

Pecyn Dogfennau



Mark James LLM, DPA, DCA
Prif Weithredwr,
Chief Executive,
Neuadd y Sir, Caerfyrddin. SA31 1JP
County Hall, Carmarthen. SA31 1JP

DYDD MERCHER, 28 TACHWEDD 2018

**AT: HOLL AELODAU'R PWYLLGOR CRAFFU POLISI AC
ADNODDAU**

YR WYF DRWY HYN YN EICH GALW I FYNYCHU CYFARFOD
O'R **PWYLLGOR CRAFFU POLISI AC ADNODDAU** SYDD I'W
GYNNAL YN Y SIAMBR, 3 HEOL SPILMAN, CAERFYRDDIN, AM
10.00 AM AR **DYDD MERCHER, 5ED RHAGFYR, 2018** ER MWYN
CYFLAWNI'R MATERION A AMLINELLIR AR YR AGENDA
ATODEDIG.

Mark James DYB

PRIF WEITHREDWR



AILGYLCHWCH OS GWELWCH YN DDA

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PWYLLGOR CRAFFU POLISI AC ADNODDAU 13 AELOD

GRŴP PLAID CYMRU – 6 AELOD

- | | | |
|----|--------------|---------------------------|
| 1. | Y Cynghorydd | Kim Broome |
| 2. | Y Cynghorydd | Handel Davies |
| 3. | Y Cynghorydd | Ken Howell (Is-Cadeirydd) |
| 4. | Y Cynghorydd | Gareth John |
| 5. | Y Cynghorydd | Carys Jones |
| 6. | Y Cynghorydd | Elwyn Williams |

GRŴP LLAFUR – 4 AELOD

- | | | |
|----|--------------|--------------|
| 1. | Y Cynghorydd | Fozia Akhtar |
| 2. | Y Cynghorydd | Colin Evans |
| 3. | Y Cynghorydd | Kevin Madge |
| 4. | Y Cynghorydd | John Prosser |

GRŴP ANNIBYNNOL – 3 AELOD

- | | | |
|----|--------------|--------------------------|
| 1. | Y Cynghorydd | Sue Allen |
| 2. | Y Cynghorydd | Arwel Davies |
| 3. | Y Cynghorydd | Giles Morgan (Cadeirydd) |

AGENDA

1. YMDDIHEURIADAU AM ABSENOLDEB
2. DATGANIADAU O FUDDIANNAU PERSONOL GAN GYNNWYS UNRHYW CHWIPIAU PLEIDIAU A RODDIR MEWN YMATEB I UNRHYW EITEM AR YR AGENDA.
3. CWESTIYNAU GAN Y CYHOEDD (NID OEDD DIM WEDI DOD I LAW)
4. ADRODDIAD MONITRO ABSENOLDEB SALWCH - HANNER BLWYDDYN CHWARTER 2 2018/19. 5 - 26
5. RHAGLEN TRAWSNEWID I WNEUD CYNNYDD (TIC) ADRODDIAD BLYNYDDOL 2017/18 A CHYNLLUN BUSNES 2018/19 - 2020/2021. 27 - 70
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Mae'r dudalen hon yn wag yn fwriadol

**Y PWYLLGOR CRAFFU POLISI AC ADNODDAU
5 RHAGFYR 2018**

**ADRODDIAD MONITRO ABSENOLDEB SALWCH - HANNER
BLWYDDYN CHWARTER 2 2018/19**

Ystyried y materion canlynol a chyflwyno sylwadau arnynt:

Mae'r adroddiad hwn yn rhoi data ynghylch absenoldeb i'r Pwyllgor mewn perthynas â chyfnod cronol Chwarter 2 blwyddyn ariannol 2018/19 ynghyd â chrynodeb o gamau gweithredu.

Y Rhesymau:

Mae'r Pwyllgor wedi gofyn bod adroddiadau hanner blynyddol yn cael eu darparu i'w aelodau er mwyn iddynt gyflawni eu rôl craffu.

Angen cyfeirio'r mater at y Bwrdd Gweithredol / Cyngor er mwyn gwneud penderfyniad: Nac oes

YR AELOD O'R BWRDD GWEITHREDOL SY'N GYFRIFOL AM Y PORTFFOLIO:- Y Cyngorydd Mair Stephens

Y Gyfarwyddiaeth

Enw Pennaeth y Gwasanaeth:

Paul R Thomas

Awduron yr Adroddiad:

Ann Clarke

Heidi Font

Swydd:

**Y Prif Weithredwr Cynorthwyol –
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EXECUTIVE SUMMARY
POLICY & RESOURCES SCRUTINY COMMITTEE
5TH DECEMBER 2018

Sickness Absence Monitoring Report – Q2 half year 2018/19

This report provides the committee with absence data for the cumulative period Q2 2018/19 financial year plus a summary of actions to support a reduction in the level of sickness absence.

The Committee has requested that half yearly reports are provided to its members to allow them to fulfil their scrutiny role.

DETAILED REPORT ATTACHED?	YES
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IMPLICATIONS

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

Signed: Paul Thomas, Assistant Chief Executive (People Management)

Policy, Crime & Disorder and Equalities YES	Legal NONE	Finance NONE	ICT NONE	Risk Management Issues NONE	Staffing Implications YES	Physical Assets NO
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1. Policy, Crime & Disorder and Equalities

Management of sickness absence supports the strategic aim 'Feeling Fine – Health & Wellbeing'.

7. Staffing Implications

People Management will continue to support and advise Departmental Management Teams, people managers and employees on the Sickness Absence policy and associated procedures and guidance to ensure absence is managed in a timely, consistent and proactive manner.



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YOUR COUNCIL doitonline
www.carmarthenshire.gov.wales

CONSULTATIONS

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

Signed: Paul Thomas, Assistant Chief Executive (People Management)

1. Local Member(s) N/A

2. Community / Town Council N/A

3. Relevant Partners N/A

4. Staff Side Representatives and other Organisations N/A

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

THERE ARE NONE

Mae'r dudalen hon yn wag yn fwriadol

Policy & Resources Scrutiny Committee

People Management: Sickness Absence Monitoring Report – half year 2018/19

31st October 2018



Enillydd
Winner



2018



Celebrating 2 years of Disability Confident
Working together to increase disability employment



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People Management

Sickness Absence Performance Monitoring Report

Half Year 2018/19

Introduction

The Authority Performance Indicator (PI) for sickness absence measures the number of working days lost due to sickness absence per full time equivalent (FTE) headcount per annum. The target set by Corporate Management Team for improvement for 2018/19 was 9.6 FTE.

In June 2017 departmental targets were also agreed to support a reduction in sickness absence and these targets have been maintained for 2018/19. Both the corporate and departmental targets are monitored half yearly via Corporate Management Team (CMT) and quarterly via Departmental Management Teams (DMT). The targets were calculated by reference to the average Full Time Equivalent (FTE) headcount figure and End of Year (EOY) results over the preceding 3 years less 5%.

What has changed during 2018/19 to date?

It is the responsibility of all DMTs to maintain a high profile on attendance management, monitor performance on a quarterly basis, to set clear expectations of all its managers to manage sickness absence proactively and to foster a healthy working environment that encourages improved attendance from all employees.

