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Chief Executive's Departmental Business Plan 2017-20

Extract for Policy & Resources Scrutiny

Date: December 2016

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Executive Board Member Foreword

We are satisfied that this Business Plan provides us with a comprehensive view of the Department’s plans for 2017/18 and will allow us to hold it to account. Its delivery will help us build a better Council and ensure that there is a better economic future for Carmarthenshire’s citizens and enhance their well-being.

Sign Off	Cllr. Pam Palmer (Community)
	Cllr. Linda Evans (Housing and Equalities)
	Cllr. Mair Stephens (Efficiencies, Collaboration & Welsh Language)
	Cllr David Jenkins (Resources)

1. Departmental Overview

Introduction by Mark James - Chief Executive

My department has some new and demanding responsibilities for the year ahead:-

Building a Better Council

- In May 2017, there are Local Government elections to organise and there will be considerable post-election work for Electoral Services, Democratic Service's and Corporate Training on the induction of new members.
- Proposals on Local Government Reform and the regional ways of working will need to be addressed and our workforce prepared.
- The requirements of the Well-being of Future Generations (Wales) Act will need to be embraced and adhered to.

Core Values

- We will be ensuring that our newly developed Core Values are driven forward throughout the Council.

Well-being of Future Generations (Wales) Act

The new law states that we 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 achieve this five ways of working must be demonstrated.

Meaningfully involving service users

- The department has taken a lead role in developing an assessment of economic, social, environmental and cultural well-being for the new Public Service Board (PSB). Nearly 2,500 residents have been surveyed in Carmarthenshire. These views will shape the PSB's plans and have informed the identification of the Council's Well-being Objectives for 2017/18.

Focusing on prevention

- People Management help employees stay well at work – physically, mentally and to help facilitate employees to return to work from ill health, through advice and guidance. It supports a culture where staff are healthy and safe whilst in work and supports the management of risks in the workplace.
- Getting people into work is one of the most fundamental and effective means of improving health and well-being.

Considering the long term impact

- In June 2016 the Local Government Minister Mark Drakeford announced that councillors elected to existing councils in 2017, will serve a full five-year term to 2022. In October he confirmed that there will be elections to these councils – less any which merge voluntarily – in 2022. This confirms a permanent five-year election cycle and provides local government with a ten-year stable platform from which to take forward reform.

Embedding effective collaboration

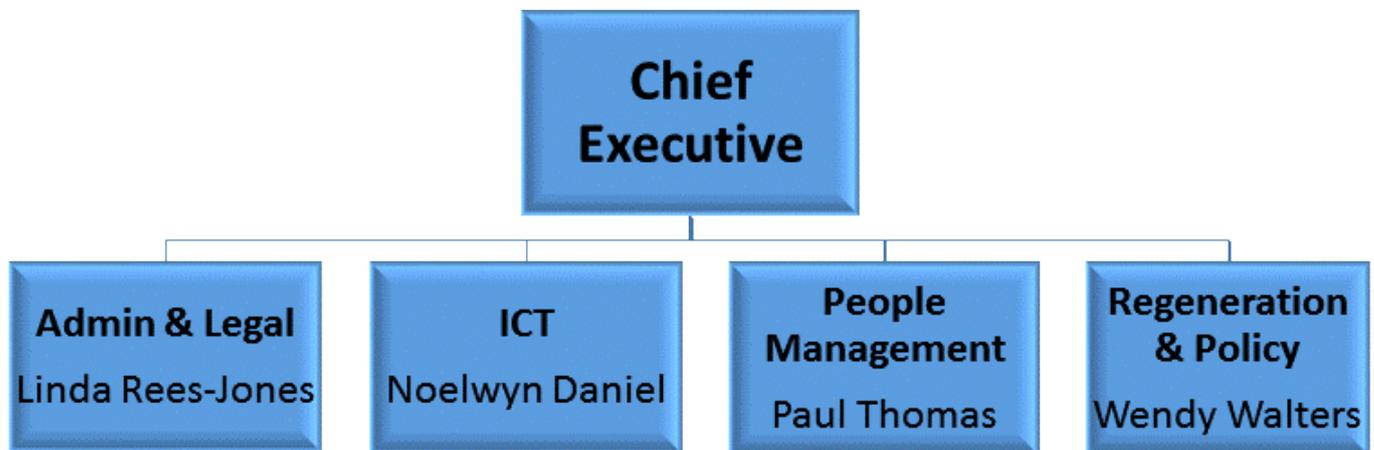
- Our record on collaborative working and the Public Service Board (PSBs) was praised by the Wales Audit Office in their Corporate Assessment.
- The Well-being of Future Generations (Wales) Act 2015 established PSBs for each local authority area in Wales. These supersede the Local Service Board. The department has a key Secretariat role to support the PSB and the board has been set up with its inaugural meeting held on the 12th May 2016.

Taking an integrated approach to well-being

- We will be revising and resetting our Corporate Strategy following the May 2017 elections to ensure that our Wellbeing Objectives and Corporate Strategy reflect the Administrations priorities. We will also ensure that a more integrated approach to well-being is reflected.

Departmental Profiles

Departmental Senior Management Structure



- Democratic Services
 - Departmental Support
 - Legal Services
 - Land Charges
- Applications Team
 - Infrastructure, Procurement and Finance Team
 - ICT Business Services
- People Services
 - Organisational Development
 - Business & Projects
 - Employee well-being
- Corporate Policy
 - Information Governance
 - Electoral Services, Coroners and Lord Lieutenant support
 - Marketing , Media & Customer Services
 - Performance Management
 - Registrars Services

2. Strategic Context

2.1 Well-being of Future Generations Act 2015

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

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.'

