

Corporate Services Department
Business Plan 2022 – 2025

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

January 2022

carmarthenshire.gov.wales

Cyngor **Sir Gâr**
Carmarthenshire
County Council




The Sustainable Development Principle


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


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

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


The 5 Ways of Working (see Appendix 1)

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

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

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

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

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

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The Purpose of this Plan

This Departmental Business Plan sets the strategic objectives for the services within this Department. In turn, the strategic objectives translate into service objectives and individual staff targets. It provides an open and transparent way of showing staff, customers, elected members and stakeholders what is to be achieved and how we plan to do this.

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

Cabinet Member Foreword



I have great pleasure in introducing the Corporate Services Departmental Business Plan for 2022/23. I am satisfied that this Business Plan provides a comprehensive overview of the Departmental performance. It also provides the Department's aims and objectives for 2022/23.

Sign Off Cllr. David Jenkins

Date:

Cabinet Members Responsible:

Resources

Description

Finance & Budget.

Corporate Efficiencies

Property / Asset Management.

Procurement.

Housing Benefits.

Revenues.

Statutory Services (Coroners, Registrars, Electoral, Lord Lieutenancy).

Armed Forces Champion

Contact Centre's and Customer Service Centre's

1. Departmental Overview

Introduction by Director



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

Carmarthenshire County Council is the statutorily administering authority for the Dyfed Pension Fund and we are the administrator for the unfunded Police and Fire pension schemes for Dyfed Powys Police Authority, Mid and West Wales Fire and Rescue Service and North Wales Fire and Rescue Service respectively. We manage the strategic direction and operation of the Dyfed Pension Fund Investments and Dyfed Welsh Church Fund, as well as the host authority function of the Wales Pension Partnership, together with Section 151 responsibility for Swansea Bay City Deal and the newly created Regional Corporate Joint Committee.

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

We have some strategic challenges:	This Departments role
Economic Recovery	The Procurement Division will continue to develop our approach to early engagement of Local Businesses. We will continue to provide a significant procurement & financial support and advice to the Swansea Bay City Region and Carmarthenshire Led Projects. The Accountancy Division will lead in the use of the Council's reserves to invest in the County and support future development.
Climate Change	Both Revenues and Financial Compliance Division and Financial Services Division contribute to Prosiect Zero Sir Gar.
Tackling Poverty	Our Revenues Division will continue to tackle poverty within Carmarthenshire by supporting families to claim all the financial support they are entitled to.

Recovery is now key post Covid and how we manage both the human and financial impact of pandemic long term. The new Local Government and Elections Act (Wales) 2021 has been implemented with changes to our existing Audit Committee structure, we have reflected on the recommendations of the CLES report and the Future Generations Commissioner for Wales Procuring Well Being Report and are developing an action plan. We are supporting the health and well-being of our staff and are helping our workforce to recover skill gaps by developing a workforce plan for our divisions in the new post Covid world. To achieve our key priorities, we will look to reshape our services, working with the new ways of working group and working alongside other departments playing our part corporately in the recovery of the whole Council.

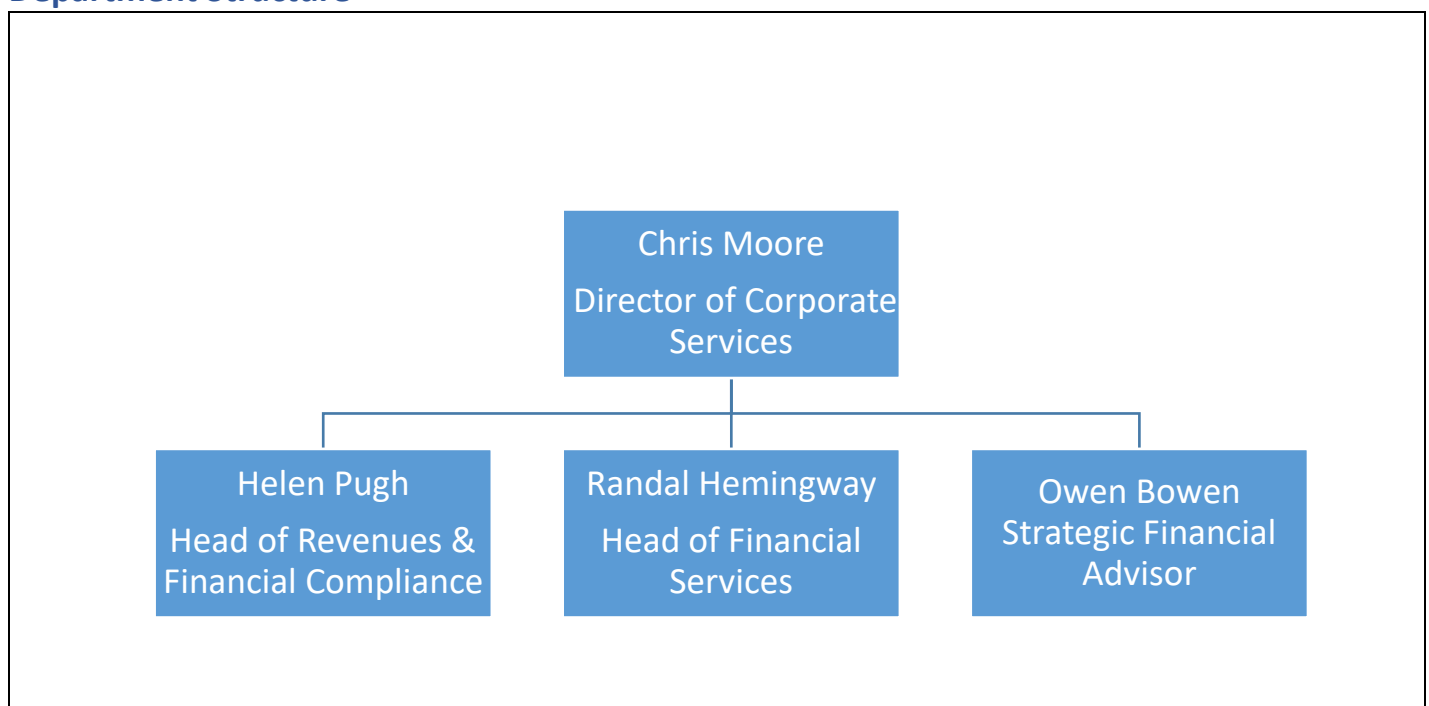
Additional challenges:	For this department
Workforce planning which should include helping our workforce recover, skill gaps (in new post Covid world) and planning for growth	We will build talent – attract, develop, and aim to retain a high calibre of staff.
Legacy cost (human and financial) of the pandemic and how you manage long term impact	We will fully support staff in their health and well-being and manage the long-term impact of Covid.
New approaches to service delivery and harnessing technology	We will fully engage with the corporate Better Ways of Working project to modernise our working practices and provide us with a framework that will meet the service delivery needs.
Collaboration – only where it works and proves to deliver	We will continue to collaborate with partners.

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

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

Chris Moore, Director of Corporate Services

Department Structure



2. Strategic Context

2.1 National Well-being Goals

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

2.2 Local Government and Elections (Wales) Act 2021.

The new duties of this Act apply to the self-assessment of 2021/22 – see **Appendix 2**

2.3 The Council's [Corporate Strategy 2018-23](#) (incorporating Our Well-being Objectives 2021/22)

Well- Being Objective	Randal Hemingway	Helen Pugh
Start Well		
1. Help to give every child the best start in life and improve their early life experiences		
2. Help children live healthy lifestyles		
3. Support and improve progress, achievement, and outcomes for all learner		
Live Well		
4. Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty		✓
5. Create more jobs and growth throughout the county	✓	✓
6. Increase the availability of rented and affordable homes		
7. Help people live healthy lives (tackling risky behaviour and obesity)		
8. Support community cohesion, resilience & safety		
Age Well		
9. Support older people to age well and maintain dignity and independence in their later years		
In a Healthy and Safe Environment		
10. Look after the environment now and for the future		
11. Improve the highway and transport infrastructure and connectivity		
12. Promote Welsh Language and Culture	✓	✓
In addition a Corporate Objective		
13. Better Governance and Use of Resources	✓	✓

📌 See [How HOS join up to deliver Well-being Objectives](#) and 📌 [the steps of each WBO](#)

2.4 The PSBs Carmarthenshire Well-being Plan - The Carmarthenshire We Want (2018-23)

How is the Department contributing to the Public Services Board (PSB) Well-being Plan?

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

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

- We have supported our staff in their health and well-being. We have set up our Departmental Health and Well-being group and have undertaken a Health and Well-Being survey of staff. For 2022-23, we will review and learn from the results/outcomes of the survey and work with the well-being team on how to further support our staff.

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

- All line managers have attended a stress in the workplace course and are encouraged to attend the positive mental health in the workplace course.
- We have a number of Well-being Champions who will be working to encourage and motivate colleagues in Corporate Services to improve mental and physical health and well-being.
- We have continued to contribute to tackling poverty within Carmarthenshire by supporting families to claim all the financial support they are entitled to. We have been pro-active in identifying and ensuring that customers are claiming all the financial support they are entitled to.

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

- All services have been working hard and responded well during the Covid pandemic. We have adapted to new ways of working and re-acted quickly by introducing new processes in a timely manner whilst working closely to support not only other Departments but other Local Authorities and other organisations such as the Public Services Board, the Health Board, and we have strong relationships with our stakeholders.
- We administer the Dyfed Pension Fund and provide payment solutions to a number of external clients.
- Wales Pension Partnership

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

- Supplier engagement has continued with online meetings due to Covid-19 pandemic and we hold virtually a first point of contact and procurement link to local businesses.
- We now hold virtual Procurement Surgery Sessions and Webinars and are focusing on offering a programme of virtual meetings, sessions, workshops, and webinars to local suppliers.
- We will provide significant financial and procurement support and advice to the Swansea Bay City Region.

