

# Corporate Services Department Departmental Business Plan for 2018/19 – 2021/22

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

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December 2017



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# The Council's 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

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## The purpose of this plan

This departmental business plan has been produced to give staff, customers, and elected members and partners a guide to the services provided by the department. It translates strategic objectives, to service objectives, to individual staff targets. It provides an open and transparent way of showing 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.

This plan will be supported by more detailed Divisional Plans and Team Plans.

## Foreword



This year the Department is reflecting how Corporate Services maximises its contribution to the Well Being of Future Generations Act, which aims to make public bodies think more about the long term, working better with people, communities and each other and also looks at preventing problems and taking a more joined up approach.

I am very satisfied that this Departmental Business Plan provides me with comprehensive information on the performance of Corporate Services during the past year and its direction for 2018 onwards.

Cllr David Jenkins – Executive Board Member for Resources

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## Section 1. Departmental Overview

### Introduction by Chris Moore Director of Corporate Services



The Council is facing a period of continued budget reductions and it is more important than ever to ensure we are making the best use of resources. We continue to work with Departments to ensure that the organisation is working as efficiently as possible in order to protect and maintain front line services where possible.

During 2017/18 the new departmental structure was consolidated with a new appointment of Helen Pugh into the new Revenues and Financial Compliance Division which encompasses Revenues with the Audit, Risk Management and Procurement Divisions. We have also had a new appointment of Randall Hemingway as the Head of Finance and look forward to the year ahead taking the new structure forward.

We have been working to improve how we can make explicit links between our financial, strategic and business planning and will be taking this even further next year. Budget reports are now linked to performance data and all Departmental Budget Plans are timetabled to go to Scrutiny Committee Meetings along with the Budget Consultation.

However, the ever challenging financial climate and the tightening of the Public Sector spending continues to be one of the main focuses for 2018-19 and we are working with departments to minimise the impact upon service delivery whilst making savings.

The financial climate will inevitably impact both on revenue collection and the Housing Benefit/Council Tax Reduction scheme workload, which, along with the ongoing reforms to the welfare system continues to be the main focus of the Revenue Services Section.

Key areas and strategies for Corporate Services include communicating the updated Financial Procedure Rules and The Anti-Fraud and Corruption Strategy. A key focus is working in collaboration with other partner organisations and we are working with Pembrokeshire County Council to deliver a joint procurement service. The new collaboration service is being piloted for an initial 2 year period to provide both councils with the skills, capacity and resilience required to respond to the increasing scale and complexity of operational procurement activity.

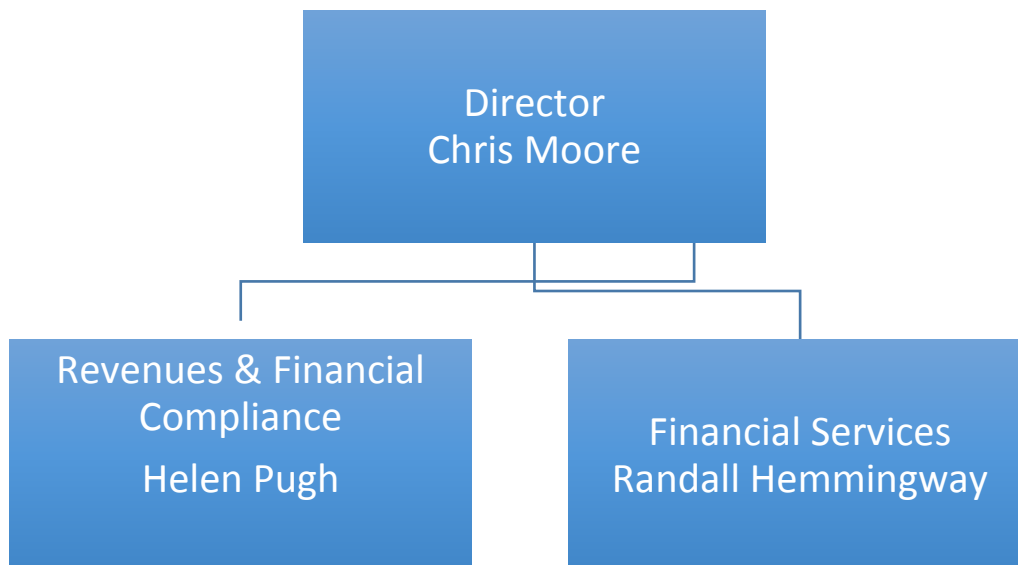
We have published our well Being Objectives incorporating Key Improvement Objective Priorities and we have detailed how as a public body we will ensure that resources are allocated annually to meet our Well Being Objectives. For 2018 onwards our focus will be ensuring that we:

- *‘Tackle poverty by doing all we can to prevent it, help people into work and improve lives’* by focusing on obtaining our targets set for Average time for processing, notifications of changes of circumstances and accuracy of new Housing/Council Tax benefits ,and
- *‘Better Governance and Use of Resources’* by ensuring the maximum use of Community Benefits in all procurements where such benefit can be realised, achieving our collection rates target of council tax and to further strengthen financial planning arrangements.

Chris Moore – Director of Corporate Services

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## Corporate Services Departmental Structure



- Internal Audit
- Risk Management
- Corporate Procurement
- Business Development
- Council Tax & Business Rates
- Housing Benefit Assessment
- Housing Benefit Appeals & Overpayment
- Sundry Debtors
- Revenue Controls
- Cashiers

- Accountancy
- Pensions Administration
- Payroll Control
- Accounts Payable and Administration
- Treasury Management & Pensions Investments

## Divisional Profiles:

### Corporate Services has 2 main divisions which include:



#### **Revenues and Financial Compliance Division – Helen Pugh - Tel no 01267 246223**

This is a new division and includes :

Revenue Services - responsible for the administration, billing and recovery of Council Tax and Non Domestic Rates. The 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, self service kiosks, 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. Also embedded within the service is a fraud investigation officer and personal budgeting support officer.

Internal Audit – Audit provides an ongoing review of the Authorities 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, equity, 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.

#### **Financial Services Division – Randall Hemmingway - (Telephone Number)**

**Awaiting Pic New HOS  
Commencing 4<sup>th</sup> January 2018**

Financial Services provides a diverse range of services in support of the Councils key objectives through 4 distinct areas:

Accountancy – The provision of 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). External Clients include the Mid and West Wales Fire Service, Dyfed Powys Police Authority, Brecon Beacons National Park Authority and Schools.