From a corporate perspective People Management has focused its energies during 2018/19 on supporting in the following areas:

a) Improved corporate working

In April, CMT confirmed that the three largest departments (Environment, Communities and Education and Children's Services) would fund two Wellbeing Coordinators' posts, for 18 months. The aim of which is to work with colleagues corporately and departmentally to maintain the reduction of absence and to improve the wellbeing of the workforce, through proactive health and wellbeing education and promotion, developing plans with the DMTs in each department. The Wellbeing Coordinators are recruiting more Wellbeing Champions who will encourage their colleagues to take part in events, initiatives and to take responsibility for their own health and wellbeing.

b) Health & Wellbeing Project

Managing the Health and Wellbeing Project which is funded by 3 departments, Communities, Environment and Education & Children. As part of this project we have undertaken the following activities:

- carried out 18 health & wellbeing events/awareness raising initiatives with employees;
- Sickness absence and other data has been analysed and an option papers for determining actions and priorities to improve employee health and wellbeing has been produced for each of the three departments;
- Priorities have been agreed in Environment and Action Plans are in draft for the Service Areas involved.
- Communities has agreed to run pilot projects in key service areas, e.g. one care home, one domiciliary care team, which is currently in the planning process;
- Education & Children will be discussing the option paper at their Departmental Management Team (DMT) in November;
- Work has also been carried out to raise the profile of the project through attending various DMTs and Business Management Team (BMT) meetings, People Manager events, the Corporate Employee Relations Forum with trades unions and Heads of Services and their managers across the 3 Departments;
- Key learning from each project plan will be evaluated and where there are benefits for the wider organisation these will be shared;
- Working with multidisciplinary teams to understand qualitative information alongside the quantitative data and to put in place suitable support and interventions, which will ultimately lead to improved attendance.

c) Mental Health Awareness

To support managers in managing staff attendance, funding streams are being explored to roll out mental health awareness to managers and employees to supplement the existing e-learning modules. This includes consultation with CCCs recognised trades unions and exploring the potential for support via the Wales Union Learning Fund (WULF). If funding is secured this will enable a targeted, bespoke training programme to be implemented across the authority in relation to 'Managing Mental Health in the Workplace' and 'Mental Health Awareness', prioritised in areas with the highest level of absence attributed to stress/mental health.

d) Schools' Staff Absence Scheme (SSAS)

Continued promotion of the SSAS to all primary schools and proactive support and advice to Head teachers and Chairs to ensure compliance with Schools' Model Attendance policies and procedures. To recap most CCC schools purchased insurance policies through a range of insurance providers to cover the replacement costs of teaching, learning support and other staff absent from school.

The SSAS is an alternative means of providing schools with financial cover for replacement costs but operates on the principles of mutuality and not for profit. Its main purpose is to raise funds from its members, ie. Primary schools, which can then be used to provide shared benefits and safeguards to scheme members and the Authority. Contributions are pooled into a central fund rather than purchasing insurance policies with any net surpluses to be refunded to schools in future years.

In addition, following evaluation of the first year of operating Corporate Management Team has agreed that the SSAS extends beyond its pilot period for a further two years from April 2019 to March 2021.

60 CCC primary schools joined the scheme during 2017/18 and a further 18 have joined during 2018/19. The remaining primary schools are being visited by a member of the team to encourage membership from April 2019.

e) TIC Award for Transformation and Innovation

The SSAS Team was one of the winners at the recent TIC Awards Ceremony in recognition of its transformational work on attendance management within schools, contributing to improved attendance and reduced costs during challenging financial times for the education sector.

f) Resourcelink MyView development

In the last reporting period People Management rolled out My View self-service to enable schools to manage sickness absence interactively dispensing with paper processes thereby enabling schools to manage absence in a timely and effective manner. During 2018/19 the full functionality of Resourcelink has been rolled out to all schools to complete this process.

Launched an improved Resourcelink online sickness absence recording screen to capture dates of the Employee Support Meeting and formal Absence Management Meetings to enable enhanced reporting to monitor compliance against the Sickness Absence policy;

Launched Resourcelink online Self-Certification/Return to Work Interview screens to streamline the process and reduce paperwork associated with absence management procedures.

g) Attendance Management briefings for managers

Continuing to deliver its rolling programme of attendance management development activities to all people managers including Head Teachers and Chairs of Governing Bodies, so each understands his/her responsibilities and how to manage sickness absence in line with model policies and procedures.

Schools			
Head/Deputy Teacher	Chair	Clerk	Other
47 – covering 55 schools	10	13 – covering 31 schools	8

*
Excluding
Head
Teachers
/Senior
Leadership
Teams

Department	People Managers /Supervisors	Attendance Management briefings	% attendance
Chief Executive's	63	37	58%
Communities	185	157	85%
Corporate Services	49	29	59%
Education & Children*	134	66	49%
Environment	150	123	82%
Regeneration & Policy	46	25	54%
Total	627	437	70%

h) Challenge & Review Attendance Forum

Continuing its support to the 'Challenge & Review (C&R) Attendance Forum', chaired by the Deputy Leader Cllr. Mair Stephens and attended by Cllr. Giles Morgan, Chair of P&R Committee. The aim of the forum is to provide challenge and support to Heads of Service to maintain a high profile on attendance management, to discuss performance in relation to sickness absence and what strategies the Head of Service has utilised to seek improvement;

All Heads of Service have been invited to attend the forum to discuss performance in relation to sickness absence to maintain progress and profile of positive attendance management. The next forum scheduled for 10th December 2018.

i) Performance management information

Maintained the provision of improved performance management information, benchmarking and ranking data, and summaries of main reasons for absence at an authority, departmental, divisional and team level, to inform CMT, DMTs and divisional Business Management Teams (BMTs) to enable improved performance monitoring and action planning;

Provision of improved performance management information, benchmarking and ranking data, and summaries of main reasons for absence at an authority, all schools, primary, secondary and special school level to inform CMT, Education DMT and Governing Bodies to enable improved performance monitoring in line with ESTYN requirements. Model reporting templates have been circulated to Head teachers for inclusion in the termly report to Governing Bodies;

HR Business Partners discuss performance management information at Departmental Management Teams, Primary and Secondary Head Teachers' meetings and offer support and advice to agreed appropriate actions for improvement.

j) Disability Confidence

Maintained CCCs accreditation as a Disability Confident Employer which provides a commitment to support disabled applicants and employees in gaining and maintain employment.

k) Neybar Financial Assistance

On 6th November 2018 Corporate Management Team agreed to the launch of the Neybar Financial Assistance Scheme to our employees to complement our People Management policies and procedures. The scheme enables access to saving products and loans at competitive rates that employees may find difficulty accessing via high street lenders or who may go to pay day lenders as an alternative. Financial concerns may be a contributor to stress related absence and this scheme is aimed to support staff and offer an alternative solution.

l) School Model Policies

On 2nd October 2018 Executive Board agreed a Model Schools' Flexible Working Policy and Dignity and Respect in the Workplace Guidance. This model policy and guidance will complement our Model Sickness Absence policy and support employees in addressing particular concerns that may impact on attendance.

Has this made a difference?

Performance indicates that Education & Children has met its 2018/19 half year target. As the agreed targets have been set to support a reduction against previous 3 year average performance by 5%, 2018/19 half year result should ideally be below half year targets for all departments.

However, the half year figure for the whole Authority of 4.2 is below the 2018/17 half year result of 4.47. There has been a decrease of 0.27 FTE days lost by average employee FTE headcount indicating a continuing downward trend. (see Table 1).