The Five Ways of Working required by the Act

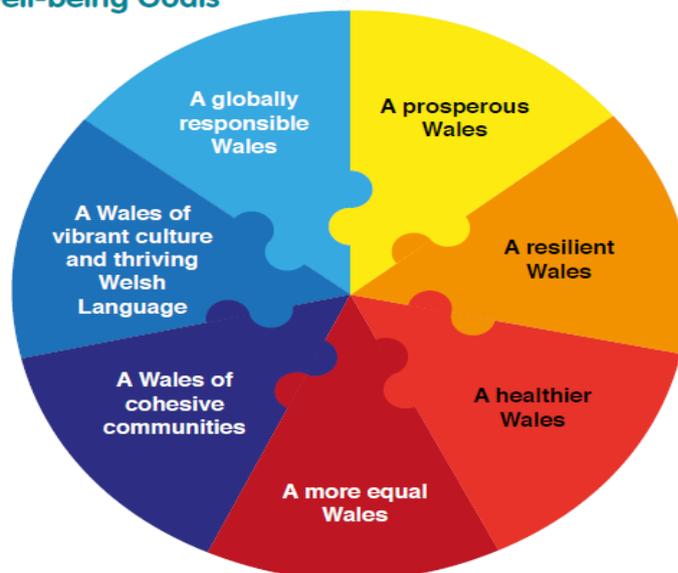
To show that we have applied the sustainable development principle we must demonstrate the following 5 ways of working:-

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.

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 Department and the Well-being Goals

The table below shows how the Department supports the Well-being Goals.

KEY: L = Lead Role / SC = Significant Contribution/ S = Support		The 7 Well-being of Future Generations Goals – (See Appendix 3 for Definitions)						
Department	Division	Prosperity	Resilience	Healthier	More Equal	Cohesive Communities	Culture and Welsh Language	Global Responsibility
Chief Executives	Administration & Law	S	-	S	S	S	S	S
	ICT	S	-	-	S	S	-	S
	People Management	S	-	SC	SC	S	SC (Welsh Language)	S
	Regeneration & Policy	L	-	SC	L	L	L (Welsh Language)	-

2.2 Other Relevant Acts for the Department

- Welsh Language Standards under s 44 Welsh Language (Wales) measure 2011
- Freedom of Information Act 2000 (FOIA)
- Data Protection Act
- Equalities Act 2010
- Disability Acts
- Employment and Employee Acts
- Local Government Acts

2.3 Carmarthenshire County Councils Well-being Objectives to be published by March 2017.

Please see draft Well-being Objectives and KIOP in [Appendix 1](#)

2.4 The Well-Being Plan - Carmarthenshire's [Public Service Board](#) (PSB) will be developing their partnership plan for improving the environmental, economic, social and cultural well-being of Carmarthenshire. The Well-Being Plan will identify priorities for the County and outline how public bodies will work together to achieve them.

2.5 Carmarthenshire's Corporate Strategy 2015-20

In September 2015 the Council published its Corporate Strategy and outlined its key areas of focus across seven outcome areas. In particular the department leads on the following focus points:

Making Better Use of Resources

- Providing services as efficiently as possible, ensuring value for money and supporting staff in order to reduce sickness absence rates

Building a Better Council

- Promoting local democracy and transparency by further developing approaches to engaging and communicating with our residents and stakeholders including the increased use of digital technologies
- Managing and supporting our workforce to provide better outcomes for our residents through appropriate recruitment, retention and development of our staff.
- Developing an integrated workforce plan that supports the Council’s strategic objectives.
- Increasing collaboration with our partners and communities in order support the delivery of services
- Responding to the need to reform local government and ensuring Carmarthenshire is well positioned in any future arrangements.
- Strengthening the position of the Welsh language in Carmarthenshire by implementing the recommendations of the ‘Welsh Language in Carmarthenshire’s report (March 2014) .

People in Carmarthenshire are healthier

- Mitigating the local impacts of welfare reform by supporting effected residents through the changes

People who live, work and visit Carmarthenshire are safe and feel safer

- Reducing anti-social behaviour by working in partnership with other agencies and communities to tackle local problems

Corporate Strategy Areas of Focus and Measures for the Department

	Lead	Significant	Support
Areas of focus (a total of 41 in the Corporate Strategy)	13	7	8
Measures (a total of 24 in the Corporate Strategy)	10	1	2

See whole Corporate Strategy in **Appendix 2**

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

3. Review and Evaluation

Current Strengths

- In January 2016 the Wales Audit Office published its Corporate Assessment of the Council and it was pleasing for the Admin & Legal Division to note that the Auditor-General had concluded that we had worked on our governance arrangements and that we had achieved more robust and transparent governance. This review of governance was led by a cross-party group of members (the Constitutional Review Working Group), which as a Division we supported.
- Our ICT Services receive positive feedback at management level regarding customer care and support which is provided across all services. The service is proactive in accessing training and keeping abreast of new skills and technology and this provides the Council with skilled technical staff.
- Several service areas including Human Resources, Building Regulations and Health & Safety have been reviewed for agile working and ICT have ensured the appropriate devices such as laptops, i-pads and the necessary software such as Skype for Business have been deployed.
- The Council underwent its second IIP post accreditation review in 16/17 and was successful in retaining its IIP status. The review also found that, as an organisation, the Council is working towards being a “High Performing” employer in some areas. The Division was responsible for managing the entire process, developing the skills of the internal review team and worked closely with the external Managing Assessor.
- We have developed and published the “Workforce Planning Toolkit for Managers”. Briefing sessions for managers have been held and further support will be provided by the Division to ensure the Council is able to plan effectively in terms of its workforce.