Pensions Administration – Carmarthenshire County Council is the statutorily appointed administering authority for the Dyfed Pension Fund. Pension administration services is responsible for the accuracy of the member database, calculating pension benefits, ensuring prompt payment in accordance with overriding legislation, providing information and guidance to employers and other stakeholders. It also acts as the administrator for the unfunded Police and Fire Pension Schemes for the Dyfed Powys Authority, mid & West Wales Fire and Rescue Service and North Wales Fire and Rescue Service.

Systems, Accounts Payable & Administration – The systems function ensures the integrity of the comprehensive corporate financial system for both the Authority and a number of 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, Pension Investments and Technical Section - manages the strategic direction and operation of the Dyfed Pension Fund Investments (including the host Authority for the Wales Pension Partnership) and Dyfed Welsh Church Fund. The unit also manages the Treasury Management and Banking Services. 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.

## Section 2. Strategic Context

### 2.1 National Well-being Goals

For the first time in Wales, 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.

### 2.2 The Council's Well-being Objectives [link to our-well-being-objectives](#)

As a public body subject to the Act, we were required to publish Well-being Objectives that maximised our contribution to the National Goals by the 31<sup>st</sup> March 2017.

**The Council's Well-being Objectives are:-**

#### 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. Continue to improve learner attainment for all
4. Reduce the number of young adults that are Not in Education, Employment or Training

#### Live Well

5. Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty
6. Creating more jobs and growth throughout the county
7. Increase the availability of rented and affordable homes
8. Help people live healthy lives (tackling risky behaviour and obesity)
9. Supporting good connections with friends, family and communities

#### Age Well

10. Support the growing numbers of older people to maintain dignity and independence in their later years
11. A Council wide approach to supporting Ageing Well in Carmarthenshire

#### In a Healthy and Safe Environment.

12. Looking after the environment now and for the future
13. Improving the highway and transport infrastructure and connectivity
14. Promoting Welsh Language and Culture

#### In addition a Corporate Objective

15. Governance and Use of Resources (See more in Appendix 4)

### 2.3 The Departments contribution to the Council's Well-being Objectives:-

The department **makes significant contributions** to the following Objectives:-

- ❖ 5. Tackle Poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty.
- ❖ 15. Corporate Governance and Use of Resources.

① See Appendix 2 To see how Divisions 'join-up' to contribute to each Well-being Objective.

### 2.4 5 Ways of Working

To comply with the Well-being of Future Generations Act we must demonstrate the following 5 ways of working:

1. Long Term
2. Integrated
3. Involvement
4. Collaboration
5. Prevention



## 2.5 The County of Carmarthenshire's Well-being Plan – To be published by May 2018

The Well-being of Future Generations Act puts a well-being duty on specified public bodies across Carmarthenshire to act jointly and establish a statutory **Public Services Board** (PSB). The Carmarthenshire PSB was established in May 2016 and is tasked with improving the economic, social, environmental and cultural well-being of Carmarthenshire. It must do so by undertaking an assessment of well-being in the County and then preparing a county Well-being Plan to outline its local objectives

- The assessment looks at well-being in Carmarthenshire through different life stages. The key findings can be found at [www.thecarmarthenshirewewant.wales](http://www.thecarmarthenshirewewant.wales)
- The PSB must publish a Well-being plan which sets out its local objectives to improving the economic, social, environmental and cultural well-being of the County and the steps it proposes to take to meet them. The first Carmarthenshire Well-being Plan will be published May 2018

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. See Carmarthenshire County Council's above.

Carmarthenshire PSB's draft Well-being Objectives are:-

- Healthy Habits: people have a good quality of life, and make healthy choices about their lives and environment
- Early Intervention: to make sure that people have the right help at the right time; as and when they need it
- Strong Connections: strongly connected people, places and organisations that are able to adapt to change
- Prosperous People and Places: to maximise opportunities for people and places in both urban and rural parts of our county

## 2.6 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.
- This Strategy will need to be Consolidated with the Well-being Objectives and emerging Forward Work Plan for 2017/18
- The outcomes and focus of the strategy is attached in Appendix 3

## 2.7 Service Specific Strategies/ Acts and guidance for the Department.

- ❖ [Carmarthenshire County Council's Well Being Objectives](#)
- ❖ The Well Being of Future Generations (Wales) Act
- ❖ Welsh Language Standards under Welsh Language (Wales) measure 2011
- ❖ Equality Act 2010
- ❖ The Ageing Well Plan
- ❖ Freedom of Information Act 2000
- ❖ Data Protection Act 1998
- ❖ Revenue Budget Strategy
- ❖ 5 Year Capital Programme
- ❖ Treasury Management Policy and Strategy
- ❖ Dyfed Pension Fund – [www.dyfedpensionfund.org.uk](http://www.dyfedpensionfund.org.uk)
- ❖ Funding Strategy Statement
- ❖ Administration Strategy
- ❖ Communications Strategy
- ❖ Corporate Risk Register
- ❖ Governance Policy
- ❖ Business Plan
- ❖ Statement of Investment Principles

- ❖ Local Government Finance Act 1992 & subsequent enabling and amending Council Tax Regulations
- ❖ Local Government Finance Act 1989 & subsequent enabling and amending non-domestic rating regulations
- ❖ The Housing Benefit Regulations 2006 & subsequent amending regulations
- ❖ Council Tax Reduction Schemes and Prescribed Requirements (Wales) Regulations 2013, and subsequent amending regulations
- ❖ Welsh Government Procurement Policy Statement
- ❖ Audit Charter
- ❖ Audit Plan
- ❖ Financial Procedural Rules (Under Review)
- ❖ Anti Fraud and Anti Corruption Strategy(under review)
- ❖ Procurement Strategy (Under Review)
- ❖ Risk Management Strategy (under review)
- ❖ Corporate Assessment Report 2015