2.5 Department Specific Acts and Legislation

- ❖ Local Government Finance Act 1992 & subsequent enabling and amending Council Tax Regulations
- ❖ Local Government Finance Act 1989 & subsequent enabling and amending non-domestic rating regulations
- ❖ The Housing Benefit Regulations 2006 & subsequent amending regulations
- ❖ Council Tax Reduction Schemes and prescribed Requirements (Wales) Regulations 2013, & subsequent amending regulations
- ❖ Discretionary Financial Assistance Regulations 2021 & subsequent amending regulations

2.6 Department Specific Strategies and Policies

Department Specific Strategy and Policy	Annual Report /Action Plan? (Add Link to it)
Revenue Budget Strategy	 Revenue Budget Strategy 2021 22 to :
5 Year Capital Programme	 5 Year Capital Programme (Council
Treasury Management Policy and Strategy	Treasury Management Policy & Strategy
Dyfed Pension Fund	www.dyfedpensionfund.org.uk
Funding Strategy Statement	Funding Strategy Statement
Administration Strategy	Dyfed Pension Fund Administration Strategy
Statement of Investment Principles	Dyfed Pension Fund Investment Principles
Corporate and Service Risk Registers	Details attached in Section 3
Internal Audit Charter	 Internal Audit Charter 2021 - CYMR  Internal Audit Charter 2021.pdf
Audit Plan	IA Plan Governance & Audit Committee July 2021
Financial Procedure Rules	Financial Procedure Rules
Anti-Fraud and Anti-corruption Strategy 2020-25	Anti Fraud & Anti Corruption Strategy 2020-25
Welsh Government Procurement Policy Statement	welsh Government Procurement Policy Statement
Procurement Strategy 2018-22	Procurement Strategy 2018-22
Corporate Procurement Rules	Contract Procedure Rules
Risk Management Strategy 2018-22	 RM & CP STRATEGY 2018-22.pdf

2.7 Departmental Action Plan

Ref #	Key Actions and Measures	By When or EOY Target?	By Who?	Scrutiny	WBO Ref & Step
1	Key Action				
Key Action	We will contribute to the Prosiect Zero Sir Gar	March 2023	Chris Moore/ Helen Pugh/ Randal Hemingway	P&R	WBO10 -C
Key Milestones	<ul style="list-style-type: none"> We will continue to work remotely wherever possible and where appropriate to do so thus supporting the better ways of working and our net carbon zero agenda. We work towards the Authority's Carbon Reduction Target for the Councils business mileage (NZC-12) We will work with departments and the National Procurement Service (NPS) to support greater procurement of energy from locally generated renewable energy projects (NZC-14) The Dyfed Pension Fund has an increasing level of investment in renewable and low carbon energy production via pooled funds and will continue to make such investments where the risk/return profile fits the pension funds investment strategy. The Dyfed Pension Fund invests in the BlackRock UK Strategic Alternative Income Fund where some of the core strategies are in the renewable energy sector and number of different sectors that have a direct impact on local communities including healthcare and social housing. The Pension Committee will also be considering an investment in other low carbon tracker funds. The Dyfed Pension Fund has a comprehensive Investment Strategy which is currently being reviewed. 	<p>March 2023</p> <p>March 2023</p> <p>March 2023</p> <p>March 2023</p> <p>March 2023</p> <p>March 2023</p>	<p>Chris Moore/ Helen Pugh/ Randal Hemingway</p> <p>Chris Moore/ Helen Pugh/ Randal Hemingway</p> <p>Chris Moore/ Helen Pugh</p> <p>Chris Moore/ Randal Hemingway</p> <p>Chris Moore/ Randal Hemingway</p> <p>Chris Moore/ Randal Hemingway</p>		<p>WBO10 -C</p> <p>WBO10 -C</p> <p>WBO10 -C</p> <p>WBO10 -C</p> <p>WBO10 -C</p> <p>WBO10 -C</p>
Key Measures	No measure this action will be monitored quarterly on PIMS	Quarterly monitoring	Chris Moore/ Helen Pugh/ Randal Hemingway		WBO10 -C

2	Key Action				
Key Action	We will fully support staff in their health and well-being and manage the long-term impact of covid	March 2023	Chris Moore/ Helen Pugh/ Randal Hemingway	P&R	WBO13 -B5
Key Milestones	<ul style="list-style-type: none"> Learn from the feedback and address the outcomes of the health and well-being questionnaire prepare an action plan to support our staff post Covid-19 Continue to support provide financial support for flu jab rollout. Identify resourcing implications of longer term covid impact Review divisional approach on flexible retirement. Identify and evaluate longer term financial pressures linked to Covid. 	May 2023 July 2023 March 2023 March 2023 March 2023 March 2023	Chris Moore/ Helen Pugh/ Randal Hemingway Chris Moore/ Randal Hemingway Chris Moore/ Randal Hemingway Chris Moore/ Randal Hemingway Chris Moore/ Randal Hemingway		WBO13 -B5 WBO13 -B5 WBO13 -B5 WBO13 -B5 WBO13 -B5
Key Measures	No measure this action will be monitored quarterly on PIMS				
3	Key Action				
Key Action	We will build talent – attract, develop, and retain high calibre of staff.	March 2023	Chris Moore/ Helen Pugh		WBO13 -B5
Key Milestones	<ul style="list-style-type: none"> Further develop our workforce plan. Working with Line Managers via staff appraisal and 121 meetings we will further investigate our training needs and requirements Promote the Corporate Services Learning and Development Policy. 	June 2022 July 2022 August 2022	Helen Pugh/ Randal Hemingway/ Line Managers		WBO03 -D WBO13 -B5 WBO13 -B5
Key Measures	No measure this action will be monitored quarterly on PIMS				
4	Key Action				
Key Action	We will fully engage with the corporate Better Ways of Working approach and will continue engagement with the service to co-produce our plans for divisional implementation	March 2023	Chris Moore/ Helen Pugh/ Randal Hemingway		WBO13 -A
Key Milestones	<ul style="list-style-type: none"> We will continue to address the actions from our Better Ways of Working Action Plan We will work continue to adapt new approaches to service delivery Investigate new ways of working smarter to drive efficiency 	March 2023 March 2023 March 2023	Chris Moore/ Helen Pugh/ Randal Hemingway		WBO13 -A WBO13 -A WBO13 -A
Key Measure	No measure this action will be monitored quarterly on PIMS				

3. Summary Divisional Plans

The following Summary Divisional Plans are included:

- + Revenues and Financial Compliance Division
- + Financial Services Division

Divisional Profile



Revenues & financial compliance includes 5 distinct areas:

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

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

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

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

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

Self-assessment of performance in 2021/22

Revenue Services - We have continued to contribute to tackling poverty within Carmarthenshire by supporting families to claim all the financial support they are entitled to. We have been pro-active in identifying and ensuring that customers are claiming all the financial support they are entitled to. We are active members of the Welsh Government Regional Advice Network, and through processing self-isolation payments are also able to identify when people should be claiming other benefits. Our recovery team and Enforcement agents have identified those who are vulnerable, and they have provided the necessary advice and referrals.

We have been working closely with other sections to ensure this in addition to having a pro-active approach to Discretionary housing payments and have worked closely with the Housing team, a support organisation named Walich, and other Housing Associations.

We have worked closely with the Hwb teams giving them the technical advice they need for their role in dealing with customers face to face.

The Non-Domestic Rates Team have administered four grants on behalf of Welsh Government, ensuring that £78M has been distributed to the Carmarthenshire business community to support businesses during the challenges of COVID-19.

The Sundry Debtors team have processed rent concessions for the Authority’s’ business tenants to reduce the financial burden suffered due to Covid-19.

Since October 2020 we have received over 6200 applications and paid out £2.5 million in Self-Isolation Support Payments.

Since November 2021 we are administering the Winter Fuel Support Scheme. Over the last 8 weeks over 4000 applications have been received and have paid out £277,000. We could potentially have over 9500 applications by the time the scheme comes to an end on the 18th February 2022.

Resources for both schemes have had to come from within the department, so this has put extra pressure on the teams particularly since November 21 due to the tight deadlines.

We are currently supporting the Emergency non-domestic rate grant scheme and discretionary scheme to the value of £7.7 million to support businesses with their immediate cash flow and survive economic consequences of additional restrictions.

We have also administered and collected for both 'Ymlaen Llanelli' and 'Carmarthen' Business Improvement Districts levy in respect of ratepayers in the Llanelli Town and Carmarthen Town BID area.

Internal Audit – Progress against the Internal Audit Plan is continuously monitored, with quarterly positions recorded on PIMS and presented to the Governance and Audit Committee.

The Public Sector Internal Audit Standard (PSIAS) specify a requirement for an external quality assessment of all internal audit services to be conducted at least once every five years by a qualified, independent reviewer from outside of the organisation. The external quality assessment, which was completed in March 2018, concluded that the Internal Audit Service is conforming to the standards. A total of six recommendations were made as part of the external assessment; actions to address five of these recommendations have been completed, with the final recommendation related to the consideration of using an alternative assessment template when the next external assessment is undertaken; this recommendation will be addressed at the time of that assessment, which is required to be undertaken by March 2022.

Internal Audit continues to undertake quality assurance reviews as required by PSIAS and has in place a Quality Assurance and Improvement Programme (QAIP). A QAIP is an ongoing programme intended to increase the quality and value of Internal Audit services. Elements detailed within the QAIP include our approach to reviews, the supervision of assignments, peer reviews and the policies and procedures followed to ensure an efficient and effective internal audit service.

Since the outbreak of Covid-19 and the subsequent lockdown, Internal Audit working practices have had to be amended, with all staff working from home. Traditional auditing methods through face-to-face visits have not been possible, with audits now conducted remotely through electronic means of Teams meetings, screen sharing, sharing documents electronically etc. Whilst this has been challenging at times, the team has embraced this way of working and, on the whole, it has worked extremely well.

Internal Audit led the review of the Authority's Financial Procedure Rules, which were approved in 2020; a further review is currently being undertaken to ensure the information contained within the rules is up to date and accurate. The Financial Procedure Rules for Schools are also currently under review, with Internal Audit leading on this.