Overall Council performance results were good:-

- Out of 40 measures, 57.5% have improved, 17.5% have remained constant, and 25% declined. Carmarthenshire was joint **sixth highest** for improvement in the measures compared to other Welsh authorities.
- In March 2016 the Wales Audit Office concluded:-

'Public reporting of performance is fair and balanced. The ARIP is clearly laid out and presents a comprehensive picture of what the Council is aiming to achieve, the progress it is making and how its performance compares with other councils in Wales.' *Wales Audit Office – Annual Improvement Report March 2016.*

- At the beginning of this financial year press, communications, translation and tourism all merged to create the new Marketing and Media team. Work continues with drawing all business needs together to deliver a service that supports the needs our departments to communicate their messages to their audience.
- The activity at the Hub in Llanelli Town Centre has been strengthened with additional services being introduced such as the customer service centre and the Council cash machines, this has increased footfall into the town centre

Areas for Improvement

- Inconsistency in the deadlines for submission of Notice of Motion's Questions (Members & Public) and Petitions has been identified by officers. Constitutional Review Working Group (CRWG) has considered this initially and will meet again to discuss setting a common deadline would provide clarity and assist with administrative arrangements.
- The ICT service needs to achieve better strategic forward planning to instigate change. The service needs to continue with the promotion of the good ICT initiatives that it currently has in place and also needs to ensure customer awareness of these initiatives.
- We will further promote robust sickness absence management within departments and are considering setting departmental targets. We shall also provide more targeted briefings which we hope will improve the management of attendance and consistency of reporting. The use of the in-house stress management/Cognitive Behavioural Therapy services continues and is focused on supporting stress, anxiety and depression, alongside management interventions and support.
- Customer Services, in order to meet future saving targets and customer trends, we will need to realign in order to meet customer demand. A move to an appointment based system is being trialled and it is envisaged a wider role out of this process in 2017.

Regulatory Report Recommendations and Proposals for Improvement

In January 2016 the Wales Audit Office published its Corporate Assessment of the Council which commented as follows:-

Carmarthenshire County Council, demonstrating ambition in its vision, with collective leadership and more robust and transparent governance, is delivering improved outcomes for its citizens although some out-dated approaches may limit the speed of progress

Increasingly collective leadership is supporting a revised vision for Carmarthenshire and sustaining a culture of improvement

The Council has made good progress in establishing improved governance arrangements which are now more robust and transparent, although there are opportunities for further improvements to enable Members to be more effective in their roles

The Council's arrangements for managing its resources have served it well in the past, but the current approach in some areas is out-dated and not joined up, which may limit the speed of progress towards improved outcomes for citizens

The Council has a well-established and effective approach to partnership working

The Council's framework to manage improvement is good but lacks quality and consistent application within some departments leading to a lack of accountability

The Council, in collaboration with partners, is continuing to improve performance across its priority areas.

The report contained 6 proposals for improvement concerning:-

1. Governance
2. Use of Resources –Finance (Also see Corporate Services Department Business Plan)
3. Use of Resources –People
4. Use of Resources –Assets
5. Use of Resources –ICT and Information Management
6. Improvement Planning

All the Proposals for Improvement were included in the Annual Report and Improvement Plan and are monitored quarterly at CMT. Good progress has been made. Please see **Appendix 3** for a half year progress report.

4. Departmental Priorities

Administration and Legal Services - Linda Rees-Jones

The key strategic priorities for Administration and Legal Services are: - looking to future challenges and opportunities, there will be a local government election in 2017 and one of our Division's biggest tasks, after that election will be to ensure a smooth transition to the new Council and its work. Our Council has already started to consider various alternative service delivery models for some of its Services, and again, we

Ref	Key Priorities	By When ^{#1}	By Who
	Democratic Services		
1	We will aim to encourage both Members and Officers to go paperless for Democratic Meetings	30/09/2018	GM/ LR-J
2	We will provide members (post 2017 Election) with Councillors Handbooks and relevant information and support on the democratic process	31/05/2018	GM/ LR-J
	Legal Services – Monitoring Officer		
3	We will provide Code of Conduct training to members post 2017 election	30/09/2018	LR-J
4	We will invite the Constitutional Review Working Group (CRWG) to harmonise the deadlines in Standing Orders and Scrutiny Procedure Rules for submitting Notice of Motion's Questions (NOMs), Questions and Petitions.	30/09/2018	LR-J

anticipate that we will have a major role in assisting the Council with its consideration of those alternatives

Risks

Providing incorrect advice – this is addressed by (1) ensuring staff receive appropriate training for their role and that all the solicitors meet the new competency standards prescribed by the Solicitors Regulation Authority and (2) ensuring that all staff have access to up to date legal library and research facilities (3) enabling staff to network with fellow lawyers across a range of public sector organisations, to share knowledge, experience and best practice.

Land Charges - Providing incorrect information in response to Land Charges Search requests - we have a very low claims history, but the risk will be addressed by having appropriate insurance in place.

ICT Service- Noelwyn Daniel

The key strategic priorities for ICT Services is digital transformation and maintaining and streamlining business as usual. We will also be aligning the Digital transformation priorities along these key themes: Digital workplace, Digital customer services, Digital collaboration and Digital place.

Ref	Key Priorities	By When ^{#1}	By Who
	Digital Workplace		
1.	We will underpin the delivery of the agile working agenda	31/3/2018	ND/JW
2.	We will ensure the end user has the appropriate device/devices to deliver their service effectively	31/3/2018	ND/JW
	Digital Customer Services		
3.	We will ensure that the service acts as an enabler and vehicle for transforming the way services across the Council are delivered to customers by increasing opportunities for accessing council services via digital technologies.	31/3/2018	ND/JW
4.	We will deliver the automation and integration of internal working processes and procedures to release efficiencies	31/3/2018	ND/WND
	Digital Collaboration		
5.	We will facilitate the migration from our current local Carefirst IT system to the National collaborative solution. (Welsh Community Care Information System – WCCIS)	31/3/2018	ND/WND
6.	We will Utilise technologies to facilitate organisational collaboration with neighbouring authorities and partners to deliver shared services and economies of scale.	31/3/2018	ND/WND
	Ensure technologies and systems are robust and effective in meeting business needs		
7.	We will upgrade and replace an ageing ICT infrastructure to ensure that we have a robust and stable environment.	31/3/2018	ND/GJ
8.	We will ensure that we provide the appropriate support and maintenance for all ICT business systems	31/3/2018	ND/GJ
	ICT support for Schools		
9.	We will ensure that all newly built schools have the latest digital technologies and infrastructures in place to deliver 21 st century education.	31/3/2018	ND/WND
10.	We will continue to improve the condition, suitability and ICT resources within schools.	31/3/2018	ND/WND
	Ensure ICT continues to streamline and deliver Business as usual to the Organisation		
11.	We will rationalise the number and complexity of existing systems used across the Business to improve effectiveness and deliver efficiencies.	31/3/2018	ND/GJ
12.	We will continue to provide and improve the customer service experience of dealing with ICT and encourage greater use of 'self-service'	31/3/2018	ND/GJ
13.	Review Data Centre Risk Assessment	28/2/2017	ND/WND
14.	ICT will continue to engage and understand the customer's needs to allow them to deliver effective services	31/3/2018	ND/GJ

Risks

1. The unavailability of either or both Spilman Street and County Hall data centre's in the event of a disaster such as significant equipment failure, flood, fire etc. (see 13 above).
2. Malicious cyber security attacks (see 13 above).
3. **CH20130036 Risk** - Failure to effectively manage information governance – There is an IT Security Officer in place.