[Table 1: Departmental/Divisional/Section/School performance ranking Q2 2018/19](#)

Department	Average Employee FTE Headcount	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	FTE Days Lost by Average Employee FTE Headcount	Rank	2017-18 Q2 Performance		2018-19 Target. Q2 =whole year target /4 & seasonally adjusted	
									Q2 Target*	On Target?
Corporate Services	206.7	264.70	388.50	653.2	3.2	1	3.4	-0.2	2.9	No
Chief Executives	192.8	323.3	331.6	654.9	3.4		2.3	1.1	2.6	No
Regeneration & Policy	204.3	418.60	339.40	758.0	3.7		3.7	0.0	2.8	No
<i>Chief Executives incl Regen & Policy</i>	<i>397.06</i>	<i>741.90</i>	<i>671.00</i>	<i>1412.90</i>	<i>3.6</i>	2	3.0	0.6	2.8	No
Education & Children	3228.7	4524.40	7108.90	11633.3	3.6	2	4.0	-0.4	3.7	Yes
Communities	1321.8	2601.10	4401.70	7002.8	5.3	4	5.3	0.0	4.8	No
Environment	894.5	1672.00	3040.80	4712.8	5.3	4	5.8	-0.5	4.6	No
Authority Total	6048.9	9804.1	15610.9	25415.0	4.20		4.47	-0.3	4.00*	No

* - This is a weighted target based on average results over previous years. If the annual target is split equally across each quarter then Q2 target would be 4.82

[Table 2: Average number of days lost per FTE – whole Authority ↓](#)

Following the launch of the Sickness Absence policy and targeted interventions there was a marked reduction in 2013/14. This increased slightly during 2015/16 and 2016/17. Q4 2017/18 result indicated a continuing downward trend following introduction of greater accountability of sickness absence performance established through the Sickness Absence Management Framework and targeted interventions as reported at end of year. Cumulative results at half year 2018/19 also shows a continuing downward trend compared to half year Q2 2017/18.

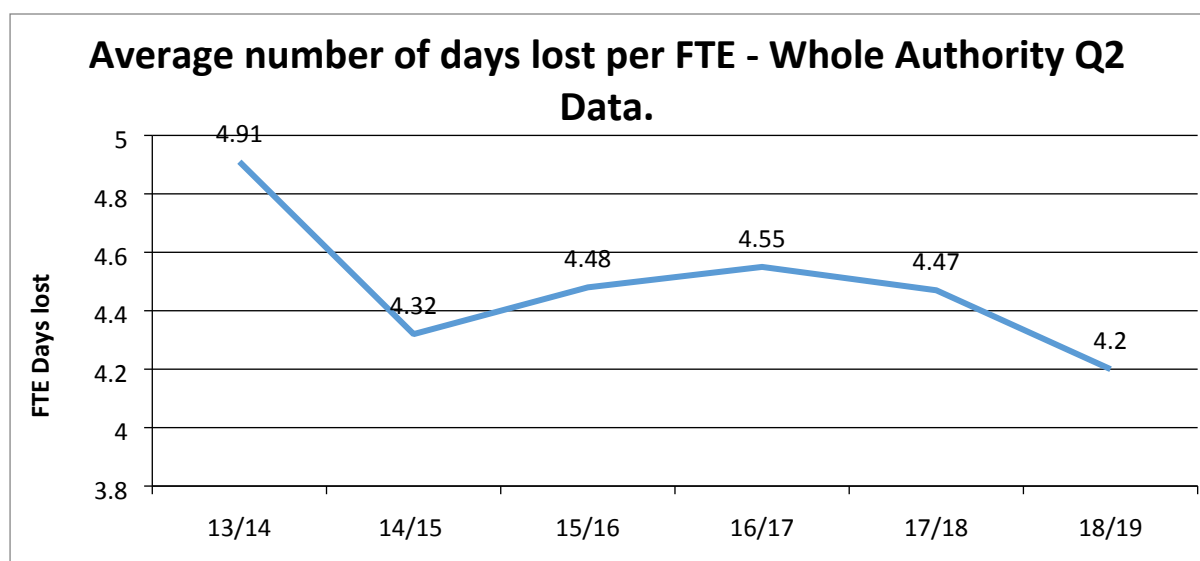


Table 3: Performance of Divisions that attended the C&R Attendance Forum

It is evident that where Heads of Service have been proactive and set clear expectations in relation to positive attendance management that improvements have been made. Whilst this forum has to date focused on those divisions where performance was in the lowest quartile, all Heads of Service need to ensure they maintain the profile of positive attendance management, set clear expectations with their managers and monitor consistency of application of the authority's Sickness Absence Policy and procedures. All Heads of Service have now received invitations to attend the forum to discuss divisional progress to ensure all services are contributing towards a reduction in the level of absence.

The Heads of Service for the service areas below have been requested to provide a report on performance and progress against the actions agreed at the C&R Attendance Forum for review by the Deputy Leader and Chair of P&R Scrutiny Committee.

Division	Average Employee FTE Headcount	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	FTE Days Lost by Average Employee FTE Headcount	Performance 2017/18	Improvement
Homes & Safer Communities	591.5	1113.60	1976.00	3089.6	5.2	6.2	↑
Property	285.8	587.10	1145.50	1732.6	6.1	5.3	↓
Waste and Environmental Services	188.2	427.40	874.50	1301.9	6.9	8.9	↑
Information Technology	63.4	169.00	125.00	294.0	4.6	3.1	↓
Access to Education	178.7	223.40	691.20	914.6	5.1	5.7	↑

Table 4: Impact of targeted interventions to support schools in managing sickness absence

The table below compares the performance of CCCs primary, secondary and special schools between 2017/18 and 2018/19. There is a reduction of 0.3 FTE days lost by average FTE headcount in the primary sector, 0.4 in the secondary sector and 2.9 in the special school sector which is a significant reduction. The People Management Division continue to support schools during 2018/19 to secure continued and sustained improvement.

Division	Average Employee FTE Headcount	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	FTE Days Lost by Average Employee FTE Headcount	2017/18 Q2 FTE days lost by avg FTE Headcount	Improvement
Secondary Schools	379.1	766.70	748.50	1515.2	3.1	3.5	↑
Primary Schools	586.6	795.60	1506.80	2302.4	3.4	3.7	↑
Special Schools	68.4	144.60	306.10	450.7	5.3	8.2	↑

Table 5: Departmental Analysis

When departmental performance is compared to that of the previous year (Table 1) it can be seen that performance has improved the most within Environment Department where a reduction of 0.5 days has been achieved. In fact a reduction of between 0.2 and 0.5 days in four departments, with no change in Communities and an increase in Chief Executive’s department.

The divisions with the greatest variance (decrease - /increase +) compared to 2017/18 are:

- Business Support & Performance, Environment (-3.9)
- Media & Marketing, Regeneration & policy (-3.2)
- Special Schools, Education & Children’s (-2.9)
- Business Support & Improvement, Communities (-2.7)
- Waste & Environmental Service, Environment (-2.0)
- Mental Health & Learning Disabilities, Communities (+2.7)
- Information Technology, Chief Executive’s (+1.5)
- Electoral Registration, Regeneration & Policy (+1.3)
- Integrated Services, Communities (+1.3)
- Curriculum & Wellbeing, Education & Children’s (+1.0)