### Section 3. Review and Evaluation

#### Departmental Self-Assessment on the 5 Ways of Working

To comply with the Act we must demonstrate the following 5 ways of working:-

The 5 Ways of Working (WOW)		How good are we at this? Strong Partial Weak	Self-Assessment
1	Looking at the <b>long term</b> so that we do not compromise the ability of future generations to meet their own needs		<p>We are working to improve explicit links between our financial, strategic and business planning. Budget reports are now linked to performance data and Business Plans are timetabled to go to Scrutiny Meetings along with the Budget Consultation.</p> <p>We have further improved financial reporting by providing a sufficient information on reserves and a clear audit trail for decisions regarding reserves. Details of all reserves held are contained within the Medium Term Financial Plan approved by Full Council in February 2017.</p> <p>For 18/19 we will identify capital and revenue funding allocated to Our Well Being Objectives and monitor our resource allocation to these priorities.</p>
2	Understanding the root causes of the issues to <b>prevent</b> them reoccurring		<p>We need to continuously review our practices and policies across Corporate Services to ensure that we address issues affecting customers. For example Benefit notification documents where further work is required to simplify the information provided in relation to a very complex area of work with statutory requirements.</p> <p>Similarly, review our local taxation recovery information for customers to ensure they understand</p>

			<p>the implications of non-payment and the options open to them.</p> <p>For 18/19 we will review and, undertake research with system providers and other partners in order to improve the information given to customers.</p>
3	<p>Taking an <b>integrated</b> approach so that we look at all well- being goals and objectives of other services and partners</p>		<p>The Corporate Procurement Unit are working towards an Integrated approach using Sustainability tools, e— procurement, community benefits, joint bidding, ethical procurement, Supplier Qualification Information Database (SQulD) as per the Welsh Procurement Policy Statement (Principle 3,4,5,6,7,8,9 &amp;10.</p> <p>Revenue Services is a key partner and lead service within the Welfare Reform Partnership Group which includes colleagues from other services within the Council as well as the Department of Works and Pensions and other stakeholders such as social housing providers and credit unions. The primary aim of the group being to:</p> <ul style="list-style-type: none"> <li>❖ Identify and measure the impacts of welfare reforms in Carmarthenshire for customers and services.</li> <li>❖ Implement activity to mitigate/support customers and services within identified impacts.</li> <li>❖ Identify opportunities for cross departmental working and learning, sharing best practice and information, in order to support customers.</li> </ul> <p>For 18/19 we will:</p> <ul style="list-style-type: none"> <li>• Continue to use an integrated approach in the procurement function.</li> <li>• Continue to be a key partner and lead service within the Welfare Reform Partnership Group.</li> </ul>
4	<p><b>Collaboration</b> - Working with others in a collaborative way to find shared sustainable solutions</p>		<p>As of 1<sup>st</sup> June 2017, a joint procurement /shared service was formed between Carmarthenshire County Council and Pembrokeshire County Council. The new collaborative service will be piloted for an initial 2 year period. A single integrated team has been created to provide both Councils with the skills, capacity and resilience required to respond to the increasing scale and complexity of operational procurement activity.</p> <p>We also provide an Internal Audit Service to Mid West Wales Fire Authority and have agreed a 3 year IT Audit programme with Ceredigion County Council together with the Head of Revenues and Financial Compliance member of the Trinity St David’s Audit Committee.</p>

			<p>Revenue Services has assisted the Valuation Office Agency by issuing a mailshot on its behalf to all ratepayers within the County, providing information with regard to the 2017 national revaluation exercise.</p> <p>The Accountancy and Technical section 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"> <li>• Pembrokeshire Coast National Park</li> <li>• Mid and West Wales Fire and Rescue Service</li> <li>• Carmarthen Town Council</li> <li>• Mentrau Cwm Gwendraeth, Gorllwein Sir Gar, Bro Dinefwr, Castell Nedd</li> <li>• A range of smaller bodies.</li> </ul> <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 Pension 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>
5	<p><b>Involvement</b> a diversity of population in decisions that affect them</p>		<p>For 18/19 we will continue to investigate collaborative ways of working and be pro-active to find shared sustainable solutions.</p> <p>In meeting the financial challenges, many savings are being made through internal efficiencies. It is however recognised that some savings proposals will potentially have an impact on service delivery. In response we identified proposals for making savings and a consultation exercise was undertaken to elicit views on levels of agreement, possible impacts and ways the impacts could be minimised.</p> <p>A mixed methods approach to ascertaining views on the 2018-21 budget is currently taking place commencing from 22<sup>nd</sup> November into early January 2018. A series of departmental seminars for all County Councillors is taking place and proposals to be considered in detail and feedback being sought. Alongside Councillor engagement, public consultation is</p>

			<p>taking place via Surveys – both electronic and hard copy, Stakeholder events, insight sessions with Schools and responses from local service boards. In addition, the consultation is being publicised through relevant equality groups including Equality Carmarthenshire and the Carmarthenshire Disability Coalition for Action.</p>
			<p>For 18/19 we will</p> <ul style="list-style-type: none"> <li>• Take on board the feedback from the Budget Consultation Exercise and communicate the outcomes accordingly.</li> </ul>

## Revenues and Financial Compliance Division

### Current Strengths

A newly formed Revenues and Financial Compliance was brought together during 2017/17 encompassing Revenue Services, Internal Audit, Risk Management, Procurement and Business Development enabling us to all work together going forward.



We are pro-active in service improvement and development exploring opportunities for the introduction and expansion of digital transactions and electronic contacts. In 2016-17 there was a 16% increase of on-line payments and we are working with IT Services and other stakeholders in the introduction of functionality whereby customers will have the ability to access their Council Tax and Rates Accounts electronically.

Half yearly figures show that we have achieved our half yearly target of 60% of non-domestic rates due for the financial year by collecting 64.41%.(PI Measure CFH/008)

Half yearly figures show that 3 of the Housing Benefit Performance Indicators achieved their targets which work towards the Well Being Objective Tackle Poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty.

We continue to fulfil the requirements of the Department of Works and Pensions Universal credit, delivery partnership agreement in terms of budgeting support for vulnerable claimants and providing technical/specialist support for the universal credit delivery centres. In addition, a budgeting support officer is now embedded within the section and pro-actively providing assistance to identified claimants as well as those seeking additional financial support to meet their rent via Discretionary Housing Payments.

We are ensuring the maximum use of Community Benefits in all procurements where such benefit can be realised and report on those benefits on all contracts over £1million.