Risk Management – We have continued to address the recommendations or proposals for improvement arising from the Audit Wales review of Risk Management arrangements. The draft Risk Management Toolkit is scheduled for approval at the next Risk Management Steering Group Meeting of the 11th November 2021.

A training programme/workshop provided by the Authority's Insurers is scheduled to take place from September 2021 onwards commencing with a workshop to CMT, Heads of Service and Cabinet Members to understand risk and to establish what is our risk appetite. A risk workshop to key officers on understanding risk, defining risk monitoring, understand roles, processes to follow and system to use is scheduled and the Governance and Audit Committee members will also be attending a risk awareness session in November. A risk management E-learning module is also being developed.

Work has continued to further align our processes of identifying risks and linking to performance management, through further integration and sharing of information between risk and performance. Dedicated CMT meetings are now scheduled every 2 months on performance management and links between Risk Registers and Business Planning are further advanced. This is also reported to half yearly to the Governance and Audit Committee.

The Risk Management System (JCAD CORE) upgrade is complete, and Risk Management Officers have met with the software providers and another Local Authority user to share best practices to maximise the use of the Risk Management System

Corporate Procurement – We have continued to support the departments to deliver compliant tender exercises through a Category Management Approach.

We have advanced our work on our progressive procurement action plan following on from the work with the Centre for Local Enterprises (CLEs). Progressive procurement Cluster meetings have been held regularly between Procurement, Policy and Economic Development to deliver the actions in the CLES Progressive Procurement Report. Additional sub-groups have been set up, one to develop a Social Value Policy and another on on-going Business Engagement Opportunities.

We have worked with colleagues in Economic Development providing information on forthcoming tenders. The intention of this early engagement is to target SMEs in the County to inform them in advance of these tendering opportunities which they might be interested in tendering for and the support available to bid. This engagement will also inform the Council of any potential barriers there maybe for suppliers to tender which we could factor into our lotting strategy and overall procurement approach.

We continue to address the key findings, highlighting good practice and recommendations from the 'Procuring well-being in Wales' report (published 25/02/2021) from the Office of Future Generations Commissioner for Wales. We have amended our Sustainable Risk Assessment (SRA) template which ensures that the sustainability issues such as environmental, social, economic & cultural issues can be factored into the specification for individual tenders to incorporate elements of the Well Being of Future Generations Act by providing relevant information linking to the WBFG Objectives. We also include service provision information relating to the 5 ways of working i.e., Long Term, Prevention, Integration, Collaboration & Involvement. We have produced an Ethical Employment in Supply Chains Policy and drafted the Council's first annual written statement on the steps taking during the financial year to ensure that slavery and human trafficking are not taking place in our organisation and our supply chains. We have developed guidance to support officers on incorporating Contract Management following tender award, we are working with Learning and development to develop a supporting eLearning Module and more in-depth online course

We have continued to support the early engagement of Local Businesses and have due regard to the effect of our procurement on the local economy especially during and the recovery from the Covid-19 pandemic. We have continued with supplier engagement via online meetings and our suppliers have been very receptive to this change. We have worked closely with Business Wales to adapt our processes for Tender support and engagement, and this has ensured a coordinated approach. Suppliers are met virtually on a "first point of contact & procurement link to local business" basis which provides procurement advice and guidance on promoting their goods and services to Carmarthenshire County Council. The transition from a "meet & greet" type session to a "virtual" meeting is now showing signs of becoming a popular and effective means of meeting with suppliers and providers. Due to Covid-19 we have adapted our ways of working and have organised Virtual Procurement Surgery Sessions and Webinars to replace and further enhance procurement support available. We have offered further procurement support to suppliers and providers and have worked in conjunction with Business Wales to organise "Live Tender Workshops". The aim of the Workshops initiative managed by CCC Procurement and delivered by Business Wales Tender Advisers is to pro-actively engage with suppliers

who require this level of assistance with submitting their tenders via the electronic tender portal, Bravo. For purchases below £25,000 that are not covered by existing corporate contracts or frameworks, officers are requested to 'Think Carmarthenshire First' when seeking quotations for the purchase of Goods/Services to explore the marketplace to establish if there are any businesses within Carmarthenshire that can provide the goods and services to support economic recovery of the county and local supply development.







We have supported the Authority's Sustainable Development Manager in public sector net zero reporting through Procurement spend via our Spend Analysis Tool, Atamis. We have also responded to the Local Government Decarbonisation Strategy Panel's proposed actions and commitments for Procurement are intended to help local authorities meet the procurement goals outlined in the Wales Procurement Policy Statement and reduce carbon emitted through public procurement. We will work with departments on future contracts for goods, services and works on reducing carbon emissions.

Business Development – Re-alignment of duties and roles within the Business Development Team has taken place to provide a more cohesive and responsive service to support both the Department as a whole and for completion of administration support to the whole Authority such as processing credit card payments and collation of Authorised Signatories.

With the introduction of the Performance Management Framework which sets out the Councils approach to monitoring and managing the performance of the Councils services, we have continued to provide timely management information reflecting the requirements of the Well-Being of Future Generations Act to team managers, Senior Management Team and to our Departmental Management Team and meetings specifically on performance management have been introduced to monitor and analyse the quarterly results.

Co-ordination of Better Ways of Working requirements for Corporate Services, learning from the impact of the Covid-19 pandemic and the future working requirements continue to be key, working with line managers and senior officers within Corporate Services and involvement on the Better Ways of Working project groups such as the BWoW Storage Review Working Group to share knowledge and to learn from others.

 [Links to sources of evidence \(Regulatory Reports, Member T&F, etc.\)](#)

-  [PFI Follow Up - Risk Management - CCC include Proposals for Improvement](#)
-  [The Local Government and Elections \(Wales\) Act 2021 \(Consequential Amendments\) Regulations 2021](#)
-  [public-sector-internal-audit-standards](#)
-  [self-isolation-support-scheme](#)
-  ['Raising Our Game' - Tackling Fraud in Wales | Audit Wales](#)
-  [Procuring well-being in Wales'](#)

Key Areas for Improvement arising from Self-assessment

Revenues – Half yearly performance for average time for processing Housing/Council Tax Benefit notifications of changes of circumstances was just off target at 0.04 of a day (6.6.1.3). The target was considerably reduced from 7 days in 20/21 to 4 days for 21/22. However, the benefits team have also had to take on additional work in the delivery of self-isolation support payments. The last 3 months have seen the volume of applications increase considerably and additional benefit processing staff have been redeployed to comply with the commitment made to Welsh Government to process payments quickly to allow individuals to self-isolate without the worry of getting into financial difficulties. Additional support has been secured to process the self-isolation support payments from 18th October which will release the benefit processing staff allowing them to return to their normal benefit processing work.

Internal Audit – Actual achievement against the Annual Audit Plan continues to progress well; whilst slightly off target (Quarter 2 result 32% against the target set of 35%), quality audits are continuing to be produced. Additional grant audits have been undertaken over the summer period, which have influenced the audit plan. A new staff member commenced in September to fill a post which has been vacant, due to a Secondment, for several months.

In order to improve service delivery, new Performance Indicators have been introduced this year, which will enable us to measure and monitor performance and assist to drive and improve the efficiency of the team.

In 2019/20, Audit Wales undertook a national review exercise considering Fraud Arrangements across Wales; 'Raising Our Game - Tackling Fraud in Wales'. The Report identified 15 recommendations for improvement; whilst all 15 recommendations did not apply to Carmarthenshire County Council, 9 of them were relevant, with actions to address 8 of those now complete. Action to address the final recommendation is in progress, with a fraud e-learning module currently being explored and face-to-face training hopefully able to recommence soon following its postponement due to the Covid-19 pandemic.

Risk Management - An Internal Audit Review of Risk Management arrangements has been completed with the draft report issued and a TIC review of Risk Management arrangements is due to commence 1st November 2021. We will be able to learn from the outcome of these and prepare an action plan going forward to 2022/23 based on the findings. We will continue to deliver the Audit Wales Recommendations with specific Risk Appetite workshops scheduled for the forthcoming year and working across the organisation to deliver on the recommendations.

Corporate Procurement - We continue to monitor and report procurement cost increases incurred by the departments although so far to date there have not been any reported. This is due to contracts/frameworks that were awarded did not report any cost increases or efficiencies, either due to them being one call offs, so nothing to compare to, or frameworks, which means there are no projected volumes as the volumes are unknown. The Senior Procurement Officer contacts the Category Managers and there were no procurement cost increases to report so far this year.

Business Development – Awaiting the outcomes and recommendations of the TIC electronic Signatory report which will influence administrative processes such as the Authorised Signatories for the Authority and the Credit Card process.

