Draft Planning and Scoping Document – To Review the Performance and Development of the Corporate Contact Centre be received;**
- 4.2 the aims and scope of the work of the Task and Finish Group as stated within the Planning and Scoping Document be endorsed;**
- 4.3 the Membership of the Task and Finish Group on the Performance and Development of the Corporate Contact Centre be as follows:-**

	COUNCILLOR	PARTY
1.	Councillor Kim Broom	Plaid Cymru
2.	Councillor Alex Evans	Plaid Cymru
3.	Councillor Terry Davies	Plaid Cymru
4.	Councillor Dot Jones	Labour
5.	Councillor Giles Morgan	Independent
6.	Councillor Jean Lewis <i>Cllr Lewis' Membership is subject to receiving a nomination from Labour Group following Council meeting on 8th November 2023</i>	Plaid Cymru

5. CARMARTHENSHIRE COUNTY COUNCIL'S DRAFT ANNUAL REPORT FOR 2022/23

[NOTE: Councillor A. Evans having earlier declared an interest in this item remained in the meeting for its consideration and voting thereof.]

The Committee considered the Council's draft Annual Report for 2022/23 together with the new Council Well-Being Objectives (WBO) detailed reports falling within the remit of the committee namely:

- WBO1 – Enabling our children and young people to have the best possible start in life (Start Well)
- WBO2 – Enabling our residents to live and age well (Live and Age Well)
- WBO3 – Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)
- WBO4 – To further modernise and develop as a resilient and efficient Council (Our Council)

The Leader in presenting the report highlighted that this report was a statutory requirement, and by using the well-being objectives to frame the self-assessment enabled the Council to integrate the reporting requirement of both the Local Government & Election (Wales) Act and the Well-being of Future Generations (Wales) Act into a single report.

The report provided information on how the Council engaged with citizens and

stakeholders across all key Council functions.

The comments/observations were responded to as follows:

- Reference was made to the specific grants received from Welsh Government as they equated to the total amount at 16% that the Council receives from council tax. In response to a query, the Leader confirmed the amount the Council received from council tax in the overall spend, was small in comparison to the importance of the Revenue Support Grant (RSG) received from Welsh Government. There were ongoing discussions at an all-Wales level. The Leader informed members that the Minister for Finance and Local Government, would be visiting Carmarthenshire in the next week where a discussion would take place in regard to the current grant situation and possible consolidation in the RSG. Information would be circulated to Committee Members outside of the meeting.
- The Cabinet Member for Resources explained that the Council was dependent on grants to maintain the revenue budget.
- In response to a query, the Head of Financial Services, confirmed that the non-domestic collection rate was 97.97% which was marginally down on the previous year. Non-domestic rates are pooled across Wales and therefore, any under or over collection within an individual local authority would go into the pool and be shared across Wales. The authority is protected from any variation of local economic factors.
- The Head of Regeneration, Policy and Digital, in response to a query on retailer vacancies and retailers going into administration, confirmed that the landlord would be liable for rates albeit that there is an interim vacant 3 month void period.
- In response to a query regarding a decline on statutory response targets to complaints, the Corporate Policy and Partnership Manager, explained that there had been an increase in number of complaints received by the Authority during the same period. The complaints received were of a complex nature that needed time to be investigated thoroughly. It was reported that a detailed Complaints Annual Report would be presented to the next Governance and Audit Committee.
- In response to a query, the Corporate Policy and Partnership Manager clarified that a directive to Heads of Service from internal audit regarding management response time had been actioned.
- In response to a query, the Business Support Manager confirmed that a written response would be provided to the Committee, explaining as to why there was an increase in the number of death registrations in Carmarthenshire during 2022/23, including an increase in cases requiring coronial involvement.

UNANIMOUSLY RESOLVED to receive the report.

6. REVENUE BUDGET OUTTURN REPORT 2022/23

[NOTE: Councillor A. Evans having earlier declared an interest in this item remained in the meeting for its consideration and voting thereof.]

The Committee considered the Authority's 2022/23 Corporate Budget Outturn reports and the Chief Executive and Corporate Services departmental reports. Overall, the net position for the authority was an underspend of £1,288k.

UNANIMOUSLY RESOLVED that the report be received.

7. REVENUE & CAPITAL BUDGET MONITORING REPORT 2023/24

[NOTE: Councillor A. Evans having earlier declared an interest in this item remained in the meeting for its consideration and voting thereof.]

The Committee considered the Authority's Corporate Budget Monitoring Report 2023/24 and the Chief Executive's and Corporate Services departmental reports as at 30th June 2023 in respect of the 2023/24 financial year.

The monitoring report forecasted an end of year overspend of £4,504k on the Authority's net revenue budget with an overspend at departmental level of £7,399k.

UNANIMOUSLY RESOLVED to receive the report.

8. QUARTERLY TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT 1ST APRIL 2023 TO 30TH JUNE 2023

[NOTE: Councillor A. Evans having earlier declared an interest in this item remained in the meeting for its consideration and voting thereof.]

The Committee considered the Quarterly Treasury Management and Prudential Indicator Report for the period 1st April 2023 - 30th June 2023. The report listed the treasury management activities which had occurred during the first quarter of the year in line with the Treasury Management Policy and Strategy 2023-2024 adopted by Council on the 1st March 2023.

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

The comments/observations raised were responded to as follows:-

- Reference was made to the low WAYield for Lloyds Bank. In response raised to a query regarding the market rate, the Cabinet Member for Resources, informed the Committee that the Council had re-invested with Lloyds Bank at a higher rate of 6.22%.

UNANIMOUSLY RESOLVED to endorse the report.

**9. 2023/24 QUARTER 1 - PERFORMANCE REPORT (01/04/23-30/0623)
RELEVANT TO THIS SCRUTINY**

The Committee considered a report with provided a progress update for the end of Quarter 1 – 2023/24, of Actions and Measures linked to the Corporate Strategy and Well-being objectives.

The comments/observations raised were responded to as follows:-

- In terms of apprenticeships, it was noted that work was being undertaken to look at ways of re-launching the scheme.
- The Learning and Development Manager agreed to provide vacancy figures for apprenticeships across the Authority.

UNANIMOUSLY RESOLVED that the report be received.

10. CARMARTHENSHIRE PUBLIC SERVICES BOARD (PSB) MINUTES APRIL 2023

The Committee received the minutes of the meeting of the Carmarthenshire Public Services Board [PSB] held on the 25th April, 2023. The Well-being of Future Generations (Wales) Act 2015 required that a designated local government scrutiny committee was appointed to scrutinise the work of the PSB. In Carmarthenshire, the Council's Policy & Resources Scrutiny Committee had been designated as the relevant scrutiny committee.

UNANIMOUSLY RESOLVED that the minutes of the PSB meeting held on the 25th April, 2023 be received.

11. EXPLANATION FOR NON-SUBMISSION OF SCRUTINY REPORT

The Committee received the Non-Submission report in regards to the PSB minutes for July meeting and noted the explanation.

UNANIMOUSLY RESOLVED that the report be noted.

12. FORTHCOMING ITEMS

The Committee received a list of forthcoming items to be considered at its next meeting to be held on the 12th December 2023.

UNANIMOUSLY RESOLVED that the list of forthcoming items to be considered at the next scheduled meeting on the 12th December 2023 be noted.

13. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE COMMITTEE HELD ON THE 19 JULY 2023

UNANIMOUSLY RESOLVED that the minutes of the meeting held on the 19th July, 2023 be signed as a correct record.

CHAIR

DATE

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