A draft Annual Community Benefits measurement tool has been received from the Contractor, Dawnus, for Trimsaron Primary School. To date the project is valued over £4 million and 4 individuals were recruited onto the project who were previously unemployed for over 6 months and 9 were retained as a result of this work who would otherwise have been made redundant/unemployed.



As part of the Shared Service with Pembrokeshire County Council's Procurement Team work is ongoing with the new Spend Analysis Tool (Atamis) to identify the different categories of spend in each of the 5 identified Category's across the two Authorities. 3 pilot workshops (Corporate, Building Maintenance & Highway and Parks) commenced early September 2017 Cardiff Council. Workshop 2's were completed in early October 2017 and Cardiff Council are now tasked with drafting category plans which will identify opportunities for future tender exercises to realise potential savings.

### Areas for Development

Financial Procedure Rules are in draft format and comments and changes are being consolidated.

The % of Council Tax due for the Financial Year which was received by the Authority was slightly off target at the half year point. This was partly attributable to a very significant number of accounts having switched to 12 monthly instalments thus affecting the annual payment profile. Pro-active recovery action is being maintained with a new approach to the scheduling of recovery exercises introduced which is avoiding the peaks and troughs previously impacting the recovery function, and additional recovery mechanisms being developed. (PI Measure CFH/007)

## Financial Services Division

### Current Strengths



Closure of the Accounts was successfully achieved by 30<sup>th</sup> June 2017 and the draft Statement of Accounts was reported to Audit Committee on 14<sup>th</sup> July 2017. Audit Committee development sessions were delivered on the role of Audit Committee and Statement of Accounts.

Budget Challenge Sessions with Members were undertaken in:

Introduction & Corporate Services 22<sup>nd</sup> November 2017  
Social Care, Health & Housing 4<sup>th</sup> December 2017  
Leisure & Public Protection 6<sup>th</sup> December 2017  
Environment & Chief Executive's 8<sup>th</sup> December 2017  
Education & Children Services 20<sup>th</sup> December 2017

Our Well Being Objectives identified financial commitments to each objective. This will be further strengthened for Capital and Revenue Budgets. All Members Budget Seminars will identify our Well Being Objectives when considering budget proposals. Impact assessments will also ensure the impact of our Well Being Objectives are considered.

We are improving our financial reporting by providing sufficient information on reserves and a clear audit trail for decisions regarding Reserves. The Draft Reserves Strategy Report has been updated and is due to go forward to Executive Board (Wales Audit Office Corporate Assessment Proposals for Improvement 2016/17 Objective P2: Use of Resources Finance).

Electronic submission of Invoices on a bulk basis for Castell Howell is in place.

We achieved the half year target of 93.5% of undisputed invoices which were paid in 30 days (PI Measure CFH/006).

We continue to develop opportunities for collaboration with other local Government Pension Schemes and we continue to lead on all-Wales communication to ensure the production of Annual benefit Statements, Newsletters and Guides.



### Areas for Development

Working with the new energy supplier British Gas for electronic submission of Invoices, further work required to address issues with British Gas.

The tender exercise for an Actuary has commenced and will be completed by the end of the year.



## Section 4. Departmental Priorities for 2018/19 -2020/21

### Revenue Services and Financial Compliance – Helen Pugh

Ref	Key Actions and Measures	By When <sup>#1</sup>	By Who	WbO Ref
	Council Tax			
1	We will develop, and implement additional mechanisms for reviewing and verifying discounts and exemptions in relation to Council Tax liability	March 2019	John Gravelle	WbO5
2	We will continue to review our Council Tax Recovery procedures and strategies	March 2019	John Gravelle	
	Key Measure			
5	CFH/007 % of Council Tax due for the financial year which was received by the Authority	March 2018	John Gravelle	WbO5
6	The volume of discounts and exemptions being removed as a result of improved verification mechanisms	March 2019	John Gravelle	

WbO = Well-being Objective number

### Risks

- CSV310001 - Failure to achieve Local Taxation collection targets at a time of continuing economic difficulties.
- CSV310002 - Possible unintended consequences and uncertain outcomes, in the event of Council Tax premiums being introduced.

Ref #	Key Actions and Measures	By When <sup>#1</sup>	By Who	WbO Ref
	Business Rates			
1	We will implement, administer and collect the “Ymlaen Llanelli” Business Improvement District (BID) levy in respect of ratepayers in the Llanelli Town BID Area	March 2019	John Gravelle	
2	Review the Discretionary Relief Policy and where relevant recommend changes for Council’s consideration	March 2019	John Gravelle	WBO05
	Key Measure			
5	CFH/008 % of non domestic rates due for the financial year which was received by the Authority	Quarterly	John Gravelle	

WbO = Well-being Objective number

### Risks

- CSV320001 - Additional workload with Business Rates Team arising from implementation of the Llanelli Business Improvement District (BID), and a possible additional BID in Carmarthen, with no additional resources.
- CSV320002 - Withdrawal of Welsh Governments Wales Retail Rate Relief scheme increasing the rate payable by smaller businesses.



Ref #	Key Actions and Measures	By When#1	By Who	WbO Ref
	Housing Benefits			
1	We will aim to achieve performance targets in relation to the speed and accuracy of benefits processing and collection of recoverable benefit overpayments	March 2019	John Gravelle	WbO05
2	Review the Discretionary Housing Payment assessment procedure and where relevant implement changes to ensure the assistance given is consistent and properly targeted.	March 2019	John Gravelle	WbO05
3	We will continue to raise awareness of welfare reforms, particularly the roll-out of Universal Credit as affecting Housing Benefits recipients, with Customers, elected members and to Stakeholders/partner departments	March 2019	John Gravelle	WbO05
4	We will continue to fulfil the requirements of the DWP Universal Credit, delivery partnership agreement in terms of budgeting support for vulnerable claimants and technical/specialist support for the UC delivery centres	March 2019	John Gravelle	WbO05
	Key Measure			
1	6.6.1.2 We will retain the reduced average number of days taken to process new Housing/Council Tax Benefits	Quarterly	John Gravelle	WbO05
2	6.6.1.3 We will retain the low average number of days taken to process notifications of changes of circumstances in Housing/Council Tax Benefit Claims	Quarterly	John Gravelle	WbO05
3	6.6.1.5 The amount of Housing Benefit overpayments recovered during the year as a % of the total amount of Housing Benefit overpayments identified during the year.	Quarterly	John Gravelle	WbO05
4	6.6.1.6 The amount of Housing Benefit overpayments recovered during the year as a % of the total amount of Housing benefit overpayment debt outstanding at the start of the year plus the total amount of Housing Benefit overpayments identified during the year	Quarterly	John Gravelle	WbO05
5	6.6.1.9 We will retain the high % of recently calculated Housing/Council tax Benefit claims that have been calculated accurately based on a sample check	Quarterly	John Gravelle	WbO05

## Risks

- CSV330001 - Potential staff retention/recruitment issues in the benefits service due to work pressures and concerns over long term job security arising from the Universal Credit roll-out, resulting in frequent understaffing in the assessment team.