Key Divisional Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. For Service High Risk (scored 12+), see Divisional Plan	Divisional Summary Action Plan Ref No.
CRR190007	Medium (8)	Ensuring effective management of Procurement / Contract Management and Partnership arrangements.	D4
CRR190012	Medium (8)	Failure to adhere to an effective Corporate Governance Framework	B2
CRR190027	High (15)	Fraud & Corruption - The cost of fraud to the Welsh Public Sector is estimated to be in the region of between £100million and £1billion annually (as reported by the Audit Wales)	B1
CRR190031	High (12)	Failure to comply with the requirements of the Local Government and Elections (Wales) Act	B2
CRR190043	High (15)	COVID19 - Strategic Financial Implications - loss of income	E1/Key measures CFH/007 & CFH/008
New Corporate Risk	Significant (20)	Effect of COVID-19 & Brexit on recruiting and impact of workforce planning	A3
CSV330003	High (15)	Additional Council Tax Reduction Scheme Workload due to the extra verification work for the increasing number of customers in receipt of Universal Credit	D1
CSV330005	Significant (25)	Potential pressure on the Discretionary Housing Payment Funding provided by Department of Works and Pensions	D1
CSV340002	Significant (25)	Insufficient resources (within the unit or elsewhere) to progress identified service improvements and system changes: Agresso/Debtors System	D1/Key milestone 2& Further detail in Divisional BP
CSV340003	Significant (20)	Insufficient resources (within the unit or elsewhere) to progress identified service improvements and system changes: Northgate Server/Revenues and Benefits System	D1 & Further details in Divisional BP

5 Ways of Working

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	<p>As a department we are open to new ways of working which will benefit our services we provide to our customers for the long term.</p> <p>Succession Planning – Resources should be allocated to ensure long term as well as short term benefits are delivered.</p> <p>Our Corporate /Strategic Risks are long term, we also Business Continuity Plans. We have our Contingency Planning Working Group, Risk Management Steering Group, Property and Liability Risks Working Group and Transport Risk Working Group where we plan for the future.</p>
Planned Improvement for 22/23 - we will:	<p>To continue with the Better Ways of Working commitment and forward thinking for the long term of Corporate Services and for the Authority.</p> <p>We will build talent to attract, develop and retain a high calibre of staff.</p> <p>Our Risk System (JCAD Core) upgrade is complete, and access provided to all users. Risk Management Officers have met with JCAD and another Local Authority using the same system to learn from their experiences to maximise the effectiveness of the upgraded system.</p>
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>The teams in the Revenue Services Unit are pro-active in identifying and ensuring that customers they deal with are claiming all the financial support they are entitled to. The Housing Benefit Award Accuracy (HBAA) Initiative was launched by Department of Works and Pensions in October 2020 and Carmarthenshire County Council opted into this project from the outset despite the COVID-19 pandemic. As part of this initiative, we are required to undertake a set number of Full Case Reviews (FCRs) to ensure we are paying the right amount of Housing Benefit, at the right time, to the right person and identify cases where a change of circumstance may have occurred. This in turn will reduce the risk of an overpayment from occurring. The HBAA Indicator, along with published Speed of Processing data, is a key source of information on the effective delivery of Housing Benefits.</p> <p>We process Self Isolation Support Payments on behalf of Welsh Government and as part of this process we are required to carry out a 10% check on approved cases and invoice anyone who is deemed not to have received a loss of earnings. We continue to investigate and identify root causes of problems as part of our Internal Audit process.</p> <p>Resilience of business – ensure frameworks have reserves and carry out credit checks. There are accountability arrangements in place; we are pro-active rather than re-active and we also have political support of our Executive Cabinet Member Cllr David Jenkins. We have held virtual supplier engagement events and work with our suppliers.</p> <p>We have in place a Risk Management fund which looks at preventative measures to prevent future losses.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	<p>We will work with Transform, Innovate and Change team to review existing recovery procedures which was delayed due to Covid-19 pandemic.</p> <p>Internal Audits planned for 2022/23 will continue to consider the root cause of problems.</p>

	To utilise JCAD Core as a tool for analysing data as a preventative measurement tool now the upgrade to the system is complete.
3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>There is a culture of openness and sharing of information. For example, we are part of the Welsh Chief Auditors Group sharing of information with other Internal Audit teams in Local Authorities across Wales, with regular reporting to Governance and Audit Committee. We are joint working with the Department of Works and Pensions fraud investigation service.</p> <p>We have strong links working with our Public Sector Partners developing regional projects. We have developed the Carmarthenshire Well Being Plan: the Carmarthenshire we want 2018-23 as part of the Public Services Board. We provide significant procurement support and advice to the Swansea Bay City Region Carmarthenshire led projects. The Tender to appoint a Principal Contractor for Pentre Awel Zone 1 was awarded at the end of Quarter 1 via Lot 6 of the Southwest Wales Regional Contractors Framework to Bouygues. The project is valued in the region of £66 million and is the largest construction procurement delivered in Carmarthenshire.</p> <p>Risk Management integrates with all, working closely with Insurance companies and Authority wide. We share information within the confines of GDPR, for example claim statistics, member of ALARM (Association of Local Authority Risk Managers), we integrate with Marsh our Brokers, with housing associations and Local Authority Networking.</p>
Planned Improvement for 22/23 - we will:	<p>Continue to use an integrated approach in the benefit fraud function. The sharing of information will continue with other Audit teams across Wales, with further opportunities for collaboration and information-sharing to be promoted.</p> <p>To continue to provide significant procurement support and advice to the Swansea Bay City Deal.</p>
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>We are working with the Welsh Government in administering the self-isolation payments and worked with them to administer the Business Grant Payments. Sundry Debtors are working with Llesiant Delta Wellbeing to manage the financial and billing operations for service users.</p> <p>We undertake audit assignments for Mid and West Wales Fire Authority, as well as Delta Llesiant Wellbeing.</p> <p>We are working collaborately with the Public Services Board and Carmarthenshire has been appointed to map food producers as part of the food public services board group. We are also a regional lead on construction and engineering consultancy.</p> <p>We provide information to insurers and work with all of the Authority's Insurers and Brokers and would not be able to manage our Business without working collaborately.</p>
Planned Improvement for 22/23 - we will:	We will continue to work with the external Organisations that we do at present as well as to explore opportunities for further collaboration and be proactive to find shared sustainable solutions.

	To learn and share best practice with other procurement public sector bodies. To link in with Property Database, we take on board Insurer's recommendations although we could take this a step further
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	<p>We have a strong working relationship with our clients and stakeholders. The Principal Auditor regularly attends strategic meetings within the Authority, such as Departmental Management Team (DMT) meetings and Senior Management Team (SMT) meetings. The Internal Audit team welcomes interaction from/with stakeholders, with the Audit team being pleased to offer advice/guidance where required.</p> <p>Due to Covid-19 and the restrictions placed on Supplier Engagement, we have adapted our ways of working and have held virtual procurement surgery sessions and webinars to further enhance procurement support available.</p> <p>We involve Governance and Audit Committee, CMT, Drivers of Vehicles and all stakeholders. We notify departments when claims are settled and feedback the reasons and we look at ways of improving our services and relationships with our stakeholders.</p>
Planned Improvement for 22/23 - we will:	<p>The Principal Auditor will continue to liaise with Heads of Service and Senior Managers in order to assist with achieving an effective Internal Audit service; this involvement will also include collaboration with relevant officers when compiling the Internal Audit Plan. The Internal Audit team will continue to embrace the role of a critical friend to Audit Clients and stakeholders</p> <p>To ask for feedback from our virtual engagement events and procurement surgery sessions, working with colleagues in economic development we will focus our business support to enable sectors can meet our demands.</p> <p>We continue to address the proposals of improvement arising from the Audit Wales review of risk management arrangements.</p>

Revenues & Financial Compliance Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step
A	Internal Audit				
1	Key Action				
	We will promote the updated Financial Procedure Rules, the Antifraud and Anti-corruption strategy and any other specific strategies/policies or regulatory recommendations	March 2023	Chris Moore/ Helen Pugh/ Caroline Powell	P&R	WBO13-B1
2	Key Action				
	Implement the changes to our Audit Committee structure in line with the new Local Government and Elections Act (Wales) 2021. Whilst some changes have taken place during 2021, further changes are due to be implemented and take effect in 2022.		Chris Moore/ Helen Pugh/ Caroline Powell	P&R	WBO13-B7
Key Milestones	Further changes will come into force on the 5 th May 2022 which will require one third of the members of the Governance and Audit Committee to be lay persons and for the lay person to be appointed as Committee Chair.	May 2022	Chris Moore/ Helen Pugh/ Caroline Powell		WBO13-B7
Key Measure	No measure this action will be monitored quarterly on PIMS				
3	Key Action				
	Investigate ways of working smarter to drive efficiency of the Internal Audit Service	March 2023	Chris Moore/ Helen Pugh/ Caroline Powell		WBO01-3-A
Key Milestones	Report to Governance and Audit Committee.	Quarterly	Chris Moore/ Helen Pugh/ Caroline Powell		WBO01-3-A
Key measure	Actual achievement against Annual Audit Plan (6.4.1.13)	Quarterly Monitoring			WBO01-3-A
	Percentage of Draft Reports issued within 10 working days of the fieldwork completion date (new PI)	Quarterly Monitoring	Chris Moore/ Helen Pugh/ Caroline Powell		WBO01-3-A
	Percentage of Management Responses received within 15 working days of the Draft Report being issued (New PI)	Quarterly Monitoring	Chris Moore/ Helen Pugh/ Caroline Powell		WBO01-3-A
	Percentage of Final Reports issued within 10 working days of Management Responses being received (New PI)	Quarterly Monitoring			WBO01-3-A

B	Risk Management				
1	Key Action				
Key Action	We will address the recommendation or proposals for improvement arising from the Wales Audit Office review of Risk Management arrangements	March 2023	Chris Moore/ Helen Pugh/ Julie Standeven	P&R	WBO13-B6
Key Milestones	<ul style="list-style-type: none"> Procedures and Guidance: The Council should develop suitable procedures and guidance to underpin its risk management strategy to ensure that risk management is consistently embedded across the organisation (P1). Risk Appetite: The Council should define its corporate risk appetite to ensure that it manages risks and opportunities effectively (P2) Performance Management: The Council should further align its risk management arrangements with its performance management arrangements(P3) Roles & Responsibilities: The Council should review and clarify the roles and responsibilities of: Managers, Staff, Risk Champions, The Risk Management Steering Group in its risk management arrangements (P4). Risk Management System: The Council should: clarify system it is using to identify & capture risks to ensure consistency in approach across the organisation; & review the information recorded on risk registers throughout the organisation to ensure information is up to date, complete, & has enough detail to ensure risks can be appropriately managed (P5) Effectiveness of Risk Management Arrangements: The Council should improve the effectiveness of its risk management arrangements by training staff; regularly seeking assurance on the effectiveness of all aspects of its arrangements and acting on the findings; and embedding a process for identifying lessons learned and sharing good practice across the organisation (P6). Advance our Risk Management Action Plan following the outcomes and findings of the Internal Audit Review and the Transform, Innovate and Change review. 		Chris Moore/ Helen Pugh/ Julie Standeven	P&R	WBO13-B6
			Chris Moore/ Helen Pugh/ Julie Standeven	P&R	WBO13-B6
			Chris Moore/ Helen Pugh/ Julie Standeven	P&R	WBO13-B6
			Chris Moore/ Helen Pugh/ Julie Standeven	P&R	WBO13-B6
			Chris Moore/ Risk Management Steering Group	P&R	WBO13-B6
			Chris Moore/ Helen Pugh/Julie Standeven	P&R	WBO13-B6
Key Measures	Quarterly monitoring to DMT, CMT and Governance and Audit Committee.	Monitored Quarterly	Chris Moore/ Helen Pugh/Julie Standeven		WBO13-B6
2	Key Action				
	We will maintain an effective insurance programme and manage claims in a timely manner	March 2023	Chris Moore/		WBO13-B6