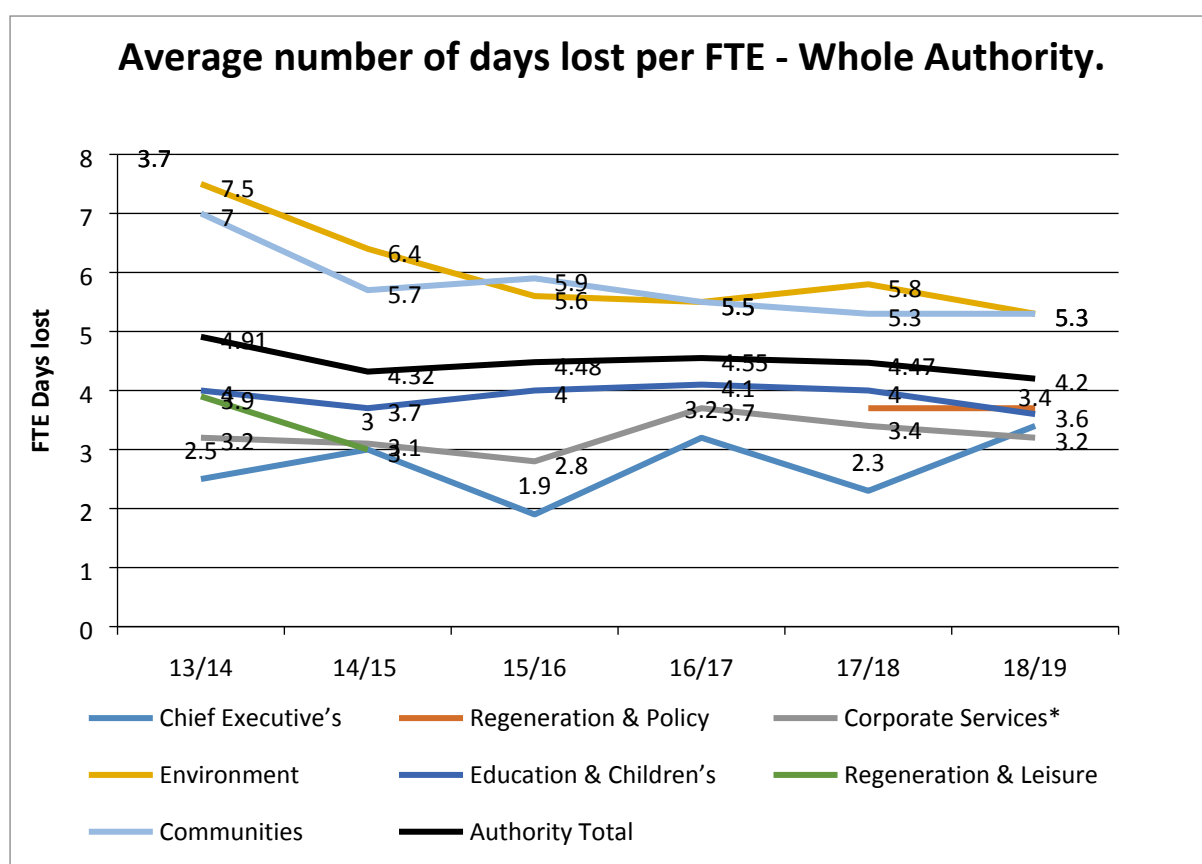


Table 6: Cost of Absence

The table below illustrates the cumulative cost of occupational sick pay for Q1 to Q2 since 2016/17. This excludes additional costs that may be incurred by divisions as a consequence in particular those delivering e.g. Overtime costs, agency costs; other replacement costs.

Occupational Sick Payments (OSP) Q2 cum			
Department	2016/17	2017/18	2018/19
Chief Executives	£82,745	£58,586	£70,567
Communities	£737,246	£729,114	£665,173
Corporate Services	£72,177	£43,939	£50,754
Education & Children*	£1,461,260	£1,372,951	£1,249,242
Environment	£388,680	£380,670	£378,000
Regeneration & Policy	£84,614	£70,219	£69,614
Total	£2,826,722	£2,655,479	£2,483,350

* Including schools

Table 7: Employee Wellbeing appointment data

The table below indicates the number of employees being referred and supported by the Employee Wellbeing Centre. Each employee will attend at least one appointment with either the Occupational Health Advisor or Physician. Depending on the recommendations made, a proportion will be offered a further referral for an Initial Assessment to the Wellbeing Support Service and supported using a range of interventions and strategies which may include: CBT / CBT informed approach, counselling/active listening, coping skills and problem solving. If they are accepted to the service they are then offered up to a further 6 sessions (these further sessions are not included in the table below Fig.1)

The totals include Statutory Health Surveillance appointments to the nurse.

New Employment Questionnaire screens and Night Worker Questionnaire screens by the nurse are not included in the totals. Teachers' pension administration by the practitioners are also not included.

As can be illustrated by the data below (Fig.1) there has been a 37.21% increase in the total number of employees seen at the Centre in Q2 2018/19 compared to Q2 2017/18.

Fig.1

Number of Appointments Attended at the Occupational Health Centre			
Department	Number of Appointments Q2 Cumulative		
	2016/2017	2017/2018	2018/2019
Chief Executives	70	82	120
Communities	521	556	776
Corporate Services	77	68	15
Environment	461	511	728
Education & Children	589	629	929
Regeneration & Policy	5	21	37
External	188	196	198
Total	1911	2063	2803

The table below indicates the total number of Appointments attended at the Employee Wellbeing Centre. These further sessions referenced above **are** included in the table below (Fig.2). The totals include Statutory Health Surveillance appointments to the nurse.

As can be illustrated by the data below (Fig.2) there has been a 46.67% increase in the total number of appointments to the Employee Wellbeing Centre.

Fig.2

Number of Employees seen at the Occupational Health Centre			
Department	Number of Employees Attended Q2 Cumulative		
	2016/2017	2017/2018	2018/2019
Chief Executives	42	38	54
Communities	300	299	397
Corporate Services	43	28	14
Environment	398	410	635
Education & Children	247	309	352
Regeneration & Policy	5	9	15
External	154	170	159
Total	1185	1263	1626

Employees Attended – Reason breakdown:

Figures 3, 4 and 5 below show a breakdown of the reasons by number of employees that have attended the Employee Wellbeing Centre.

Fig. 3

Breakdown: Total Number of Employees Attended the Occupational Health Centre Q2 Cumulative 2016/2017						
Department	Appointment Reason					Totals (1185)
	OHA	OHP	WSS Initial	H/S	*Other	
Chief Executives	22	9	10	0	1	42
Communities	121	63	71	25	20	300
Corporate Services	17	13	8	0	5	43
Environment	49	67	19	255	8	398
Education & Children	88	47	89	1	18	243
Regeneration & Policy	5	0	0	0	0	5
External	47	62	15	28	2	154

Fig.4

Breakdown: Total Number of Employees Attended the Occupational Health Centre Q2 Cumulative 2017 / 2018						
Department	Appointment Reason					Totals (1263)
	OHA	OHP	WSS Initial	H/S	*Other	
Chief Executives	17	13	7	0	1	38
Communities	122	78	69	2	28	299
Corporate Services	10	6	10	0	2	28
Environment	66	60	28	255	1	410
Education & Children	148	70	77	0	14	309
Regeneration & Policy	3	3	3	0	0	9
External	35	51	7	75	2	170

Fig.5

Breakdown: Total Number of Employees Attended the Occupational Health Centre Q2 Cumulative 2018/2019						
Department	Appointment Reason					Total (1626)
	OHA	OHP	All WSS Appts	H/S	*Other	
Chief Executives	22	12	15	0	5	54
Communities	25	161	93	14	17	397
Corporate Services	5	1	0	0	8	14
Environment	54	90	17	465	9	635
Education & Children	120	68	138	4	22	352
Regeneration & Policy	5	2	5	1	2	15
External	49	60	9	34	7	159

**These appointments include: Chair Assessments, Ill Health Retirement Appointments with the pensions doctor, Case Conference*

Table 8: Number of employees dismissed on the grounds of capability (health)

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

However, there are occasions where an employee cannot be supported back to work to his/her substantive role or redeployed into suitable alternative employment due to the nature of the illness or condition and in such circumstances an employee will be dismissed on the grounds of capability (health). Table 8 below details the number of employees that have been dismissed on the grounds of capability (health) over the last three years:

	2015/16	2016/17	2017/18	2018/19
	EOY	EOY	EOY	Q2 cumulative
Total	70	59	69	28

Table 9: Causes of absence – half year cumulative Q2 2018/19

Stress, mental health & fatigue is the most common cause of absence within the authority (29.5%) followed by musculoskeletal problems (19.05%). Other reasons for absence are as detailed within the pie chart below and will vary from one reporting period due to seasonal variations, e.g. infections - including colds & flu (6.47%) in Q2 compared to (11.%) at end of year 2017/18 and this will impact on percentage variations between reporting periods.