- CSV330002 - Due to the complexity of the schemes the constant flow of new and inexperienced staff give rise to potential accuracy issues and lower 'productivity' with the assessment function.
- ACSV330003 - additional Council Tax Reduction Scheme workload due to the extra verification work for the increasing number of customers in receipt of Universal Credit
- CSV330004 - Failure to achieve overpayment recovery collection targets due to the nature of the debt and the customers circumstances as well as the general economic situation.
- CSV330005 - Potential pressure on the Discretionary Housing Payment funding provided by the DWP in the event of future reductions in the fund and/or future increased demand due to changes in benefit cap and other reforms.

Ref #	Key Actions and Measures	By When <sup>#1</sup>	By Who	WbO Ref
	Income and Systems Team			
1	Review the success and fitness for purpose of the existing arrears recovery procedure and provide continuing guidance and assistance to service departments to ensure adherence to invoice raising and recovery requirements.	March 2019	John Gravelle	WbO15
	To undertake a proactive service improvement and development role to explore the opportunities unit wide introduction and expansion of digital transactions and electronic contacts	March 2019	John Gravelle	WbO15
	Key Measure			
5	CFH/007 % of Council Tax due for the financial year which was received by the Authority	Quarterly	John Gravelle	
	Improvement in the speed and efficiency of the collection of Sundry Debtor Accounts received by the Authority		John Gravelle	
	Increase in the number of customers taking advantage of digital transactions including Direct Debit payments and on-line information		John Gravelle	

WbO = Well-being Objective number

## Risks

- CSV340001 - Insufficient resources (within the unit and elsewhere) to progress identified service improvements and system changes.

Ref #	Key Actions and Measures	By When <sup>#1</sup>	By Who	WbO Ref
	Cashiering Service			
1	We will introduce self-service payment kiosks at customer service locations where there is no payment facility and (subject to appropriate consultation) review the extent and location of the customer facing cash payment facilities being provided.	March 2019	John Gravelle	WbO15

WbO = Well-being Objective number

## Risks

- CSV350001 - Uncertainty over take up of self-service facilities due to customer preference for traditional service points.

Ref #	Key Actions and Measures	By When <sup>#1</sup>	By Who	WbO Ref
	Internal Audit			
1	Review the Anti Fraud and Anti Corruption Strategy – approval required by Audit Committee	July 2018	Helen Pugh	WbO15
2	Review the Financial Procedure Rules and approval required from Audit Committee	July 2018	Helen Pugh	WbO15
3	Review Audit Manual	March 2019	Helen Pugh	WbO15
4	Promote the Authority's Financial policies and procedures, Antifraud and Anti Corruption Strategy	March 2019	Helen Pugh	WbO15
	Key Measure			
1	6.4.1.13 Actual Achievement against Annual Audit Plan	Reported Quarterly to Audit Committee	Helen Pugh	WbO15

## Risks

The following identified Risks for the Division have been taken into account in the actions planned for the year:

- CSV110001 – Failure to maintain an effective Internal Audit Service.
- CSV110002 - Failure to sufficiently influence Managers across the Authority to support the move towards a more efficient and effective ways of working.
- CSV110003 - Failure to understand the complexities, challenges and additional timescale required for effective cross organisation collaboration.
- CSV110004 - Failure to deliver plan.

Ref #	Key Actions and Measures	By When <sup>#1</sup>	By Who	WbO Ref
	Risk Management			
1	Ensure Business Continuity Management and Emergency Planning work together throughout the Authority through regular group meetings	March 2019	Helen Pugh	WbO15
2	Develop a new Risk Management Strategy – Approval required from Audit Committee	March 2019	Helen Pugh	WbO15
	Key Measure			
1	6.4.2.3 % response to letters of claim – issuing acknowledgement letter to claimant/claimant legal representative, and referral of claim to appropriate Insurer within 6 working days of receipt at the Risk Management Section	March 2019	Helen Pugh	WbO15

## Risks

The following identified Risks for the Division have been taken into account in the actions planned for the year:

- CSV120001 -Failure to maintain an effective insurance programme.
- CSV120002 - Failure to understand the complexities, challenges and additional timescale required for effective cross organisation collaboration.
- CSV120003 – Failure to manage and embed Business Continuity arrangements across the organisation.
- CSV120004 – Failure to maintain effective insurance records
- CSV120005 – Failure to understand the complexities, challenges and additional timescale required for effective cross organisation.

Ref #	Key Actions and Measures	By When <sup>#1</sup>	By Who	WbO Ref
	Corporate Procurement			
1	We will work with Departments to implement the Category Management Plans	March 2019	Helen Pugh	
2	We will pursue the use of Community Benefits in all procurements where such benefit can be realised and report those benefits on all contracts over £1m	March 2019	Helen Pugh	WbO05
3	We will consider our eProcurement approach following direction provided by Welsh Government	March 2019	Helen Pugh	WbO15
4	We will establish, maintain and regularly report to Audit Committee a list of single tender actions	March 2019	Helen Pugh	WbO15
5	We will work with HR to draft an Action Plan on how we will meet our commitments to the Welsh Governments Ethical Employment in Supply Chain – Code of Practice	March 2019	Helen Pugh	WbO15
6	We will continue to support the early engagement of Local Businesses and have due regard to the effect of our procurement on the local economy	March 2019	Helen Pugh	WbO15
7	We will communicate our revised Procurement Strategy across the Authority utilising appropriate IT platforms	March 2019	Helen Pugh	WbO15

## Risks

The following identified Risks for the Division have been taken into account in the actions planned for the year:

- CSV130001 - Failure to sufficiently influence Managers across the Authority to support and move towards a category management approach to spend and therefore the identification and deliver of efficiencies.
- CSV130002 – unsuccessful tenderer/supplier mounting a challenge to our award decision/procurement practices due to a failure to comply with external Procurement Regulations and internal CPR's.
- CSV130003 – difficulty in recruiting experienced and/or qualified procurement personnel.
- CSV130004 – Risk of challenge from an increasingly litigious market place across all sectors.