			Helen Pugh/Julie Standeven		
Key Milestones	We will work regularly meet with our Insurance Brokers				WBO13-B6
Key Measures	<p>% Response to letters of claim – issuing acknowledgement letter to claimant/claimant legal representative and referral of claim to appropriate insurer within 6 working days of receipt at the Risk Management Section (6.4.2.3)</p> <p>% of motor vehicle incidents reported to Risk Management within 5 working days. (New PI)</p> <p>% of departmental reports returned to Risk Management within 15 days from request (New PI)</p> <p>% of motor claims reports provided by risk management within 10 working days (New PI)</p> <p>% of liability claims reports provided by risk management to insurers within 20 working days(New PI)</p>	Monitored Quarterly	Chris Moore/ Helen Pugh/Julie Standeven		<p>WBO13-B6</p> <p>WBO13-B6</p> <p>WBO13-B6</p> <p>WBO13-B6</p> <p>WBO13-B6</p>
C	Corporate Procurement				
1	Key Action				
Key Action	We will work with departments to deliver compliant tender exercises through the implementation of a category management approach.	March 2023	Chris Moore/ Helen Pugh/ Clare Jones	P&R	WBO13-B3
Key Milestones	<ul style="list-style-type: none"> We will work with departments to deliver the forward work programme. We will monitor the requests received for Procurement support We will develop appropriate lotting strategies, taking into account the progressive procurement agenda (for example, consider small lot exemptions). We will investigate opportunities for joint procurement with other public sector organisations 	Tender dependent	Chris Moore/ Helen Pugh/ Clare Jones		<p>WBO13-B3</p> <p>WBO13-B3</p> <p>WBO13-B7</p> <p>WBO13-A</p>
Key Measure	Will monitor the % of Procurement spend compliant with our Contract Procedure Rules (new PI)	Quarterly monitoring	Chris Moore/ Helen Pugh/ Clare Jones		
2	Key Action				
Key Action	We will continue to provide a significant procurement support and advice to the Swansea Bay City Region Carmarthenshire led projects	March 2023	Chris Moore/ Helen Pugh/ Gemma Clutterbuck	P&R	WBO5-A
Key milestones	In line with Pentre Awel Zone 3 and City Deal Digital Programme timeframes	Driven by City Deal timescales	Chris Moore/ Helen Pugh/		WBO5-A

			Gemma Clutterbuck		
Key Measures	No measure this action will be monitored quarterly on PIMS				
3	Key Action				
Key action	We will continue to develop our approach to early engagement of Local Businesses	March 2023	Chris Moore/ Helen Pugh/ Clare Jones	P&R	WBO5-D
Key milestones	<ul style="list-style-type: none"> We will continue to work with our regeneration and economic development colleagues to deliver the progressive procurement actions on supplier engagement. We will keep our longer-term forward work programme up to date and publish on our website. We will promote our published Procurement Supplier guide. We will record the number of supplier contacts made via procurement (including via Procurement first point of contact meetings, pre-market engagement sessions and tender briefing sessions). We will engage with suppliers through a variety of means depending on the tendering requirement and our understanding of the marketplace (For example Prior Information Notice, notices, questionnaires, snap surveys, bespoke engagement events etc). 	Continual Updated Quarterly March 2021 Quarterly monitoring Tender dependent	Chris Moore/ Helen Pugh/ Clare Jones		WBO5-D WBO13-B2 WBO13-B2 WBO5-D WBO5-D
Key Measures	We will monitor the percentage of spend with local suppliers. (New PI)	Quarterly monitoring	Chris Moore/ Helen Pugh/ Clare Jones	P&R	WBO5-D
4	Key Action				
Key action	We will monitor effective Contract management throughout the Authority	March 2023	Chris Moore/ Helen Pugh/ Clare Jones	P&R	WBO13-B6
Key Milestones	<ul style="list-style-type: none"> We will monitor the basic awareness eLearning contract management module take up. We will develop an interactive contract management training course with Learning and Development. We will explore the potential of a central contract management system linked to our contract register. 	Quarterly monitoring June 2022 March 2023	Chris Moore/ Helen Pugh/ Clare Jones		WBO13-B6 WBO13-B5 WBO13-B2
Key Measures	No measures this action will be monitored quarterly on PIMS				

5	Key Action				
Key action	We will pursue the use of Community Benefits in all procurements where such benefit can be realised.	March 2023	Chris Moore/ Helen Pugh/ Clare Jones	P&R	WBO13-B3
Key Milestones	We will review our approach for including Community Benefits for non-construction projects	March 2023	Chris Moore/ Helen Pugh/ Clare Jones		WBO13-B3
Key Measures	We will report the activities delivered through Community Benefits in our Construction projects (21st Century School Programme, Housing and Regeneration projects). <ol style="list-style-type: none"> 1. Number of Persons weeks of training and recruitment (CP1) 2. Number of Jobs created and Number of STEM (Science, Technology, Engineering and Mathematics) (New PI) 	Quarterly monitoring	Chris Moore/ Helen Pugh/ Clare Jones		WBO13-B3
6	Key Action				
	We will continue to develop our approach to spend analysis.	March 2023	Chris Moore/ Helen Pugh/ Clare Jones	P&R	WBO13-B6
Key Milestones	<ul style="list-style-type: none"> • We will ensure spend analysis is used strategically and routinely considered at senior leadership and Cabinet level. • We will explore each contract which constitutes leakage, to determine its potential for localisation. • We will undertake a supplier re-spend analysis to inform future interventions and support. 	<p>March 2023</p> <p>March 2023</p> <p>March 2023</p>	Chris Moore/ Helen Pugh/ Clare Jones		<p>WBO13-B6</p> <p>WBO13-B6</p> <p>WBO13-B6</p>
Key Measures	No measures this action will be monitored quarterly on PIMS				
7	Key Action				
	We will embed Net Zero Carbon into our procurement activity.	March 2023	Chris Moore/ Helen Pugh/ Clare Jones		WBO10-C
Key milestones	<ul style="list-style-type: none"> • We will review Council procurement policies. • We will identify opportunities for carbon savings through our tendering activity 	March 2023	Chris Moore/ Helen Pugh/ Clare Jones		<p>WBO10-C</p> <p>WBO10-C</p>
Key measures	No measures this action will be monitored quarterly on PIMS				

D		Revenue Services			
1		Key Action			
Key Action	We will contribute to tackling poverty within Carmarthenshire by supporting families to claim all the financial support they are entitled to. (Action ID 15056)	March 2023	Chris Moore/ Helen Pugh/ Ann Thomas	P&R	WBO4-D
Key Milestones	<p>Welsh Government have issued a toolkit which provides a resource to consider what can be done to work towards having a more simplified application system for devolved welfare benefits (council tax reduction, Free school meals and school uniform grant) to make them more accessible to people in need of support.</p> <ul style="list-style-type: none"> We will work with the Education Department to have a consistent approach to what is included on the website and have a pro-active approach to raise awareness We will explore the purchasing and implementation of Northgate Citizen Access Benefits system. We will work to provide a customer focused service and provide technical advice to customers over the telephone and will work closely with the HWB team giving them the technical advice they need for their role in dealing with customers face to face. 	March 2023	Chris Moore/ Helen Pugh/ Ann Thomas	P&R	WBO4-D
Key measures	<ul style="list-style-type: none"> Average number of days taken to process new Housing/ Council Tax Benefit claims. (6.6.1.2) Average number of days taken to process notifications of changes of circumstances in Housing/Council Tax Benefit claims. (6.6.1.3) % of recently calculated Housing/Council Tax Benefit claims that have been calculated accurately based on a sample check. (6.6.1.9) % of council tax due for the financial year which was received by the authority. (CFH/007) % of non-domestic rates due for the financial year which were received by the authority. (CFH/008) 	Quarterly Monitoring	Chris Moore/ Helen Pugh/ Ann Thomas	P&R	WBO4-D WBO4-D WBO4-D WBO13-B6 WBO13-B6
E		Business Development Business Unit			
1		Key Action			
Key Action	We will make the best use of our resources to improve services to both the public and for Corporate Services	March 2023	Chris Moore/ Helen Pugh/ Tracey Thomas		WBO13-B4
Key Milestones	<ul style="list-style-type: none"> We will assist Transform, Innovation and Change team with specific efficiency projects. For example, the Electronic Signatures and the Better Ways of Working Storage Review and embed the findings/outcomes in our processes. 	October 2022	Chris Moore/ Helen Pugh/ Tracey Thomas		WBO13-A

	<ul style="list-style-type: none"> We will continue to monitor quarterly performance management data and report to DMT. 	Quarterly	Chris Moore/ Helen Pugh/ Tracey Thomas		WBO13 – B4
Key measures	No measures this action will be monitored quarterly on PIMS				

Divisional Profile



Financial Services includes 3 distinct areas:

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

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

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

Self-assessment of performance in 2021/22

COVID-19 had a significant impact on the council's budget and capital schemes also suffered delays due to the pandemic. The team have been working hard and responded well during the Covid pandemic and we adapted to new ways of working and re-acted quickly by introducing new processes in a timely manner such as the introduction of electronic processing for our banking transactions.

The Governance and Audit Committee have approved the audited 2020/21 Statement of Accounts for the County Council Pension Fund and smaller statutory bodies, which marks a major milestone in our annual work programme. Not only did all statements receive an unqualified audit opinion but the audit found no major issues other than some generic all-Wales matters, despite nearly 3 months of in-depth probing. This a fantastic achievement under any circumstances, especially considering, we have dealt with more than £140 million of additional COVID-19 related funding across dozens of specific grants.