People Management Services - Paul Thomas

Broadly the key strategic priorities for People Management concern the commitments we are making to our staff and customers and how we will manage increasing demands, resources and risks as well as develop our staff. This year we will also reflect on how the Service will maximise its contribution to the Well-being of Future Generations Act.

Ref	Key Priorities	By When#1	By Who
People Strategy – Priority Theme 1 - Engage (Employee Engagement & Well Being)			
1.	We will manage workforce risks associated with the pace of change required by the organisation in preparation for Local Government reorganisation and the financial restraints	31/3/2018	PRT/CR
2.	We will use the Work Ready Project (apprenticeships, graduates, work experience, work placements, volunteering) to attract and retain underrepresented groups, e.g. young people and people with disabilities, and monitor the outcomes. (SEPA/IPA)	31/03/2018	PRT/AM
People Strategy – Priority Theme 2 Lead (Leadership and Management)			
3.	Develop an overarching behaviour statement aligned to our newly developed core values to ensure employees and managers appreciate and understand the Equality Duty and how it relates to their role in our organisation. (SEPA/IPA)	31/3/2018	PRT/CR
People Strategy – Priority Theme 3 Support (Supporting Transformation & Change)			
4.	Support the organisation to workforce plan effectively and develop a strategic workforce plan for the Council (IPA)	31/3/2018	PRT/CR
5.	Develop an integrated programme of Welsh Language development for our employees (SEPA/IPA)	31/3/2018	PRT/CR
	Key Measures	Result 15/16	Target 16/17
	The percentage of employees including teachers and school based staff who leave the employment of the local authority, whether on a voluntary or involuntary basis (CHR/001)	6.22	7.00
	We will further promote robust sickness absence management within departments to reduce the number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence. (CHR/002)	10.1 days	9.6 days
	We will continue to promote and develop the Helping People to Perform (HPP) process this year and increase the % HPP's carried out (1.3.2.11a)	85%	88%

Risks

- CR20130057** - Failure to ensure the organisation meets its statutory obligations in relation to People Management, employment legislation, health and safety legislation. Includes failure of organisation to implement or adhere to employment policy - See 1 above
- CR20130059** - Failure to fully integrate HR/Payroll process and Resource link (resulting in less effective HR/Payroll processes, duplication) - See 1 above
- CHR 20130060** – Compliance with safe recruitment in Schools & provision of training – See 1 above
- CR20130033** - Failure to manage and develop the Welsh Language and to meet Welsh Language Standards – see 5 above

Regeneration and Policy Service

During 2016/17 Regeneration & Policy has widened its remit considerably and encompasses a number of diverse key strategic priorities from the development of partnership working with the PSB, our contribution to the Swansea Bay City Region, conducting elections in 2017, Freedom of Information requests, managing the Council's modern records, our profile in marketing and media, good customer services, the regeneration of property in the County and our special project regarding the Health and Well-being Village. The Division also deals with Corporate Performance Management.

Ref	Priorities	By When ^{#1}	By Who
	Corporate Policy & Partnership		
1	We will support the work of the Public Services Board and lead on the development of the Future Generations Well-being Plan, its scrutiny and the PSB's thematic group structure.	31/03/2018	GA/KT
2	We will ensure that Equality and Welsh language impact assessment requirements are embedded into the wider impact assessment as part of the Well-being of Future Generations requirements	31/03/2018	GA/LE
3	We will prepare an Annual Report to the Welsh Language Commissioner detailing the steps taken to comply with the Welsh language Standards	30/06/2017	GA/LE
4	We will further develop the Council's consultation, engagement and research approaches	31/03/2018	GA/KP
5	We will deliver the outcomes of the Community Cohesion National Delivery Plan 2017/18	31/03/2018	GA/MS
6	We will support the work of the Tackling Poverty Advisory Panel	31/03/2018	GA/RL
	NB Actions 7 to 12 are not relevant to this Scrutiny		
	Information Governance		
13	We will establish a task and finish group to implement the changes resulting from the new General Data Protection Regulation, due to come into force on 25 th May, 2018 (this is subject to EU exit negotiations)	31/03/2018	AM/JT
14	We will continue to respond to Freedom of Information Act (FOIA) requests within the Statutory deadline – however the emphasis will continue to be on good and adequate replies (<i>PI Ref 2.1.1.17</i>)	Result 15/16 93.49%	Target 16/17 94.00%
	NB Actions 15 to 29 are not relevant to this Scrutiny		
	Electoral Services		
30	We will conduct the May 2017 Local Government Elections	May 2017	AB
31	We will work with particular sectors of our community in particular the young people of Carmarthenshire and persons in charge of residential/Nursing Homes to raise awareness of the important of registering to vote.	31/03/2016	AB
	Marketing, Media and Customer Services		
32	Campaigns – We will implement the findings of the service review and deliver departmental agreements to all DMTs so that the team are aware of the various objectives that require to be communicated to their customers. Various marketing and media tools will be used to deliver this	31/03/2018	DH
33	Digital Transformation. – We will, as part of the digital transformation strategy, work closely with departments to review their digital content. We will then raise further awareness of the 'Do It Online' campaign to encourage more people to interact with the council digitally.	31/03/2018	DH
34	Tourism – We will implement the Ireland Wales Cooperation Scheme worth	31/03/2018	HP