- CSV130005 – Difficulty in getting documents translated and returned within the desired timescales.

## Financial Services Division

All Well-being Objective Action Plan content should be included below , with PIMS reference.

Ref #	Key Actions and Measures	By When <sup>#1</sup>	By Who	WbO Ref
	Accountancy			
1	We will undertake the Closure and Audit of the Accounts within the appropriate timescales	June 2017	Randall Hemmingway	WbO15
2	Continue to investigate and develop new ways of working which will result in delivering an even more efficient and effective Accountancy Services.	March 2019	Randall Hemmingway	WbO15
3	Introduce new budget monitoring formats for the monitoring cycles	June 2018	Randall Hemmingway	WbO15
	Key Measure			
9	6.1.1.3 An unqualified audit on the final accounts Key Action	Sep 2018	Randall Hemmingway	WbO15

Proposals for Improvement			
Developing explicit links between the MTFP and the Councils Corporate planning processes:			
<ul style="list-style-type: none"> <li>• We will identify capital and revenue funding allocated to Our Well Being Objectives and monitor our resource allocation to these priorities.</li> </ul>		Feb 2018	Randall Hemmingway
<ul style="list-style-type: none"> <li>• We will revise our Corporate Strategy to include stronger links to the Medium Term Financial Plan.</li> </ul>		June 2018	Randall Hemmingway

## Risks

- CSV21001 Failure to close accounts by deadline

Ref #	Key Actions and Measures	By When <sup>#1</sup>	By Who	WbO Ref
	Pensions			
1	We will implement changes to the Local Government Pension Scheme as a consequence of legislation changes	March 2019	Kevin Gerard	WbO15
2	We will continue to Develop Opportunities for collaboration with other Local Government Pension Schemes	March 2019	Kevin Gerard	WbO15
3	We will ensure compliance with the implementation of auto enrolment in accordance with the requirement of the Pensions Act	March 2019	Kevin Gerard	WbO15

4	We will ensure that scheme members have the opportunity of registering with 'My Pension online' via site visits to all scheme employers	March 2019	Kevin Gerard	WbO15
5	We will implement i-connect which will facilitate direct data transfer from employer payroll system to the Altair Pension database	March 2019	Kevin Gerard	WbO15
6	We will undertake GMP reconciliation in accordance with HMRC statutory requirements	March 2019	Kevin Gerard	WbO15
7	We will implement changes to the Fire fighters Pension Scheme as a consequence of legislation changes	March 2019	Kevin Gerard	WbO15
8	To participate in the Actuarial Services Review	March 2019	Kevin Gerard	WbO15
9	We will implement changes to the Police Pension Scheme as a consequence of legislation changes	March 2019	Kevin Gerard	WbO15

## Risks

- CSV220001 - Failure in the upgrade of the Pensions Administration System. Risk of system failure, loss of data etc. If delivered successfully, the new system will improve service, but the worst case scenario is a failure to pay pensions.
- CSV250002 - Threat of increasing Pension Fund Shortfall

Ref #	Key Actions and Measures	By When#1	By Who	WbO Ref
	Accounts Payable & Administration			
1	To deliver the corporate 'Key Performance Indicator' for the prompt payment of undisputed invoices within 30 days to target (93.5%) and to work closely with the Departments in order to monitor and identify areas of performance improvement	March 2018	Karen L Mansel	WbO15
2	Implement the electronic submission of Invoices on a bulk basis for Castell Howell and Energy Providers in order to increase efficiency	March 2018	Karen L Mansel	WbO15
3	Investigate the feasibility of P2P rollout in Schools via a pilot site	March 2018	Karen L Mansel	WbO15
	Key Measure			
1	CFH/006 The % of undisputed invoices which were paid in 30 days	March 2018	Karen L Mansel	WbO15

## Risks

CSV240001 - Failure to pay invoices within 30 days

Ref #	Key Actions and Measures	By When#1	By Who	WbO Ref
	Treasury Management, Pensions Investments & Technical			
1	To support the Pensions Board	March 2019	Anthony Parnell	WbO15

2	To assist in training members of the Pension Board	March 2019	Anthony Parnell	WbO15
3	To collaborate with other LGPS funds and pools on investments and governance	March 2019	Anthony Parnell	WbO15
4	To manage the host authority function for the Wales Pension Partnership	March 2019	Anthony Parnell	WbO15
5	To ensure timely closure of Accounts for the Dyfed Pension Fund	March 2019	Anthony Parnell	WbO15
6	To produce the Dyfed Pension Fund Annual Report	March 2019	Anthony Parnell	WbO15
7	Ensure officers and Members are trained appropriately on Treasury Management and Pension Fund Investments	March 2019	Anthony Parnell	WbO15
8	To produce and comply with the Treasury Management Policy and Strategy	March 2019	Anthony Parnell	WbO15
9	To administer the Car Salary Sacrifice Scheme, Assisted Car Purchase and Cycle to Work Schemes, and be involved in the marketing to ensure take up by staff	March 2019	Anthony Parnell	WbO15
10	To provide financial support and professional advice to externally funded project staff, ensuring up to date knowledge and communication of relevant guidance	March 2019	Anthony Parnell	WbO15
	<b>Key Measure</b>			
1	6.1.2.1 Return on Investments to outperform the average 7 day LIBID (London Interbank Indicative) rate for the year	March 2019	Anthony Parnell	WbO15
2	6.1.2.2 Net borrowing rate to outperform the average PWLB rate for the year	March 2019	Anthony Parnell	WbO15
3	6.1.3.4 Dyfed Pension Fund to outperform the benchmark return as set out in the Investment Brief (3 year rolling to nearest quarter)	March 2019	Anthony Parnell	WbO15

## Risks

- CSV250001 - Threat of financial crisis impacting on Treasury Management and Dyfed Pension Fund Management.
- CSV250001 - Threat of increasing Pension Shortfall

## Section 5. Resources

### Budget Summary

Proposed budget and savings, to be confirmed following the budget consultation process.