We have continued to investigate and develop new ways of working which will result in delivering an even more efficient and effective Accountancy Services longer term. The 'No PO No Pay' proposal is currently in engagement phase with initial trial roll out with support of Chief Executives Department. This will reduce paper requirements, improve end-to-end process efficiency and is a key enabler for possible future e-invoicing.

 Links to sources of evidence (Regulatory Reports, Member T&F, etc.)

- [Commercialisation in Local Government](#)
- [Financial Sustainability Assessment Carmarthenshire County Council](#)
- [TIC proposals](#)

Key Areas for Improvement arising from Self-assessment

2021/22 budget monitoring shows small underspend at corporate level, with one area of departmental overspend is Communities driven by pressures in Learning Disability/Mental Health services. Considerable ongoing financial services support towards monthly hardship expenditure and quarterly income loss claims to mitigate overspends/income loss respectively. Consideration being given to longer term impact in respect of 2022/23 budgets when emergency funding streams will cease.

The percentage of undisputed invoices which were paid in 30 days (CFH/006) half yearly target of 93.5% was met with an achievement of 97%. However, a downturn is still forecast for quarter 3 due to workforce pressures as a result of staff movement due to secondment, maternity, and termination.

Looking ahead, we will need to consider how to address workload pressures as the impact of additional covid related work upon the division is unsustainable for the long term.

Key Divisional Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. For Service High Risk (scored 12+), see Divisional Plan	Divisional Summary Action Plan Ref No.
CRR190005	High (12)	Ensuring effective management of Grant Funding (including accessing Grant Funding) Threat of having to repay significant Grant monies. Failure to manage grants and maximise on the funding resources available Failure to secure funding Failure to deliver current projects within the set timescales Failure to deliver outputs in line with the T&Cs of grant paying department.	B1/B4 & B5 Further details in Divisional Plans
CRR190013	High (12)	Delivery of the City Deal (Outcomes / Budget)	B1
CRR190014	Medium (8)	Delivery of the Pentre Awel Project (Outcomes / Budget)	B1
CRR190015	High (12)	Delivery of the Approved Capital Programme (Outcomes / Budget)	B4
CRR190043	High (15)	COVID19 - Strategic Financial implications - increased costs due to Covid-19 demands and compliance with Cabinet and Welsh Government instructions	B2 & B5
CRR190056 (Formerly CRR190004)	Significant (20)	Ensuring that the Authority effectively manages its financial resources and responds to the challenges of reduced funding	B5
New Corporate Risk	Significant (20)	Effect of COVID-19 & Brexit on recruiting and impact of workforce planning	A3

5 Ways of Working

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>Our Accountancy function provides an important strategic finance role both across corporate functions as well as supporting robust, financially sustainable business case development, including severances</p> <p>The Budget development process is a manifest example of our long-term approaching, bringing together revenue, capital and the judicious management of the councils reserves towards the delivery of the councils' goals.</p> <p>We recognise challenges in the often-short term nature of external financial information available, however we are able to plan for the longer term through the application of prudent assumptions that are kept under regular review.</p>
Planned Improvement for 22/23 - we will:	We will continue to consult with partners to identify longer term financial inputs to improve planning assumptions.
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	<p>Recovery is now key post Covid and how we manage both the human and financial impact of pandemic long term.</p> <p>Through our development fund process, we enable services to take a preventative approach. However, this is largely reactive.</p> <p>A significant part of Financial Services function is a "business partnering" role – this is in effect a financial advisory role – providing early identification and rectification of financial issues</p> <p>We provide active financial signoff of staff structure changes to prevent future budgetary shortfalls</p> <p>Through our deputyships team, we prevent potentially vulnerable clients being financially exploited</p> <p>Support group accountants to other service areas.</p>
Planned Improvement for 22/23 - we will:	<p>We will continue to review how our team resources are allocated with the aim of taking a more pro-active approach.</p> <p>Active participation within Performance Management Framework Challenge.</p>
3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>Our accountancy functions are very well embedded within the different departments it supports.</p> <p>We have strong financial integration with other public sector bodies such as the Fire Authority, Police, National Parks and Town & Community Councils.</p> <p>Our deputyships team is well integrated with social services colleagues, seeking to act as one virtual team.</p> <p>We recognise a need improve links both within financial services and across corporate services department</p>
Planned Improvement for 22/23 - we will: (link to action plan)	<p>We will continue to strengthen links and integrate with other departments and public sector bodies.</p> <p>To ensure of Better Ways of Working we will build in opportunities to improve links within the division.</p>
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>

<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>The Systems team provides the Financial Management System for the Mid and West Wales Fire Service, Dyfed Powys Police Authority and Brecon Beacons National Park and Schools.</p> <p>We also provide a payroll service to a range of external clients which include:</p> <ul style="list-style-type: none"> ○ Pembrokeshire Coast National Park ○ Mid and West Wales Fire and Rescue Service ○ Carmarthen town Council ○ Mentrau Cwm Gwendraeth, Gorllwen Sir Gar, Bro Dinefwr, Castell Nedd. ○ A range of smaller bodies. <p>The Pensions Administration Unit works collaboratively with the other Pension Funds in Wales in areas such as regulatory interpretation and scheme communications.</p> <p>The Pensions Investments Unit collaborates with other Local Government Pension Funds on investment, governance and accounting issues and works in partnership with the Funds Actuary, Investment Managers, Independent Investment Adviser, Performance Manager, Custodian, Legal Adviser and Auditor.</p> <p>Through the Wales Pension Partnership, the level of pooled investments across Wales is now £16bn (including passive investments) as of 30th September 2021.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	We will continue to explore how we might widen our service provision to other public sector bodies.
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	A mixed method approach to ascertain views of the 2022-25 budget took place including Councillor involvement via online Budget Seminars and Public Consultation. All responses received were considered as part of the budget setting process
Planned Improvement for 22/23 - we will: (link to action plan)	Identify and deliver further changes to increase involvement in the budget setting process

Financial Services Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
A	Accountancy Business Unit				
1	Key Action				
Key Action	We will provide significant financial support and advice to the Swansea Bay City Region	March 2023	Chris Moore/ Randal Hemingway	P&R	WBO13-B6
Key Milestones	We will continue to support the budget development and continued budget monitoring	March 2023	Chris Moore/ Randal Hemingway/ Group Accountants		WBO13-B6
Key Measure	No measure this action will be monitored quarterly on PIMS				
2	Key Action				
Key Action	We will undertake the closure and Audit of the Accounts within the appropriate timescales	March 2023	Chris Moore/ Randal Hemingway		WBO13-B6
Key Milestones	<ul style="list-style-type: none"> Continued Budget Monitoring of Departmental Budgets. Budget reports to be reported to CMT on a quarterly basis with Performance Management Data 	Monitored Quarterly Monitored Quarterly	Chris Moore/ Randal Hemingway/ Group Accountants		WBO13-B6 WBO13-B6
Key Measure	No measure this action will be monitored quarterly on PIMS				
3	Key Action				
Key Action	We will monitor and report on our key performance indicators taking a balanced scorecard approach and will embed performance management.	March 2023	Chris Moore/ Randal Hemingway		WBO13-B6
Key Milestones	Quarterly monitoring to DMT				WBO13-B6
Key Measure	Balanced scorecard measures to follow	Monitored Quarterly			WBO13-B6
4	Key Action				
Key Action	Use of the Councils reserves to invest in the County and support future development (Moving forward in Carmarthenshire)	March 2023	Chris Moore/ Randal Hemingway	P&R	WBO13-B6 MF5-96
Key Milestones	<ul style="list-style-type: none"> Reserves position in statement of accounts approved by Governance and Audit Committee. Forecast reserves position approved a part of MTFP budget papers 	July 2022 March 22	Chris Moore/ Randal Hemingway		WBO13-B6
Key Measure	No measure this action will be monitored quarterly on PIMS				

5	Key Action				
Key Action	Ensure the Council manages its budgets effectively and prudently (Moving forward in Carmarthenshire)	March 2023	Chris Moore/ Randal Hemingway	P&R	WBO13 -B6 MF5-98
Key Milestones	Bi-monthly budget monitoring	Bi-monthly	Chris Moore/ Randal Hemingway		WBO13 -B6
Key Milestones	No measure this action will be monitored quarterly on PIMS				
B	Pensions Administration, Systems, Accounts Payable & Administration Business Unit				
1	Key Action				
Key Action	We will monitor and implement changes to the Local Government Pension scheme as a consequence of legislation changes, including Sargeant/McCloud	March 2023	Chris Moore/ Randal Hemingway/ Kevin Gerard		
Key Milestones	<ul style="list-style-type: none"> We will implement changes to the Fire fighters Pension Scheme as a consequence of legislation changes We will implement changes to the Police Pension Scheme as a consequence of legislation changes We will continue to undertake GMP reconciliation in accordance with HMRC statutory requirements 	March 2023 March 2023 March 2023	Chris Moore/ Randal Hemingway/ Kevin Gerard		
Key Measures	No measure this action will be monitored quarterly on PIMS New measure - The % of payments				
2	Key Action				
Key Action	Ensure the prompt payment of undisputed invoices to suppliers	March 2023	Chris Moore/ Randal Hemingway		WBO13 -B6
Key Milestones	<ul style="list-style-type: none"> Learn from the 'No PO No Pay' pilot in the Chief Executives Department and prepare a roll-out action plan on the new process. To work closely with the Departments to monitor and identify areas of performance management. To investigate the feasibility of P2P roll out in schools via a pilot site. 	June 2023 March 2023 July 2023	Chris Moore/ Randal Hemingway/ Kevin Gerard		WBO13 3- A WBO13 -B6 WBO13 -B6
Key Measures	The % of un-disputed invoices which were paid in 30 days (CFH/006) The % of OP transactions converted to AP or agreed as exemptions (baseline 20/21 year) (New PI)	Quarterly monitoring	Chris Moore/ Randal Hemingway/ Kevin Gerard		
3	Key Action				
Key Action	We will develop opportunities for collaboration with other Local Government Pension Schemes	March 2023	Chris Moore/ Randal Hemingway/ Kevin Gerard		