	£240k.		
35	Working in Collaboration – We will continue to deliver a professional marketing and media service for a number of partner organisations.	31/03/2018	DW
36	Welsh language – We will implement the finding of the translation service review and deliver an efficient service for the Council as well as partners.	31/03/2018	DH
37	Customer Care – We will deliver a customer care strategy to ensure we deliver our customer expectations but ensuring this is done in a way that supports the communication of the Council and its objectives.	31/03/2018	DH
	Performance Management		
38	To comply with the requirements of the Well-being of Future Generations (Wales) Act 2015 we will make sure that we :- <ul style="list-style-type: none"> • Set and publish the Council’s well-being objectives • Take all reasonable steps to meet those objectives • Publish a well-being statement • Publish an Annual Report of progress • Set up the necessary performance monitoring arrangements • We will revise of our WbFG Objectives for 2018/19 	31/03/2018	HM
39	We will continue to report performance data to the PSB and Council	31/03/2018	HM
40	We will further develop the Council’s Corporate Performance Management arrangements e.g. Business Plans to meet the expectations of WbFG Act and Performance Information Monitoring System(PIMS) Dashboards	31/03/2018	HM
41	We will assist with the revision of Corporate Strategy post May election	31/03/2018	HM
42	We will develop Corporate Governance arrangements as required by the WbFG Act & monitor Wales Audit Office Corporate Assessment Action Plan	31/03/2018	HM
43	Report to CMT on the Minister’s Autumn 2016 proposals on Local Government Reform and regional working.	31/03/2018	HM
	NB Actions 44 to 49 are not relevant to this Scrutiny		
	Registration Service		
50	We will develop and monitor a Customer Engagement Strategy in line with the Home Office Customer Engagement Strategy Assurance Framework.	31/03/2018	AR

Risks

On Corporate Risk Register

1. **CR20130021** - Sustainability and Energy Efficiency Agenda and impact of Climate Change - See 1 above
2. **CR20130033** – Re:- Welsh Language Standards - see 3+36 above
3. **CR20130039** - Failure to manage partnership relations - see 1 above
4. **CR20130050** - Welsh Government's Reform of Public Sector and regional working – see 45 above
5. **CR20130036** - Failure to effectively manage Information Governance - Information Management Mitigating Actions – Dedicated SIRO on CMT and Annual Information Management & Governance Report to Corporate Governance Group and Audit Committee (also see ICT Division IT Security)
6. **CR20130023** – Failure to adhere to Project Management Framework & to deliver projects on budget and on time. Mitigating Action – Project management toolkit and training
7. **CR20130011** - Failure to maintain Corporate Performance - see 41 above
8. **CR20130042** - Failure to adhere to an effective Corporate Governance Framework – see 43 above
9. **CR20130054** - Failure to comply with the Well-being of Future Generations (Wales) Act 2015 - 39 above
10. Failure to deliver the Local Government Elections 2017 – see 30 above

5 Ways of Working – As required by the Well-being of Future Generations Act

Which of the 5 Ways of working have we met?		Strong Partial None	How much work do we still need to do to meet these ways of working?
1.	Looking at the long term so that we do not compromise the ability of future generations to meet their own needs	S	<ul style="list-style-type: none"> Our present Corporate Strategy is set for 2015-20 and we will be looking to revise this Strategy following the elections in May 2017.
2.	Understanding the root causes of the issues to prevent them reoccurring	P	<ul style="list-style-type: none"> Our Wellbeing of Future Generations assessment work will help us identify some of the main areas of concern. Occupational Health identify the main causes of sickness that we need to address.
3.	Taking an integrated approach so that we look at all well- being goals and objectives of other services and partners	S	<p>Independently Wales Audit Office concluded that :- <i>'The improved outcomes that the Council wants to achieve in conjunction with partners are clearly expressed and understood by staff and stakeholders. A well aligned hierarchy of plans and strategies effectively cascades these outcomes from the Local Service Board's (LSB) Integrated Community Strategy (ICS) through a range of corporate and service strategies down to business plans and objectives for staff.'</i> WAO Annual Improvement Plan March 2016.</p> <p>NB LSB has now been replaced by Public Services Board</p>
4.	Collaboration - Working with others in a collaborative way to find shared sustainable solutions	S	<ul style="list-style-type: none"> The Well-being of Future Generations (Wales) Act 2015 establishes a statutory board, known as a Public Services Board (PSB), in each local authority area in Wales. The first meeting was held in May 2016. In its January 2016 Corporate Assessment of the Council, the Wales Audit Office concluded:- <i>'The Council has a long, well-established and robust approach to partnership working that is improving outcomes for its citizens. The partnership with Hywel Dda University Health Board (HDUHB) is particularly strong, collaboration has become 'mainstreamed' into the working relationship between the two organisations with a number of joint posts in place.'</i>
5.	Involvement a diversity of population in decisions that affect them	P	<ul style="list-style-type: none"> Our budget consultation work has been identified as best practice in Wales and we are building on this. We will be further developing the Council's consultation and engagement approaches during 2017 Our Well-being Assessment consultation had over 2,500 responses for Carmarthenshire residents.

Maximising our contribution to the 7 Well-being Goals of the Act

National Goals	Contribution to National Goals
A prosperous Wales	NB - Contribution for this Well-being Goal is not relevant for this Scrutiny.
A resilient Wales	The Environment (Wales) Act 2016, linked to the WbFG Act, states that public bodies must seek to protect and enhance biodiversity when carrying out their duties. Well designed and well managed natural areas attract inward investment, they attract economic development and are considered to enhance the performance and wellbeing of employees
A healthier Wales	<p><u>The Department produces an Ageing Well in Wales Plan.</u></p> <ol style="list-style-type: none"> <li data-bbox="363 546 1544 622">1. This plan aims to ‘join- up’ the Council’s diverse services to support independent living and to help older people live in their communities. <p><u>People Management - Occupational Health</u></p> <ol style="list-style-type: none"> <li data-bbox="363 665 1513 734">2. People Management help employees stay well at work – physically, mentally and to help facilitate employees to return to work from ill health.
A more equal Wales	Carmarthenshire County Council has developed a Strategic Equality Plan which covers all our legal duties and which reaffirms our commitment to equality and diversity.
A Wales of cohesive communities	The department is leading on implementing the Community Cohesion national plan which contains 7 action points.
A vibrant culture and thriving Welsh Language	As part of our responsibilities under the Welsh Language Standards, we have worked with our partners to prepare a Welsh language Promotion Strategy. This Strategy will support the Welsh Government’s vision and aim to make the Welsh language the county’s main language through a series of objectives.
A globally responsible Wales	Carmarthenshire is a Fair Trade County and the Council is committed to supporting this pledge in our procurement and promotion activities.