### Savings and Efficiencies

Proposed budget and savings, to be confirmed following the budget consultation process

### Workforce Planning

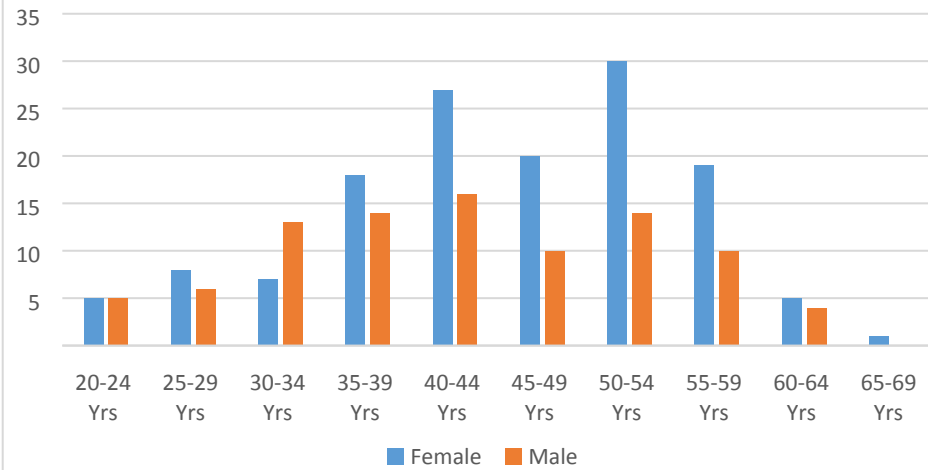
The Corporate Strategy (2015 -2020) and Our People Strategy: Valuing our People (2014 – 2019) define the Council’s drive for a flexible organisational structure that will invariably affect the shape of the workforce and alter the skill requirements across the Council. Our People Strategy describes our intentions as we progress towards a period of increasing change and we recognise that people are at the heart of everything we do and our people strategy sets out how we plan to make the most of the contribution of all staff to ensure we are successful in delivering the Councils priorities. It also sets out the vision for our staff:

*“A workforce that is innovative, skilled, motivated, well informed, high performing, proud to work for Carmarthenshire County Council and committed to delivering high quality services to the public”*

The current financial pressures are likely to increase, driving the need to plan and use our resources to maximise impact. Revenues and Financial Compliance and Financial Services are both looking at their structures and staff in preparation for succession planning and determining future workforce requirements.



### Corporate Services Age Profile 16-17



The Corporate Services workforce has a gender split of 40% Male/60% Female compared to the whole Authority split of 26.5% Male/73.5% Female.

48.7% Corporate Services workforce are over 45+ years compared to the whole Authority workforce figure of 52.5% who are over 45+ years.

We have 2 new CIPFA trainees who commenced in November 2017. There is a Level 3 apprentice in Pensions who is being funded departmentally. Within Revenues Services there is a possibility of 2 apprentices commencing for 2018/19.

Our Corporate Services Training Panel supports any new training and new skills to develop our staff.

## Section 6. Key Department Measures

### Revenues and Financial Services

Definition / Measure Reference <small>(abbreviated definition is fine)</small>		2015/16	2016/17			2017/18		2018/19	Cost Measure <b>(£)</b>	
		Our Result	Our Result	All Wales Comparative data		Target set	Result (when available)	Target set (at EOY)		
				Quartile * to ****	Welsh Median	Welsh Best Quartile				
<b>Internal Audit</b>										
1	Actual Achievement against Annual Audit Plan (6.4.1.3)	84	80	Not applicable			90			
<b>Risk Management</b>										
2	% response to letters of claim – issuing acknowledgements letter to claimant/claimant legal representative, and referral of claim to appropriate Insurer within working days of receipt at the Risk Management Section (6.4.2.3)	95	98	Not applicable			95			
<b>Corporate Procurement</b>										
	No PI Measures									
<b>Council Tax</b>										
3	% of Council Tax due for the financial year which was received by the Authority (CFH/007)	96.63	97.05	*	97.45	97.66	97.00			
<b>Business Rates</b>										
4	% of non-domestic rates due for the financial year which was received by the Authority (CFH/008)	98.4	98.20	***	98.07	98.48	98.00			
<b>Housing Benefits</b>										
5	Average time for processing new Housing/Council Tax benefit claims (local PI ref: 6.6.1.2)	21.76	21.12	Not applicable			21.00			
6	Average time for processing Housing/Council Tax Benefit notifications of changes of circumstances (days) ( Local PI Ref: 6.6.1.2)	5.23	5.13	Not applicable			5.20			
7	The amount of Housing Benefit Overpayments	40.08	43.89	Not applicable			40.00			

	recovered during the year as a % of the total amount of Housing Benefit overpayment debt outstanding at the start of the year plus the total amount of Housing Benefit overpayments identified during the year (local PI Ref: 6.6.1.6)							
8	% of recently calculated Housing/Council Tax Benefit Claims that have been calculated accurately based on a sample check (Local PI Ref: 6.6.1.9)	95.45	98.13	Not applicable	96.00			

## 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.

### 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:-

6. Looking to the long term so that we do not compromise the ability of future generations to meet their own needs;
7. Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their priorities;
8. Involving a diversity of the population in the decisions that affect them;
9. Working with others in a collaborative way to find shared sustainable solutions;
10. 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



***As a public body subject to the Act we had to publish Well-being Objectives by the 31<sup>st</sup> March 2017***

## Carmarthenshire County Councils Well-being Objectives

Key for the following table

1=Lead role – Key contributions identified in the Action Plan in this business plan

2= Significant Support - Significant contributing Actions identified in this plan