Key Milestones	Investigate ways to collaborate with other Local Government Pension Schemes	March 2023	Chris Moore/ Randal Hemingway/ Kevin Gerard		
Key Measures	No measure this action will be monitored quarterly on PIMS				
C	Treasury Management, Pensions Investments & Technical Business Unit				
1	Key Action				
Key Action	To support the Pensions Board	March 2023	Chris Moore/ Randal Hemingway Kevin Gerrard		WBO13 -B7
Key Milestones	<ul style="list-style-type: none"> Supporting the pensions board, identifying training needs and providing opportunities to address those needs. Pro-actively invite pension board members to investment manager presentations. 	March 2023	Chris Moore/ Randal Hemingway Kevin Gerrard		WBO13 -B7 WBO13 -B7
Key Measures	No measure this action will be monitored quarterly on PIMS				
2	Key Action				
Key Action	To collaborate with other Local Government Pension Scheme Funds and pools on investments and governance	March 2023	Chris Moore/ Randal Hemingway Anthony Parnell		WBO13 -B7
Key Milestones	<ul style="list-style-type: none"> Attendance at the cross-pool collaboration group 		Anthony Parnell		WBO13 -B7
Key Measures	No measure this action will be monitored quarterly on PIMS				
3	Key Action				
Key Action	To manage the Host Authority Function for the Wales Pension Partnership	March 2023	Chris Moore/ Randal Hemingway Anthony Parnell		WBO13 -B6
Key Milestones	<ul style="list-style-type: none"> To liaise with the operator and consultants, the joint governance committee and officer working group. Launch of the Fixed Income Sub Funds 	March 2023 March 2023	Anthony Parnell Anthony Parnell		WBO13 -B6 WBO13 -B6
Key Measures	Return on investments to outperform the average 7-day LIBID (London Interbank Indicative or successor) rate for the year (6.1.2.1) New borrowing rate to outperform the average PWLB rate for the year (6.1.2.2) Dyfed Pension Fund to outperform the benchmark return as set out in the Investment Brief (5 year rolling to nearest quarter – 6.1.3.4)	Quarterly monitoring Quarterly monitoring Quarterly monitoring	Chris Moore/ Randal Hemingway Anthony Parnell		WBO13 -B6 WBO13 -B6 WBO13 -B6

4	Key Action				
Key Action	To ensure timely closure of accounts for the Dyfed Pension Fund	March 2023?	Chris Moore/ Randal Hemingway Anthony Parnell		WBO13-B6
Key Milestones	<ul style="list-style-type: none"> • To produce the Dyfed Pension Fund Annual Report • Quarterly Budget monitoring and reporting to ?? 		Chris Moore/ Randal Hemingway Anthony Parnell		WBO13-B6 WBO13-B6
Key Measures	No measure this action will be monitored quarterly on PIMS				

Divisional Profile –



Strategic Finance (Corporate Projects) undertakes all the necessary financial activities for meeting the funding requirement for projects being undertaken by the Authority, including projects already won as well as those under bidding/development.

Working with the Corporate Management Team the key responsibilities include liaising with all relevant key partners, banks, financial institutions, agencies, and other stakeholders in the financial community to ensure timely availability of financing for projects at the most competitive terms.

Self-assessment of performance in 2021/22

We have supported the establishment and trading of the Authorities companies (as well as a period of being seconded into one) of:


CWM Environmental Ltd

LLesiant Delta Wellbeing Ltd

Cartrefi Croeso Cyf (now being made dormant)

 Links to sources of evidence (Regulatory Reports, Member T&F, etc.)

- [Financial Sustainability Assessment Carmarthenshire County Council](#)
- [TIC proposals](#)

 See [sources of evidence to inform self-assessment as outlined in Local Government and Elections Act 2021](#)
See [Moving Forward in Carmarthenshire commitments for this Division](#)

Key Areas for Improvement arising from Self-assessment

(including Regulatory Report (WAO/FG), Member T&F, TIC and Consultation Findings; addressing bottom quartile results, etc.)

Continued support of the Pentre Awel Project and the financial funding requirements, see Corporate Risk CRR190014 and Key Action 1.

Key Divisional Risks

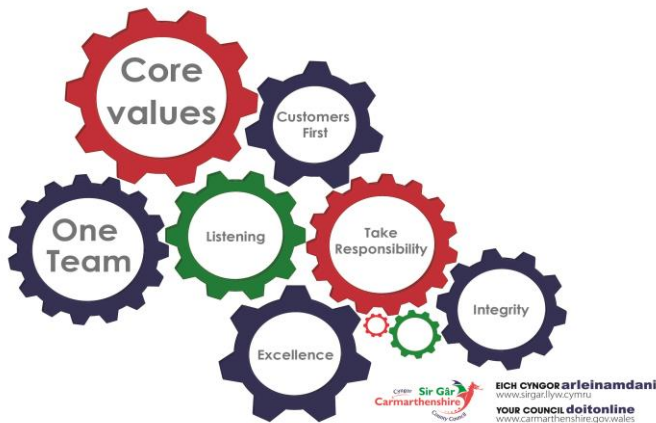
Risk Ref or New?	Risk score after mitigation	Identified Risk	Divisional Summary Action Plan Ref No.
		All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. For Service High Risk (scored 12+), see Divisional Plan	
CRR190005	High (12)	Ensuring effective management of Grant Funding (including accessing Grant Funding) Threat of having to repay significant Grant monies. Failure to manage grants and maximise on the funding resources available Failure to secure funding Failure to deliver current projects within the set timescales Failure to deliver outputs in line with the T&Cs of grant paying department.	A1
CRR190013	High (12)	Delivery of the City Deal (Outcomes / Budget)	A1

CRR190014	Medium (8)	Delivery of the Pentre Awel Project (Outcomes / Budget)	A1
CRR190015	High (12)	Delivery of the Approved Capital Programme (Outcomes / Budget)	A1
CRR190043	High (15)	COVID19 - Strategic Financial implications - increased costs due to Covid-19 demands and compliance with Cabinet and Welsh Government instructions	A1
CRR190056 (Formerly CRR190004)	Significant (20)	Ensuring that the Authority effectively manages its financial resources and responds to the challenges of reduced funding	A1 &A2

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
A	Strategic Finance				
1	Key Action				
	To lead and advise on the key financial considerations on the delivery of major corporate projects such as the Pentre Awel Project	March 2023	Chris Moore /Owen Bowen	P&R	WBO05 -A
Key Milestones	<ul style="list-style-type: none"> To provide financial advice to the Pentre Awel Project Team through the key stages of project development and to work closely with funding, risk development and property professionals. To plan, manage and monitor financial performance to ensure compliance with financial regulations. To manage the relate budget and ensure compliance with all grant/external funding terms and conditions, and to report any significant variances directly to CMT on a regular basis. 	March 2023 March 2023 March 2023	Owen Bowen Owen Bowen Owen Bowen		WBO05 -A WBO05 -A WBO05 -A
Key Measures	No measure this action will be monitored quarterly on PIMS				
2	Key Action				
Key Milestones	To provide on-going support to CWM Environmental Ltd and Llaisant Delta Well-Being.	March 2023	Chris Moore /Owen Bowen		WBO13 -B7
Key Measures	<ul style="list-style-type: none"> To ensure financial monitoring reports are completed on time and ensure the achievement of financial balance. To wok closely with the Companies and the managing board to ensure financing conditions and obligations are met. 	March 2023 March 2023	Owen Bowen Owen Bowen		WBO13 -B7 WBO13 -B7

4. Department Resources

Core Values



Customers First – we put the needs of our citizens at the heart of everything that we do

Listening – we listen to learn, understand and improve now and in the future

Excellence – we constantly strive for excellence, delivering the highest quality possible every time by being creative, adopting innovative ways of working and taking measured risks

Integrity – we act with integrity and do the right things at all times

Taking Responsibility – we all take personal ownership and accountability for our actions

Seven areas of Corporate Change required

<p>The statutory guidance of the Well-being of Future Generations Act identifies seven areas where change needs to happen. These are:</p>	1	Corporate Planning
	2	Financial Planning
	3	Workforce Planning
	4	Procurement
	5	Assets
	6	Risk Management
	7	Performance Management

[① More information on the 7 Areas of Corporate Change required](#)

1. Corporate Planning

See Section 2 - Strategic Context

2. Financial Planning - Budget Summary

① See separate item at Budget Departmental Seminar / Budget Scrutiny for further information

Financial Planning - Savings and Efficiencies

To be included once agreed by CMT.

3. Key Workforce Planning Issues

1. Current workforce issues?

- The **Risk Management team** are an experienced team with a number of long years' service. Currently 1 member of staff is on flexi retirement so is currently working 4 days a week and will be retiring in the next couple of years.
- Currently a1 member of staff is on Maternity leave and an another member of staff is undertaking this position so there is a gap in the team which is due to be filled. A new Community Benefits Officer has been appointed and is new to the team and 1 member of staff is on flexi retirement currently working 3 days a week.
- Within **Internal Audit** a number of opportunities such as secondments therefore staff have left to progress their career within Carmarthenshire County Council, so a number of posts are vacant.
- The **Accountancy Team** has experienced small incremental growth over recent years in response to increased demands due to service changes. This has typically been behind the curve and continues to create pressure within the service. Over the medium – long term, there are a number of areas which might lead to groups of staff retiring within a similar timeframe, which presents a risk.
- The **Payments section** is experiencing a staffing shortfall due to a range of unrelated issues including retirement/promotion maternity leave.
- The **Revenue Services Team** in the past have had problems maintaining a skilled workforce. A new revised team structure is now in place.
- The **Pensions Administration Team** will need to grow over the coming years to meet additional workload pressures as a result of the McCloud/Sargeant ruling. There is an emerging issue of losing staff to higher paid jobs in other funds which can now be carried out remotely.
- There is a new structure in Business Development incorporating the Directors PA Role and Credit Card, with 1 member of staff on flexi retirement and a post is vacant awaiting to be filled.