5. Resources

Budget Summary

	2017-18		
	Expenditure	Income	Net
	£'000	£'000	£'000
<u>Chief Executive</u>			
Chief Executive & Support Services	418	-453	-35
Corporate Savings Target	-1,049	0	-1,049
Total Chief Executive	-630	-453	-1,084
<u>IT</u>			
Information Technology	3,089	-3,131	-42
Corporate Network	1,523	-1,550	-27
IT Operational	1,924	-1,922	3
Total IT	6,536	-6,603	-67
<u>People Management & Performance</u>			
Training Support Programme	658	-417	241
Practice Placements	64	-67	-3
Business Support	233	-230	3
Personnel Management	1,282	-1,267	15
Consultancy & Development	173	-171	3
Job Evaluation	128	-128	0
Fitness for Work	692	-683	9
Corporate Training	698	-729	-32
Admin HR	477	-469	8
DBS Checks	116	0	116
Total People Management & Performance	4,521	-4,162	359
<u>Administration & Law</u>			
Corporate Management	597	0	597
Democratic Process	4,605	-256	4,349
Civic Ceremonials	90	0	90
Land Charges	165	-281	-116
Departmental - Democratic Services	564	-545	19
Departmental Administration	190		
less recharged to other service heads	-18		
Net Departmental Administration	172	-200	-28
Departmental - Legal	1,885	-1,874	10
Local Duplicating Centre	36	-55	-19
Departmental Land Charges (Staff)	76		
less recharged to other service heads	-45		
Net Departmental Land Charges (Staff)	31	-30	0
Central Mailing	63	0	63
Total Administration & Law	8,207	-3,242	4,965

Regeneration, Policy & Property

Customer Focus & Policy

TIC Team	203	-196	6
Executive Board Support	6	0	6
Registrars	509	-251	259
Welsh Language	205	-202	4
Communications - General	24	-24	0
Communications - Press	144	-143	1
Departmental Translation	557	-344	213
Communications - Direct Communications	765		
less recharged to other budget heads	-41		
Net Communications- Direct Communications	724	-758	-34
Customer Services	70		
less recharged to other budget heads	-28		
Net Customer Services	42	-54	-12
Carbon Reduction Programme	405	0	405
Performance Management	850	-746	103
Policy - Gross Cost	997		
less recharged to other service heads	-297		
Net Policy	700	-671	29
CCTV	53	0	53
Public Service Board Activity	19	0	19
Equalities	39	0	39
Community Safety Revenue	104	0	104
Customer Service Centres	706	-737	-32
Contact Centre	695	-710	-15
Total Customer Focus & Policy	5,984	-4,837	1,148

Statutory Services

County Elections	442	0	442
Registration of Electors	410	-2	408
Coroners	403	0	403
Electoral Services - Staff	414	-409	4
Total Statutory Services	1,668	-411	1,257

Total Regeneration & Policy

19,640	-10,067	9,573
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Chief Executive Total

38,273	-24,527	13,746
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Savings and Efficiencies

Department	16-17 Budget	'2017-18 Proposed	'2018-19 Proposed	'2019-20 Proposed	Total
Chief Executive	£'000	£'000	£'000	£'000	£'000

Chief Executive

Corporate Savings Target	Specific budgets yet to be identified	100	35	0	135
Chief Executive	342	45	32		77
Admin review		0	0		0
Total Chief Executive		145	67	0	212

Information Technology

Information Technology	3708	117	176	119	412
Total Information Technology		117	176	119	412

People Management & Performance

Human Resources	704	0	40	0	40
Learning & Development	528	40	35	0	75
Total People Management & Performance		40	75	0	115

Administration & Law

Departmental - Legal	1,143	12	0	0	12
Net Departmental Administration	187	29.5	26.5	0	56
Corporate Management	20	2	0	0	2
Democratic Process	1,660	3	0	0	3
Departmental Democratic	486	0	20	0	20
Total Administration & Law		47	47	0	93
Total Chief Executive, IT, PMP & Administration & Law		349	365	119	832

Regeneration, Policy & Property

Customer Focus & Policy

Registrars	141	13	4	5	22
Communications - Press	87	0	46	0	46
Customer Services	51	18	0	0	18
Direct Communications	262	35	4	0	39
Policy	453	0	35	0	35
Contact Centre	503	30	5	0	35
Customer Service Centres	305	20	65	0	85
Performance Management	539	30	5	0	35
Marketing and Media (contact centres, press, communication, translation and customer services)	Specific budgets yet to be identified	0	0	91	91
Total Customer Focus & Policy		146	164	96	406

Chief Executive Total		547	661	287	1,494
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Workforce Planning

To follow

6. Key Departmental Measures by Division

Definition / Measure Reference <small>(abbreviated definition is fine)</small>		2014/15		2015/16			2016/17		2017/18	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				
People Management										
1	% of staff turnover (CHR/001)	7.52	6.22	Not applicable			7.00	-	-	
2	Number of (FTE) days lost due to sickness absence (CHR/002)	9.36 days	10.1 days	***	10.2 days	9.6 days	9.6 days	-	-	
3	% Helping People to Perform (HPP) carried out (1.3.2.11a)	86%	85%	Not applicable			88%	-	-	
Information Governance										
4	% of Freedom of Information Act (FOIA) requests responded to in 20 working days (2.1.1.17)	92.73%	93.49%	Not applicable			94%	-	-	-