3- Some contributing Actions

Council Well-being Objective			Revenues & Financial Compliance	Financial Services
			Helen Pugh	New HOS
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	Continue to Improve learner attainment for all		
	4	Reduce the number of young adults that are Not in Education, Employment or Training		
	5	Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty	2	2
Live Well	6	Create more jobs and growth throughout the county		
	7	Increase the availability of rented and affordable homes	3	
	8	Help people live healthy lives (tackling risky behaviour & obesity)		
Age Well	9	Support good connections with friends, family and safer communities		
	10	Support the growing numbers of older people to maintain dignity and independence in their later years		
	11	A Council-wide approach to support Ageing Well in the county		
In a Healthy & Safe Environment	12	Look after the environment now and for the future		
	13	Improve the highway and transport infrastructure and connectivity		
	14	Promote Welsh Language and Culture	3	3
	15	Governance and Use of Resources	1	1

## Corporate Strategy 2015-2020

Key for the following table

1= Lead role – Key contributions identified in the Action Plan in this business plan

2= Significant Support - Significant contributing Actions identified in this plan

3= Some contributing Actions

Ref	Corporate Strategic Expected Outcomes and Strategic Focus	Revenues and Financial Services Helen Pugh	Financial Services New HOS
	<b>Making Better Use of Resources</b>		
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	2	2
3	Investigating and developing new ways of working and providing services	3	3
4	Working in collaboration with other organisations to identify areas for shared services and economies of scale to reduce running costs	2	2
5	Reviewing management and 'back office' costs in order where possible to safeguard 'front line' services.	3	3
	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		
	<b>Building a Better Council</b>		
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	3	3
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'	2	2
8	Managing and supporting our workforce to provide better outcomes for our residents through appropriate recruitment, retention and development of our staff.	3	3
9	Developing an integrated workforce plan that supports the Council's strategic objectives.	3	3
10	Increasing collaboration with our partners and communities in order support the delivery of services	2	2
11	Responding to the need to reform local government and ensuring Carmarthenshire is well positioned in any future arrangements.	2	2
12	Strengthening the position of the Welsh language in Carmarthenshire by implementing the recommendations of the 'Welsh Language in Carmarthenshire's report (March 2014)	3	3
	Increasing public communication, consultation and engagement		
	Improved staff satisfaction levels		

Ref	Corporate Strategic Expected Outcomes and Strategic Focus	Revenues and Financial Services Helen Pugh	Financial Services New HOS
	Reduced staff sickness absence levels		
	<b>People in Carmarthenshire are healthier</b>		
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		
15	Supporting disadvantaged children and families to build their resilience with early intervention through targeted intervention programmes such as Flying Start, Families First and Communities First and embedding this practice within our core services		
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		
18	Supporting residents suffering from fuel poverty and introducing renewable energy technology to our tenants homes in order to save them money on energy costs		
19	Getting more Carmarthenshire people more (physically and creatively) active, more often in order to improve the health and well-being of our residents.		
	Reduction in referrals to adult and children's social services		
	Increased availability of rented and affordable homes		
	Increased use of leisure facilities		
	<b>People in Carmarthenshire fulfil their learning potential</b>		
20	Ensuring continuous improvement in education outcomes for all children and young people across all learning phases		
21	Successfully introducing and translating the new national curriculum and qualifications into an inspiring and engaging local curriculum		
22	Developing a self-improving school system across the County making every school a good and improving school		
23	Continuing to improve school attendance		
24	Ensuring a range of youth support services to foster the engagement of young people in education, work and community life		
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 <sup>st</sup> 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		
	Improved school attendance rates		
	Reduced number of young people Not in Education, Employment or Training		
	Improved condition of schools		
	<b>People who live, work and visit Carmarthenshire are safe and feel safer</b>		

Ref	Corporate Strategic Expected Outcomes and Strategic Focus	Revenues and Financial Services Helen Pugh	Financial Services New HOS
28	Protecting and safeguarding children and adults from harm		
29	Supporting children, young people and families at times when they are facing challenging circumstances and enabling them to build their resilience to cope in the future		
30	Being good corporate parents to children and young people who come into the care of the Authority		
31	Reducing speeding and road traffic accidents		
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		
	Appropriate support provided to children, young people and families as required		
	Reduction in road casualties		
	Reduction in total recorded crime		
	Reduction in anti-social behaviour		
	<b>Carmarthenshire's communities and environment are sustainable</b>		
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		
36	Taking further steps to reduce waste and increasing recycling working towards achieving the national target of 70% recycling by 2024/25 (from 59% in Carmarthenshire in 2014)		
37	Improving digital inclusion within the county but ensuring access to IT equipment, developing digital literacy and supporting connectivity for our communities	3	
	Increased rates of recycling		
	Improved digital access		
	Improved transport links		
	Increased use of renewable energy		
	<b>Carmarthenshire has a stronger and more prosperous economy</b>		
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	3	2
	Increased employment		
	Reduction in working age population in receipt of out of work benefits		
	Increased economic activity and productivity		



## Corporate Objective 15

### Better Governance and Use of Resources

1. We have aligned the corporate headings to mirror those that we use in our [Annual Governance Statement](#). This will help us to ensure that the action plans and monitoring of both are consolidated.
2. These headings are based on the principles of good governance from [‘Delivering Good Governance in Government: Framework’](#) (CIPFA/Solace, 2016).

Better Governance & Use of Resources		HOS Division	HOS Division
15 A	<b>Integrity and Values</b> <i>(Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law)</i>		
	No. of new actions for 18/19		
15 B	<b>Openness and engagement</b> <i>(Ensuring openness and comprehensive stakeholder engagement)</i>		
	No. of new actions for 18/19		
15 C	<b>Making a difference</b> <i>(Defining outcomes in terms of sustainable economic, social, and environmental benefits)</i>		
	No. of new actions for 18/19		
15 D	<b>Making sure we achieve what we set out to do</b> <i>Determining the interventions necessary to optimise the achievement of the intended outcomes</i>		
	No. of new actions for 18/19		
15 E	<b>Valuing our people; engaging, leading and supporting</b> <i>(Developing capacity and the capability of leadership and individuals)</i>		
	No. of new actions for 18/19		
15 F	<b>Managing risks, performance and finance</b> <i>(Managing risks and performance through robust internal control and strong public financial management)</i>		
	No. of new actions for 18/19		
15 G	<b>Good transparency and accountability</b> <i>(Implementing good practices in transparency, reporting, and audit to deliver effective accountability)</i>		
	No. of new actions for 18/19		