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

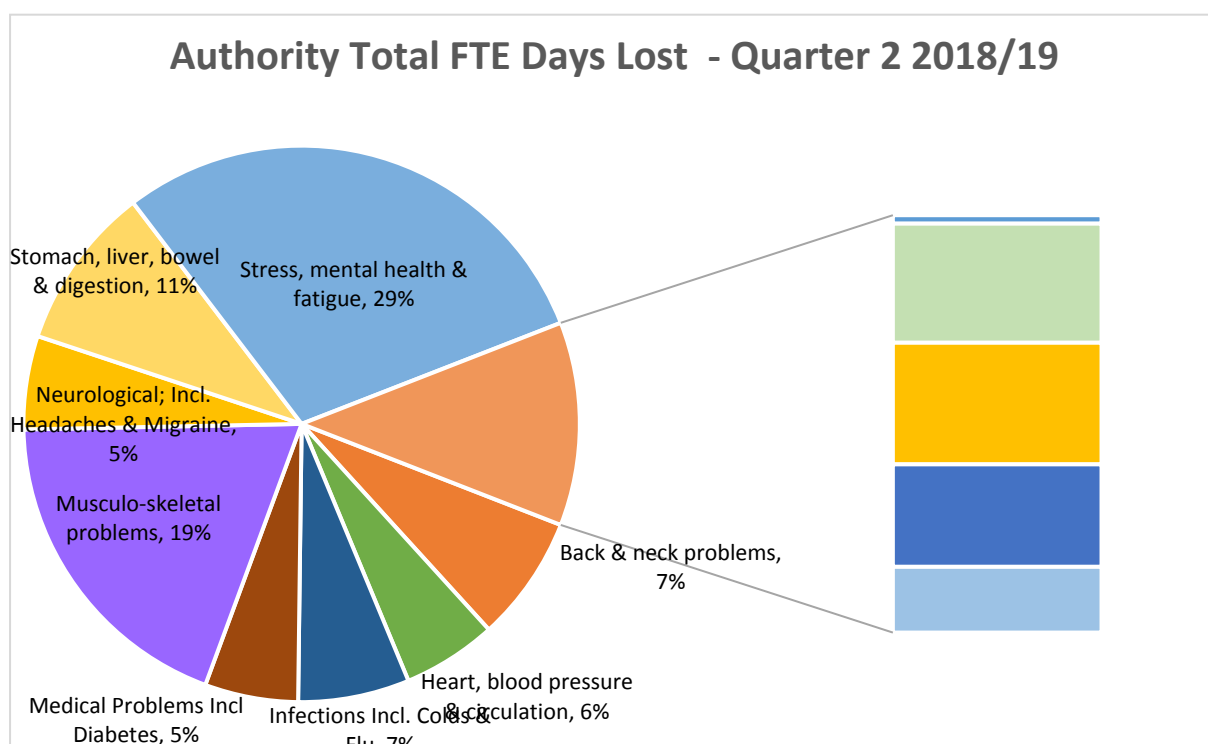


Table 10: Comparative sickness absence performance indicator

Carmarthenshire directly employs approximately 7,800 employees in a range of occupations including catering, cleaning, residential / domiciliary care, refuse and leisure services. In many of the local authorities listed below these services are contracted outside of the authority and therefore not included in the respective calculations. It should be noted that, according to benchmarking figures, these occupations generally have higher sickness absence rates either due to the physical nature of the work or being more susceptible to illness due to interaction with service users/customers.

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

All Wales Comparative benchmarking data for 2017/18 is published once audited in September 2018. Comparisons of end of year results indicate that Carmarthenshire has improved its ranking position from 14th to 12th and is now median in the table compared to 3rd quartile at end of year in 2016/17.

Local Authority	EOY 2017/18		EOY 2016/17	
Merthyr Tydfil	7.8		5.5	↓
Denbighshire	8.4		8.7	↑
Gwynedd	8.7		9.0	↑
Flintshire	8.9		9.8	↑
Neath Port Talbot	9.5		9.9	↑
Powys	9.7	Upper quartile	9.0	↓
Conwy	9.7		11.3	↑
Isle of Anglesey	10.0		9.8	↓
Carmarthenshire	10.1	Median	10.8	↑
The Vale of Glamorgan	10.1		8.8	↓
Newport	10.1		9.8	↓
Pembrokeshire	10.2		10.5	↑
Swansea	10.8		9.7	↓
Bridgend	10.8		10.7	↓
Wrexham	10.9	Lower quartile	11.3	↑
Monmouthshire	10.9		11.5	↑
Torfaen	11.1		10.8	↓
Blaenau Gwent	11.2		12.5	↑
Cardiff	11.3		10.8	↓
Caerphilly	12.3		12.2	↓
Ceredigion	13.6		10.4	↓
Rhondda Cynon Taf	-		-	

Benchmarking with English Unitary Authorities 2016/17

Sickness absence FTE days per employee - Rationale:

This indicator is collected through the Local Government Workforce Survey conducted in England between June and September each year. The question is: 'Please complete the following table and provide the sickness absence rate for the current financial year?';

- The sickness absence calculation includes all staff (including school based support staff), but excludes teachers. The performance indicator reported by the 22 authorities within Wales includes teachers.
- During 2016/17 25 of 52 English Unitary Authorities participated in the survey question relating to sickness absence;
- The average number of days lost per FTE published for 2016/17 was 9.7 per employee. 2017/18 figures are not yet published.
- This compares to 9.0 in 2015/16 and 9.5 in 2016/17 illustrating declining performance in England over the last three years.

[Table 10: Sector comparisons by percentage working time lost v FTE days lost](#)

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

The latest survey results was conducted in 2016 and published in 2017 and approximately 600 employers participated from all industry sectors.

Among the survey respondents that provided data on absence rates, the national average stood at 2.8% of working time in 2016, equivalent to 6.3 days per employee.

When broken down by sector survey respondents, the national average for the public sector stood at 3.8% of working time in 2016, equivalent to 8.6 days per employee with local government averaging at 4%, equivalent to 9.0 days per employee.

In terms of Carmarthenshire, our end of year 2017/18 figure of 10.15 FTE days lost per employee as a percentage of working time lost is 4.5%. At half year Q2 2018/19 the result of 4.2 FTE days lost per employee as a percentage of working time is 1.9%.

Within the published data there are sector and occupational differences illustrated. The table below attempts to match similar occupational groups to similar divisions and service areas within the Authority.

Private, public and non-profit sector comparators	Average days lost per employee per year	Similar occupational group within CCC	End of Year 2017/18	2018/19 cumulative Q2
Care services/ Housing association	11.3 7.9	Homes and Safer Communities (includes Care & Support)	13.8	5.2
IT services	4.0	Information Technology	9.9	4.6
Transport distribution & storage	7.8	Transportation & Highways	10.6	4.6
Hotels, catering and leisure	5.3	Access to Education (includes Catering) Leisure	12.8 10.6	5.1 5.4
Professional Services (accountancy, advertising, consultancy)	5.9	Finance Revenues & Compliance People Management Admin & Law	5.0 7.2 7.6	3.7 2.7 3.3
Media (Broadcasting and Publishing)	4.4	Media and Marketing	6.5 13.2	1.8 4.9

Mae'r dudalen hon yn wag yn fwriadol

PWYLLGOR CRAFFU POLISI AC ADNODDAU 5/12/18

RHAGLEN TRAWSNEWID I WNEUD CYNNYDD (TIC) ADRODDIAD BLYNYDDOL 2017/18 A CHYNLLUN BUSNES 2018/19 – 2020/2021

YR ARGYMHELLION / PENDERFYNIADAU ALLWEDDOL SYDD EU HANGEN

- Ystyried a chyflwyno sylwadau ar Adroddiad Blynyddol 2017/18 a Chynllun Gwella 2018/19 – 2020/2021

Rhesymau:

- Mae'r Adroddiad Blynyddol hwn yn rhoi cyfle i gloriannu gwaith y Rhaglen TIC dros y flwyddyn ddiwethaf ac i adrodd ar y canlyniadau a gyflawnwyd hyd yn hyn.
- Mae hefyd yn gyfle i edrych ar waith y rhaglen am y tair blynedd nesaf.