Draft KIOP /Well-being Objective

	Draft KIOP /Well-being Objective	Lead or supporting contributions			
		Admin & Law	People Mgt	Regen & Policy	ICT
		Linda Rees Jones	Paul Thomas	Wendy Walters	Noelwyn Daniel
1	<i>Continue to Improve learner attainment for all (KIOP)</i>				
2	<i>Reduce the number of young adults that are NEET (KIOP)</i>				
3	<i>New – Help children live healthy lifestyles (Childhood Obesity)</i>				
4	<i>New – Help to give every child the best start in life and improve their early life experiences. Tackling Adverse Childhood experiences (ACE) / Flying Start</i>				
5	<i>Tackling poverty (KIOP)</i>			Lead	
6	<i>Creating more jobs and growth throughout the county (KIOP)</i>			Lead	
7	<i>Increase the availability of rented and affordable homes (KIOP)</i>				
8	<i>New Help people live healthy lives (Tackling risky behaviour and Adult obesity)</i>		Support		
9	<i>New – Supporting good connections with friends, family and communities (Family Support Strategy) Cohesion</i>		Support	Support	Support
10	<i>Support the growing numbers of older people to maintain dignity and independence in their later years(KIOP)</i>				
11	<i>New – Ageing Well plan.</i>			Lead	
12	<i>New – Looking after the present and future cultural and natural conditions of the environment</i>			Support	Support
13	<i>Improving the highway and transport infrastructure and connectivity (KIOP)</i>				Support

Ref	Corporate Strategy Focus Points (in total there are 41 Focus Points – listed below are those that are relevant to this Department)	Lead Role	Significant Contribution	Support
	Making Better Use of Resources			
1	Managing and making best use of the Council's property and assets with a focus on rationalising office accommodation and sharing with other partners as well as facilitating community ownership of assets for community benefit		✓	
2	Providing services as efficiently as possible, ensuring value for money and supporting staff in order to reduce sickness absence rates	✓		
4	Working in collaboration with other organisations to identify areas for shared services and economies of scale to reduce running costs		✓	
5	Reviewing management and 'back office' costs in order where possible to safeguard 'front line' services.			✓
#	Improved public satisfaction levels with the services provided by the Council	✓		
#	Reduction in organisational 'running costs'			✓
#	Increased on line activity to address public queries and transactions	✓		
	Building a Better Council			
6	Promoting local democracy and transparency by further developing approaches to engaging and communicating with our residents and stakeholders including the increased use of digital technologies	✓		
7	Ensuring the Council's governance arrangements and constitution are fit for purpose for future requirements in line with the findings and recommendations of the 2014 WLGA 'Peer Review'	✓		
8	Managing and supporting our workforce to provide better outcomes for our residents through appropriate recruitment, retention and development of our staff.	✓		
9	Developing an integrated workforce plan that supports the Council's strategic objectives.	✓		
10	Increasing collaboration with our partners and communities in order support the delivery of services	✓		
11	Responding to the need to reform local government and ensuring Carmarthenshire is well positioned in any future arrangements.	✓		
12	Strengthening the position of the Welsh language in Carmarthenshire by implementing the recommendations of the 'Welsh Language in Carmarthenshire's report (March 2014)	✓		
#	Increasing public communication, consultation and engagement	✓		
#	Improved staff satisfaction levels	✓		
#	Reduced staff sickness absence levels	✓		
	People in Carmarthenshire are healthier			
13	Ensuring further integration of community focused Council support services with health services			✓
14	Enhancing the range of community options to support older people to remain independent in their later years		✓	
16	Increasing the availability of rented and affordable homes to support the needs of local people by building new homes, bringing empty homes back into use and ensuring an allocation of affordable homes on new developments		✓	
17	Mitigating the local impacts of welfare reform by supporting effected residents through the changes	✓		
	People in Carmarthenshire fulfil their learning potential			
25	Continuing to improve the condition, suitability and resource efficiency of our schools network through the Modernising Education Plan by investing a further £170m in the improvement of school premises through the 21 st Century School Programme			✓
26	Further developing the 'Un Sir Gâr - Yr Hwb' service approach by simplifying access to learning and employment support services for young people and working age people.			✓
27	Further developing Welsh medium and bilingual education provision within the County in accordance with the Welsh in Education Strategic Plan			✓

#	Improved educational attainment			✓
	People who live, work and visit Carmarthenshire are safe and feel safer			
28	Protecting and safeguarding children and adults from harm			✓
32	Reducing anti-social behaviour by working in partnership with other agencies and communities to tackle local problems	✓		
33	Reducing drug and alcohol misuse within the county		✓	
#	Reduction in total recorded crime	✓		
#	Reduction in anti-social behaviour	✓		
	Carmarthenshire's communities and environment are sustainable			
34	Enhancing and utilising our rich natural environment whilst at the same time adapting to future needs as a result of climate change			✓
35	Supporting resilience with our rural and urban communities			✓
37	Improving digital inclusion within the county but ensuring access to IT equipment, developing digital literacy and supporting connectivity for our communities		✓	
#	Improved digital access		✓	
	Carmarthenshire has a stronger and more prosperous economy			
38	Creating jobs and growth throughout the County	✓		
39	Developing training and learning opportunities for local people		✓	
40	Improving the highway infrastructure and communication network to support further economic development and connectivity	✓		
41	Ensuring long-term economic and social benefits for Carmarthenshire through the Swansea Bay City Region and future European and external funding avenues	✓		
#	Increased employment	✓		
#	Reduction in working age population in receipt of out of work benefits	✓		
#	Increased economic activity and productivity	✓		

↑ Note these are reference numbers from the Corporate Strategy - only the Focus Points for this Department are selected (not all 41 are above – hence there are gaps in the numbering in this column)

= Outcome measures

Regulatory Report Recommendations and Proposals for Improvement

Corporate Assessment conducted by the Wales Audit Office - Progress against the agreed Action Plan for this Department