2. Future business priorities and implications on the workforce?

- The focus over the next 3 years for the Revenue Services team will be to maintain a skilled workforce with planned training and development.
- The focus for Risk Management is to investigate succession planning with the Risk Manager potentially retiring over the next couple of years.
- The Pensions administration team are focussed on meeting the challenges which McCloud/Sargeant will bring.

3. What is your Development Plan to address the gap implications?

- The Revenue Services team are looking at learning and developing staff to ensure that staff have the necessary skills to contribute to the delivery of the service and to keep the learning aptitude to retain staff.
- The Head of Revenues and Financial Compliance is committed to ensuring a highly skilled team to meet the requirements of the service needs.
- The Pensions administration team are proactively recruiting new staff as soon as any vacancies occur, we continue to deploy the layered training and development model in line with the section restructure implemented 3 years ago.

4. Training:

- As a department we are committed to continuous training and development of our staff, both in the area of job-related skills and in their professional career development. It is the objective of Corporate Services that all staff have access to training and development opportunities to meet both the individual's aspirations and the needs of the service. We have several staff participating in both professional development courses undertaking the

5. Procurement

Insurances - Tenders are due for:

- School Travel Policy in April 2022
- Leasehold Flats / Mortgaged Properties Policies in June 2022 – last tendered June 2015 renewal (5+2 years).
- Main Insurance Portfolio in June 2024 – last tendered June 2019 renewal (3+2 years) – this could possibly be tendered 2022 or 2023 depending on renewal terms.
- Engineering Policy in June 2026– last tendered June 2021 renewal (3+2 years) - this could possibly be tendered 2024 or 2025 depending on renewal terms.

Wales Pension Partnership – Currently there is a live tender for Private Market Investments and commencing in June to September 2023 we will be procuring for the Operator.

Swansea Bay City Deal – Various procurement exercises linked to the Digital Infrastructure Project.

6. Asset Management

As part of the Better Ways of Working programme we are currently compiling our accommodation needs for the long term based on our service requirements; this will be complete by the end of December 2021.

The County Hall refurbishment programme will affect Corporate Services with some services currently based in County Hall. Currently awaiting a timetable of works.

7. Risk Management

See Section 3 – Summary Divisional Plans

Corporate and Significant Risks are identified within the Divisional Business Plan sections of this Departmental Plan.

8. Performance Management

At the Governance and Audit Committee, members approved our audited 2020/21 Statement of Accounts, which the Auditor General has signed off which marks a major milestone in our annual work programme, not only did Carmarthenshire receive an unqualified audit opinion but the audit found no major faults other than some generic all-Wales issues, despite nearly 3 months of in-depth probing. This a fantastic achievement under any circumstances, but when you consider that on top of normal activities, we have dealt with more than £140 million of additional COVID-19 related funding across literally dozens of specific grants.

5. Departmental Key Measures

Definition / Measure Reference	2019/20	2020/21				2021/22		2022/23	Cost Measure (£)	
	Our Result	Our Result	All Wales Comparative data			Target set	Result (when available)	Target set (at EOY)		
			Quartile * to ****	Welsh Median	Welsh Best Quartile					
Revenues & Financial Compliance Division										
1	Actual achievement against Annual Audit Plan (6.4.1.13)	72%	83%	Not applicable			EOY 90% Qtr 3 60%	Qtr 3 58%		
2	Percentage of Draft Reports issued within 10 working days of the fieldwork completion date (new PI)	New PI		Not applicable			New PI			
3	Percentage of Management Responses received within 15 working days of the Draft Report being issued (New PI)	New PI		Not applicable			New PI			
4	Percentage of Final Reports issued within 10 working days of Management Responses being received (New PI)	New PI		Not applicable			New PI			
5	% Response to letters of claim – issuing acknowledgement letter to claimant/claimant legal representative and referral of claim to appropriate insurer within 6 working days of receipt at the Risk Management Section (6.4.2.3)	96%	97%	Not applicable			EOY 95% Qtr 3 95%	Qtr3 95%		
6	% of motor vehicle incidents reported to Risk Management within 5 working days. (New PI)	New PI		Not applicable			New PI			
7	% of departmental reports returned to Risk Management within 15 days from request (New PI)	New PI		Not applicable			New PI			
8	% of motor claims reports provided by risk management within 10 working days (New PI)	New PI		Not applicable			New PI			

9	% of liability claims reports provided by risk management to insurers within 20 working days(New PI)	New PI		Not applicable	New PI			
10	Will monitor the % of Procurement spend compliant with our Contract Procedure Rules (new PI)	New PI		Not applicable	New PI			£
11	We will monitor the percentage of spend with local suppliers. (New PI)	New PI		Not applicable	New PI			£
12	We will report the activities delivered through Community Benefits in our Construction projects (21st Century School Programme, Housing and Regeneration projects). 1. Number of Persons weeks of training and recruitment (CP1)	45	171	Not applicable	EOY 282 Qtr 3 212	Qtr 3 441		
13	We will report the activities delivered through Community Benefits in our Construction projects (21st Century School Programme, Housing and Regeneration projects). 2. Number of Jobs created and Number of STEM (Science, Technology, Engineering and Mathematics) (New PI)	New PI		Not applicable	New PI			
14	Average number of days taken to process new Housing/ Council Tax Benefit claims. (6.6.1.2)	12.48	11.57	Not applicable	EOY 17 Qtr 3 17	EOY 15.50		
15	Average number of days taken to process notifications of changes of circumstances in Housing/Council Tax Benefit claims. (6.6.1.3)	3.14	2.87	Not applicable	EOY 4 Qtr 3 4	Qtr 3 3.91		
16	% of recently calculated Housing/Council Tax Benefit claims that have been calculated accurately based on a sample check. (6.6.1.9)	97.66 %	96.92%	Not applicable	EOY 95% Qtr 3 93.00 %	Qtr 3 96.87%		
17	% of council tax due for the financial year which was received by the authority. (CFH/007)	97.78 %	95.96%	Awaiting Data	EOY 97.50 %			£

					Qtr 3 84.00 %	Qtr 3 86.49%		
18	The percentage of non-domestic rates due for the financial year which were received by the authority. (CFH/008)	97.22 %	95.55%	Awaiting Data	EOY 97.50 % Qtr 3 84.00 %	Qtr 3 87.14% %		£
Financial Services Division								
1	The % of un-disputed invoices which were paid in 30 days (CFH/006)	96.1%	97.3%	Awaiting Data	EOY 93.5% Qtr 3 93.5%	Qtr 3 97.5%		
2	The % of OP transactions converted to AP or agreed as exemptions (baseline 20/21 year) (New PI)	New PI		Not Applicable	New PI			
3	Return on investments to outperform the average 7 day LIBID (London Interbank Indicative) rate for the year (6.1.2.1)	Data not available	Out Perform ance of 0.25%	Not Applicable	To out perform	Qtr 2 Out perform ance of 0.13% (Awaiting Qtr 3 Data)		£
4	New borrowing rate to outperform the average PWLB rate for the year (6.1.2.2)	Data not available	No new borrowing undertaken	Not Applicable	To out perform	Qtr 2 No new borrowing undertaken (Awaiting Qtr 3 Data)		£
5	Dyfed Pension Fund to outperform the benchmark return as set out in the Investment Brief (5 year rolling to nearest quarter – 6.1.3.4)	Data not available	Out perform ance of 0.69%	Not Applicable	To out perform	0.74% to end of June (Awaiting Qtr 3 Data)		£
6	Balanced scorecard measures to follow	New PI		Not Applicable	New PI			

Well-being of Future Generations Act 2015

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

A. The Sustainable Development Principle of the Act

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

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

B. The Five Ways of Working required by the Act

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

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

C. The Seven Well-being Goals of the Act

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

Well-being Goals



The Seven Well-being Goals of the Future Generations Act

7 National Goals

A prosperous Wales

An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change), and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

A resilient Wales

A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

A healthier Wales

A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

A more equal Wales

A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).

A Wales of cohesive communities

Attractive, viable, safe and well-connected communities.

A Wales of vibrant culture and thriving Welsh Language

A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

A globally responsible Wales

A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing makes a positive contribution to global well-being

Local Government and Elections Act 2021

Our performance and governance arrangements for 2021/22 will be evaluated under the requirements of the new Act.

[Statutory guidance on the performance and governance of councils](#)
(Part 6 of the [Local Government and Elections \(Wales\) Bill](#))

The statutory duties placed on the Council :

1. **Duty to keep performance under review**

The Act requires a council to keep under review the extent to which it is fulfilling the 'performance requirements' that is, the extent to which it is:

- exercising its functions effectively.
- using its resources economically, efficiently and effectively; and
- has effective governance in place for securing the above.

2. **Duty to consult on performance**

A council must consult a range of people at least once in each financial year about the extent to which the council is meeting the performance requirements. The statutory consultees are local people, local businesses, staff of the council and Trade Unions.

3. **Duty to report on performance**

A council must produce a self-assessment report in respect of each financial year including actions improvement. This must go to the Governance and Audit Committee.

4. **Duty to arrange a panel assessment of performance and respond to it.**

A council must arrange for a panel to undertake an assessment.
This will apply sometime after the May 2022 Election.

The Act also references duties from other related Acts

5. **Well-being of Future Generations Act**

The performance and governance provisions in the Bill are framed within the wider sustainable development duties of the Well-being of Future Generations (Wales) Act 2015, which sets out a legally binding common purpose for the public bodies subject to that Act to improve the social, economic, environmental and cultural well-being of Wales.

6. **Socio-economic duty**

Additionally, the ethos of the performance and governance provisions within the Act align to the **Socio-economic Duty, which will come into force on 31 March 2021**. This duty will require principal councils, when taking strategic decisions such as 'deciding priorities and setting objectives', to consider how their decisions might help to reduce the inequalities associated with socio-economic disadvantage.

Implications for Business Planning 2022/23

We have a duty to keep performance under review Para 2.2 of Guidance

- exercising functions effectively
- using resources economically, efficiently and effectively
- governance is effective for securing the above