Angen ei gyfeirio at y Bwrdd Gweithredol / Cyngor er mwyn gwneud penderfyniad: NAC OES

YR AELOD O'R BWRDD GWEITHREDOL SY'N GYFRIFOL AM Y PORTFFOLIO: Y Cyng. Mair Stephens - Dirprwy Arweinydd, Rheolwr Busnes y Cyngor, T.I.C., Adnoddau Dynol, Rheoli Perfformiad, Archwilio Cymru, Hyfforddiant, T.G.Ch., Cynllunio Strategol

Y Gyfarwyddiaeth: Adfywio a Pholisi Enw Cyfarwyddwr Wendy S Walters Awdur yr Adroddiad: Jon Owen	Swydd: Cyfarwyddwr Adfywio a Pholisi Rheolwr Rhaglen TIC	Rhifau ffôn:/ Cyfeiriadau E-bost: 01267 224112 WSWalters@sirgar.gov.uk 01267 224522 JOwen@sirgar.gov.uk
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EXECUTIVE SUMMARY
POLICY & RESOURCES SCRUTINY COMMITTEE
5TH December 2018

TRANSFORM, INNOVATE & CHANGE (TIC) PROGRAMME
ANNUAL REPORT 2017/18 &
BUSINESS PLAN 2018/19 – 2020/2021

Background

- The 'Transform, Innovate and Change' programme was launched in response to the significant financial challenges being faced by the Council. A dedicated team has been established to support a programme of radical and transformational change across the Council, and to seek opportunities to drive out waste and inefficiency by delivering more purposeful services.
- This Annual Report provides an opportunity to reflect on the work of the TIC Programme over the last year and to report on outcomes achieved thus far. It also provides an opportunity to look ahead to the programme's work for the next three years.
- The benefits of the TIC approach are being realised as many of the projects have started to deliver significant improvements in terms of service quality, customer experience and financial efficiencies. To date, the TIC approach has assisted in identifying or is helping to deliver more than £16m of efficiency savings, including cashable savings, costs avoided, increased productivity or income collected/secured.
- During consideration of last year's TIC Annual Report/Business Plan, Policy and Resources Scrutiny Committee requested additional information in relation to two specific areas :
 - a. Non-delivery of targeted savings
 - b. Level of investment required to deliver TIC savings.
- An exercise undertaken as part of the end of year financial analysis for 2017/18 and the production of the Annual Report 2017/18, has helped inform the position outlined below. This information is included in Appendix 4.

DETAILED REPORT ATTACHED?	YES
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IMPLICATIONS

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

Signed: Wendy S Walters (Director of Regeneration & Policy)

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

Finance

The benefits of the TIC approach are being realised as many of the projects have started to deliver significant improvements in terms of service quality, customer experience and financial efficiencies. To date, the TIC approach has assisted in identifying, or is helping to deliver, more than £16m of gross efficiency savings.

CONSULTATIONS

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

Signed: Wendy S Walters (Director of Regeneration & Policy)

1. Local Member(s) – N/A
2. Community / Town Council – N/A
3. Relevant Partners – N/A
4. Staff Side Representatives and other Organisations – N/A

Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:
NONE



Mae'r dudalen hon yn wag yn fwriadol

Transform, Innovate & Change (TIC) Programme

Annual Report 2017/18

Business Plan 2018/19 – 2020/21



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Foreword

Cllr Mair Stephens, Deputy Leader - Council Business Manager, T.I.C. (Transformation, Innovation and Change), Human Resources, Performance Management, Wales Audit, Training, I.C.T. and Strategic Planning.



I am delighted to present the latest Transformation, Innovation and Change (TIC) annual report and business plan. From their inception to the present the TIC team have worked with directorates to help develop and deliver improvement projects. These projects help bring about change and more effective ways of working. It has been exciting for me to see staff having the confidence to try something new whatever their role in the council.

To formally recognise these improvements we launched the TIC Awards this year. Five inspiring projects were shortlisted for the award ceremony last July, some of which had received input from the TIC team and others had been initiated directly by members of staff teams. Every Award ceremony has its own characteristics but I can honestly say that this one had a sense of anticipation and genuine interest as each project gave an overview of their journey accompanied by a video presentation. Each project received a certificate. Unbeknown to those shortlisted an overall winner was presented with a slate award, kindly sponsored by “We are lean and agile”. I do not think that the Housing Advice Team have come down to earth yet – even though the weight of the slate acted as ballast!!!!!!!

In recent years there have been developments made in the Channel Shift agenda and these were taken forward during the year in many different projects. Some of the ideas which have come to fruition are the ‘My Account’ citizens portal, online booking systems for services from the booking of Pembrey Country Park Caravan site to appointments in the registrars’ office, as well as the online payment systems for school meals. All of these innovations have been generally well received by customers and parents and guardians. The concept of Agile Working across the council is being developed through technology and best use of time and space for the benefit of our staff and most importantly the communities that we serve.

As ever any annual report can only give a snapshot of activity and the projects initiated during a period of time, however nothing can be taken forward without the enthusiasm and support of staff and I would like to say a personal thanks to them all. Again future years will bring their own challenges but as we work together I hope that we will be prepared to adapt and move forward with confidence.

Annual Report 2017/18 & Business Plan 2018/19 – 2020/21

Introduction

- This combined Annual Report and Business Plan provides an opportunity to reflect on the work of the TIC Programme over the last year. It also provides an opportunity to look ahead to the programme's work for the next three years and sets out some key objectives to support our longer terms of achieving sustainable change and improvement.

Section 1 - What is TIC and what are our objectives?

- The TIC programme was established in response to the severest of financial challenges, set against a backdrop of rising public expectations, increasing service demands and 'getting better at what we do for less'. Hence the purpose of the team is to help us "achieve a sustainable financial future through transformation, innovation and change".
- The Programme aims to support the delivery of the Council's Corporate Strategy and our Well Being Objectives (WBO) by 'improving its use and management of resources to deliver more efficient and effective services'. The TIC Programme is also explicit in WBO15 "Building a Better Council and Better Use of Resources".
- TIC also has a key role in supporting the three themes of Our People Strategy namely:
 - Engage – Employee Engagement and Wellbeing
 - Lead – Leadership and Management
 - Support – Supporting Transformation and Change
- The focus of the programme is on supporting cultural and behavioural change by thinking differently, acting differently and therefore delivering differently (i.e. *not 'because we have always done it this way'*). The natural and intended consequence of delivering against these principles is eliminating waste and doing more with less.
- The Programme is focussed on delivering the following objectives :
 - Putting customers first
 - Improving and re-designing services
 - Challenging existing ways of working
 - Reducing waste
 - Delivering efficiencies
 - Facilitating and driving organisational change
 - Sharing learning and knowledge
 - Seeking and exploiting opportunities for collaboration



Governance arrangements

TIC Programme Board

- The programme is underpinned by clear and robust governance arrangements, with political accountability operating through the Executive Board Member and Deputy Leader, Cllr. Mair Stephens, and a cross departmental project board, chaired by the Chief Executive.
- The project board meets on a bi-monthly basis and is responsible for providing strategic direction, agreeing a work programme, monitoring progress and project outcomes and identifying and overcoming barriers to change.