Recommendations	Half Year Progress (April 2016 to September 2016)
<p>PI.1 - We will ensure all Committees have an up to date Forward Work Programme and regular reviews.</p>	<p>All Committees had Forward Work Programmes, and these are being regularly reviewed. <i>Action complete</i></p>
<p>P1.2 - We will publish a Register of Delegated Decisions</p>	<p>This matter was considered by Corporate Management Team at its meeting of the 3rd May 2016, when it was agreed that despite such a Register not being a statutory requirement, significant executive decisions by officers would be published, although it was highly unlikely that there would be any, as practice in Carmarthenshire is to refer such decisions to the Executive Board. Purely operational decisions will not be published. A facility is now available on the Corporate Website to publish significant officer decisions on the website <i>Action complete</i>.</p>
<p>P1.3 - We will ensure that relevant Member Development Plans are in place which will identify learning needs to assist with the Councillor function</p>	<p>The Authority's Democratic Services Committee received a Member Development Plan update at its meeting of the 17/3/16, which outlined the proposed development opportunities to be made available to all members during the period September 2015 - July 2016. The report also commented upon the fact that Group leaders and Deputy Leaders had been reminded of their role in identifying the development needs of their party members and that any additional needs arising from that would form the basis of next year's plan, and if deemed urgent, be added to the current plan. In line with the resolution of the Democratic Services Committee, group leaders / Deputies have been provided with the templates to facilitate personal Development Reviews. The results of the reviews will be collated by Corporate Learning and Development, and will be presented at the Democratic Services Committee's meeting on the 28th November 16.</p>
<p>P3.1 - We will finalise and implement the revised structure for the People Management Division.</p>	<p>Phases 1 and 2 of the implementation of the revised structure for the People Management Division have been completed. Phase 1 was the implementation of the Divisions Strategic Management Team – ie Employee Well Being Manager, People Services Manager, Organisational Development Manager and Business & Projects Coordinator. Phase 2 looked at the next tier down for every business unit – Business Partners for the Division. Phase 3 will look at the configuration of the rest of the teams, amending job profiles if necessary, getting people into post.</p>
<p>P3.2 - We will ensure all staff have an individual performance appraisal Ensure all staff have an annual individual performance appraisal</p>	<p>An online appraisal review has been developed and is available on MY View – ResourceLink. This is currently being piloted in Communities Department (with a strong lead from the Director in terms the importance of Performance Appraisal and what staff can expect in terms of support) and will be supported with management information. Once evaluated the scheme will be further developed and extended to all departments. With this ongoing work and the natural alignment to people management it has been agreed that the strategic lead for Performance Appraisal will transfer from Corporate Policy to People Management recognising the approach required to fully address the Corporate Assessment Improvement Area.</p>
<p>P3.3 - We will simplify communication mechanisms both within People Management and</p>	<p>Access to People Management information on the Council's Intranet has been streamlined and the Division has received positive feedback on the content and format. In terms of internal communication within the Division -</p>

those used for communicating people management initiatives to the wider workforce	work is underway to identify current communication mechanisms before agreeing new ways of working.
P3.4 - Review the ICT systems and equipment used within People Management and drive developments. 1) a single personnel record; 2) effective self-service; 3) agile working for PMP officers; 4) a clear business requirement for ICT communicated to the ICT Strategy group; 5) more effective use of the insight reporting system	Work is continuing to ensure integration of HR and Payroll systems to enable development of self service and personnel records. Report submitted to TIC Project Board and reorganization of HR/Payroll support will further support. A full review of IT requirements for HR completed and appropriate equipment i.e. laptops, Skype for Business, to support agile working has been put in place. Feedback provided to IT to inform future requirements.
P5.1a -We will ensure that the ICT Work Streams resolve the apparent disconnect between the business and the ICT Service by establishing an ICT steering group with representation from all service departments	ITSG did meet twice and agreed Terms of Reference. Recent developments have seen the establishment of the Digital Transformation Steering Group which is chaired by the Director of Environment. Four Service Delivery Groups feed into this steering Group. Each group is chaired by a Head of Service. The groups are 'Channel Shift', 'Agile Working', 'Back Office-Financial' and 'What wastes your time'. The TIC Programme Manager and Marketing and Media Manager also attend the Digital Transformation Steering Group. A forward work plan is being developed and prioritised with the delivery of a Digital Transformation Strategy being a key priority.
P5.1b -We will ensure that the ICT Work Streams resolve the apparent disconnect between the business and the ICT Service by producing a joint business focused Digital Strategy across Carmarthenshire and Pembrokeshire County Councils	<ul style="list-style-type: none"> •Three staff ICT drop in sessions have been held across the authority and individual meetings held with all senior management and over 50 service users to listen to 'What they want from ICT' •ITSG have acknowledged the strategic importance of developing the Digital Transformation Strategy for Carmarthenshire. Three staff workshops for authority staff were held during November and December and attracted nearly 100 senior managers from across the Authority. Focus groups with students of Coleg Sir Gar and with key partners will be held early in 2017 to ensure all areas for collaboration and partnership working are explored. A draft Digital Transformation Strategy will go to CMT in January 2017.
P6.1 a. - We will introduce a revised Corporate Performance Management Framework to reflect the new 'Well-being of Future Generations Act'.	We continue to engage with the Wales Audit Office on the WBFG requirements and have been attending DMT's to inform Managers of the requirements of the Act. We will have to identify the Councils Well Being Objectives by the end of March 2017 and this has been built into our Financial and Performance Planning timetable. Currently it's too early to introduce a new framework for 2017/18.
P6.1 b. – We will ensure the consistent application of the Corporate guidelines for Business Planning.	The Executive Board Member challenge on each of the Heads of Service Business Plans was brought forward to May/June 2016 in order to ensure that 16/17 business plans were fit for purpose.
P6.1 c. -.We will continue with the Executive Board challenge with Heads of Service and peer to peer challenge of Business Plans with Heads of Service.	The Executive Board business plan challenge programme with Heads of Service has been completed. We will introduce a Heads of Service peer challenge for the emerging 2017/18 business plans