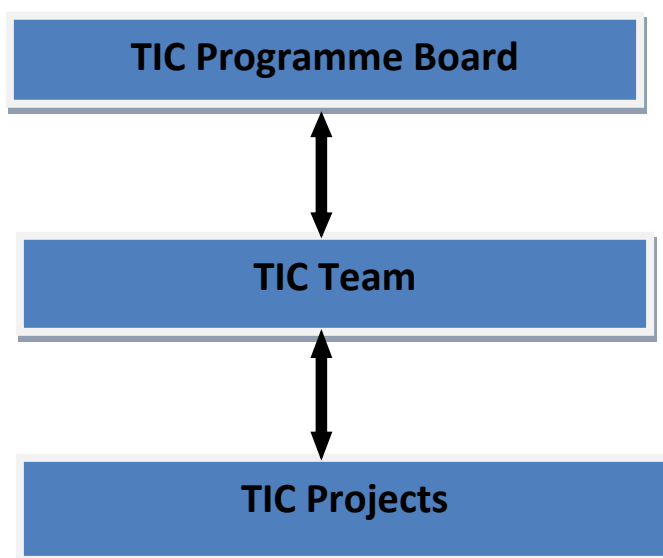
TIC Programme Board - membership

Mark James - Chief Executive	Cllr Mair Stephens*
Robin Staines – TIC Head of Service strategic lead **	Deina Hockenhull – Communications Advisor
Chris Moore – Director of Corporate Resources	Noelwyn Daniel – IT Advisor
Wendy Walters – Director of Regeneration and Policy **	Steve Pilliner – Environment Department/ Chair of Heads of Service Group
Alison Wood – HR Advisor	Jon Owen – TIC Programme Manager
David Astins – Education and Children’s Department	Bernadette Dolan – Senior TIC Officer
Jonathan Morgan – Communities Department	

* Deputy Leader - Council Business Manager, Transformation, Innovation and Change (TIC), Human Resources, Performance Management, Wales Audit, Training, I.C.T. and Strategic Planning.

**In February 2018 Robin Staines was seconded to develop the Local Housing Company. The role of TIC Strategic Lead was transferred to the Director of Regeneration & Policy, Wendy Walters. Jonathan Morgan (Interim Head of Homes and Safer Communities) was nominated to represent the Communities Department on the Board)

TIC Programme Governance Framework



The TIC Team

- One of the initial drivers for establishing the TIC team in September 2012 was the recognition of the need to provide full time support and capacity to drive forward a new approach to the efficiency agenda.
- Core Team Structure – April 2018

Jon Owen	TIC Programme Manager
Bernadette Dolan	Senior TIC Officer
Simon Williams	TIC Officer
Linda Thomas	TIC Officer
Mark Howard	TIC Agile Working Project Manager (secondment)
Allan Carter	TIC Schools (secondment) Joint role with E&CS

- Colleagues from Finance, IT, People Management, Communications and Financial Compliance as well as departments also support the core TIC team.

TIC Approach and methodology

Selection of projects

- The TIC programme to date has been made up a range of corporate and service based projects. Proposals for projects can emerge from a number of sources, including elected members, CMT, departments or individual members of staff.
- The prioritisation and selection of projects for inclusion in the TIC Programme is then undertaken by the TIC Programme Board, taking into account factors such as their potential to deliver financial efficiencies, service improvement or provide opportunities to work collaboratively with other public sector partners.
- However, due to the increasing scale of the financial challenges that lay ahead of the Council, the TIC Programme Board agreed that the work of the TIC team should also be focussed on larger scale, transformational projects where there would be the potential to deliver greater efficiency savings. This objective was then reflected in the team's business plan for 2015 and has continued to expand during the last two years, for example, with the introduction of the overarching Digital Transformation agenda.

TIC Methodology

The TIC way of working is underpinned by a flexible and pragmatic approach, and makes use of a range of methods and techniques depending on the nature of the project. Our aim is to work flexibly and collaboratively with teams to help them get to the right results, achieve the buy-in and momentum to support teams to create change that lasts.

- **Flexibility**

We recognise the different teams have different needs and look for different types of input, depending on their own capabilities. Using the experience and versatility available, we tailor our

support to the particular circumstances – we focus on what is right and will work best for the team’s particular circumstances.

- **Collaboration**

Whatever the approach, our style is to work collaboratively involving the staff doing the duties on a day-to-day basis through to other key stakeholders. We work with teams to identify who are the stakeholders and what role do they play, and they are fully engaged throughout the change management journey.

- **Right Results**

Our approach is about working with teams to improve the internal and external customer experience, which includes looking at the moments that matter, processes, technologies, roles, responsibilities and any other aspect that impacts on the customer experience.

- **Change that lasts**

Our focus is about supporting teams to make change happen and make it stick! We believe it’s the people who will make all the difference and that is why, from the outset, we work with the leaders to ensure they are prepared to back the change and be involved from inception through to completion. Delivering change successfully requires a lot of effort and sensitivity and we support teams to ensure they are given every opportunity to explore and make choices for themselves. This way, they feel strong ownership of the direction set and underlying thinking behind the changes.

Our Change Management Framework

We think it’s important to have a framework to help teams manage change – recognising that it’s a journey for all involved. Many of the projects adopt traditional project management techniques, and are underpinned by robust governance structures and utilise a variety of methodologies based around data analysis and process review work to identify the potential to deliver cost/efficiency savings.

The length and depth of a TIC change management project will vary depending on the overall objective and complexity of service area. Projects can range from a half day re-check through to a 6-day full systems thinking review.

The systems thinking method involves reviewing and re-designing services around customer demands, which helps lower costs as service, revenue and morale improve. The approach also promotes a cultural change within these services as staff are provided with a greater clarity of purpose based around the needs of the customer, and will also now have the means to improve the service.

The systems thinking method requires managers and their teams to experience the service from a customer perspective. This is an important stage in the process, as it helps staff to understand the need for change, so that they are then in a better position to develop and implement new ways of working.

One key features of the TIC approach, is that as well as helping supporting services to identify the potential for change, it will support services and teams to implement the changes they have identified.

Where it is not appropriate to undertake a full systems thinking review due to the frontline nature of a service or where there may be capacity issues, the TIC team offer facilitated workshops with managers and

their teams utilising Continuous Service Improvement tools and techniques to upskill and enable them to continue improvement activity independently.

Section 3 – What did we achieve during 2017/18?

Objective 1	Continue to implement a balanced work programme to ensure that TIC can support and promote longer term, sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short term/medium term.
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- Efficiency savings identified and/or delivered from the wider TIC Programme to date total more than £16m.
- Our work programme is balanced across 3 themes; “Big ticket” items/corporate priorities, service improvement and eliminating waste and bureaucracy as well as helping to deliver efficiency savings (for further details about savings, see section 2).
- This has been achieved by supporting service improvement projects as well as longer term change projects such as; Digital Transformation (agile working, channel shift and information management), Procurement and Schools.
- We also supported service improvement via a bidding process for a corporate fund for Digital Transformation projects.
- We have strengthened the links between the TIC programme and our corporate priorities through business planning, with clearer links to our new Corporate Strategy which combines “Moving Forward, the next 5 years” and our Well Being Objectives (WBO). TIC also features explicitly in WBO 15 Building a Better Council and Making Better Use of Resources.
- We are working with colleagues in Financial Services to strengthen the links between the TIC Programme and our Medium Term Financial Plan as well as the Priority Based Budgeting (PBB) process.
- The Executive Board endorsed the Agile Working Investment Plan, a Project Manager has been recruited and the delivery plan has been agreed and is being implemented.
- A dedicated TIC Schools post has been created to help support schools with their efficiency savings challenges, the post has been recruited to and a work programme is being delivered identifying the potential savings schools can and are making.
- We supported the work of the Corporate Procurement unit move towards spend category management and the development of the Council’s new 3 year Procurement Strategy.
- Through the TIC standby project, PBB savings of £158k (including £12k in the Housing Revenue Account) have been identified through changing standby arrangements in some key frontline services. The sessional rate has also been reduced from £53 to £40 commencing 1st April 2018.
- A ‘What Wastes Your Time’ campaign was conducted with staff and members who identified 80 improvement areas that are being acted upon.

- We consulted with DMTs to align the TIC work programme with business and PBB budget planning.
- The TIC team helped support 20 projects and reviews over the course of the last year, some of which were new projects while others were on-going projects from previous years.

Objective 2 Ensure that there is sufficient skills and capacity to deliver the TIC Programme.

- The resource within the Team has been expanded with dedicated officers for the TIC Schools and Agile Working projects as well as making a seconded post in the team permanent.
- We continued to offer short term secondments to our graduate trainees with 2 more placements during last year.
- We continued to use the Engage software modeller in conjunction with services, to map processes so that we can eliminate waste and identify improvements and efficiency savings

Objective 3 Further raise awareness and understanding and engagement with the TIC programme across all levels of the organisation.

- We have further developed the TIC website to allow staff to contribute suggestions for potential efficiencies/projects and are in the process of creating a library of literature and continuous improvement tool kits to support managers going through a change process/review.
- We continued to raise awareness of the TIC Programme with Scrutiny Members and are planning to hold an all Member seminar in the autumn.
- The TIC awards was held on 14th July 2017 (for further information see section 2 Communications) and videos for each winner are available on our TIC webpages. We also produced a TIC video which has been shown in the reception of County Hall.
- Last year we produced posters promoting TIC initiatives such as printing and travelling less as well as the winners of the TIC awards.

Objective 4 Further strengthen reporting and accountability mechanisms within the TIC Programme.

- Regular progress updates were provided to the TIC Programme Board and to the Heads of Service forum. Updates and the Annual Report/ Business Plan were presented to the Policy & Resources Scrutiny Committee.
- We have been developing a performance monitoring framework for Digital Transformation initially covering Channel Shift and Agile Working as well as refining our mechanisms to identify savings supported by the TIC Programme.

- As previously mentioned, we have strengthened the links between the TIC programme and our corporate priorities through business planning, linking with our new Corporate Strategy which combines “Moving Forward, the next 5 years” and our Well Being objectives.

Objective 5	Further develop mechanisms to share good practice and learning with other public sector partners.
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- Carmarthenshire continues to be a member of the all Wales Continuous Community, a group supported by Academi Wales. This provides an opportunity for public sector partners across Wales to meet and share learning and good practice.
- Over the course of the last year, we have also met with our public sector partners within the region, including Dyfed Powys Police, Hywel Dda Health Board, Mid and West Wales Fire Service, Powys and Pembrokeshire County Councils, in order to share ideas and good practice in support of both the service improvement and efficiency agendas.
- Over the course of the next year, we aim to further explore the possibility of establishing a network group on a regional basis to encourage a further dialogue between public sector partners.

Objective 6	Build capacity across the organisation to lead, support and engage people to deliver transformation and change.
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- We have worked with colleagues in Organisational Development to align the TIC programme to Our People Strategy and the corporate Leadership and Management framework in line with Council priorities and to support cultural and behavioural change.
- We continued to offer the Academi Continuous Improvement accredited course to staff across the Council and, to date, 22 have attended or started the course and are in the process of attaining the accreditation.
- As previously mentioned, we are in the process of creating a library of literature and continuous improvement tool kits to support managers going through a change process/review.
- We raised the profile of the concept of demand management at the Managers’ Conference in January 2018 and are piloting the approach with Traffic Management.

Wales Audit Office

In the autumn 2017, the TIC Programme was the main focus of the Wales Audit Office Study ‘Aligning the Levers for Change’, a thematic review conducted across all 22 Welsh Councils.

The review aimed to consider the types of challenges facing Councils, the types of barriers that need to be addressed and to provide a vehicle to share positive practice.

The key conclusion for our Council was that *‘TIC continues to have a positive impact in the Council’*

Summary of positives

- Good governance
- Support from senior leaders – senior officers and members
- Positive outcomes
- Starting to make links between projects
- Impact of invest to save initiatives
- Communications / awareness/ building the brand
- Well regarded team

Areas for Improvement

- Strengthening business cases
- Reporting risks
- Aligning TIC work to the medium /long term financial plan
- Developing a three year business plan for TIC
- Strengthening links between the TIC Programme and the Our People Strategy
- Making better use of data – financial/performance
- Building awareness with wider elected members

An action plan has been developed to respond to the areas for improvement identified in the study and these actions will now be progressed and monitored via the TIC Business Plan for the next three years.

Work programme

- In total, the team has now helped support over **44** projects since the TIC Programme was launched back in 2012.
- Appendix 1 shows the current work programme and approach taken across the range of TIC projects.

Efficiency and Cost Savings

- One of the key objectives of the TIC team is to help the Council deliver cashable efficiency savings as part of its response to the financial challenges that it faces in the short, medium and long term.
- A key focus of the TIC support provided to service based projects over the last year, has been to help those services to deliver efficiencies already identified within the 3 year budget programme.
- The TIC Programme also aims to support the identification and delivery of new savings, especially in relation to corporate or cross-cutting projects, as this may help to reduce the level of savings required from front-line service budgets in future years.

The efficiencies and savings supported by the TIC work programme are quantified in the following ways:

- Cashable Savings - Many of the projects being undertaken by TIC are generating real cashable efficiency savings - this could mean helping to deliver existing PBB's or identify new savings. Many of the projects are helping to re-model and re-design services, and these changes are being used to support a business

case for staff to be released under the severance scheme. This will then realise cashable savings in those areas.

- Productivity Savings - Some of the projects are delivering productivity savings which means that services may be able to deliver more for the same level of resource. There is evidence to suggest that many of the TIC reviews are helping services to become more productive by stripping out waste or making better use of IT, but this is an area that is difficult to fully quantify.
- Costs Avoided - TIC projects are helping to services to redesign services so that additional costs or additional budget pressures that would have otherwise been borne by the service can be mitigated.
- Income - Other TIC projects are supporting services to identify the potential for generating additional income from increasing fees and charges or by introducing new charges.

During the last financial year, TIC projects helped deliver £1.5m financial savings. In total, the TIC Programme has helped identify more than £16m savings since it was first established in 2012 (See appendix 2).

Efficiencies delivered in 2017/18

Project	Gross Savings 17/18	Nature of savings
Income and Charging - debtors	£1,065k	Increase in debt collection as a result of additional resources for legal and debtors teams via an 'invest to save bid' of £300k over the last 2 years. In total £1,915k has been secured or recovered during this time with the potential to recover more going forward.
Fleet Management	£58k	This relates to a reduction in staff travelling claims last year and does not take account of any potential increase in the running costs of pool cars which is not readily quantifiable.
Procurement	£75K	This relates to savings made for supply cover for schools through the use of an agency via the National Procurement Service arrangement.
Schools	£157K	This relates to savings achieved by some schools through reductions in building cleaning costs and by transferring printing and copying arrangements to the Council's corporate contract.
SEN/LAC Transport	£67.5k	This is a reduction in school transport costs for Looked After Children. Whilst there has been a slight reduction in demand, the savings are largely attributable to improved cross departmental collaboration arising from the TIC project.
Standby	£60k	This relates to savings achieved through changes to standby arrangements within the Environment department.
Total	£1,482.5k	

Future Savings Targets*

Project	Projected Gross Savings
Agile Working	£2,400k
Procurement	£3,996k
Stand-by	£500k
SEN/LAC transport	£192.5k
Libraries	£56k
Older People LA Residential Care Homes	£175k
Democratic Services	£29k
Schools projected potential	£1,027.5K
Total	£8,376k

*For additional detail see Appendix 3

Summary of TIC Savings since 2012

	£m
Savings achieved in 2017/18	£1.4825
Savings achieved in previous years	£6.313
Targeted savings in future years	£8.376
Total	£16.1715m

Strategic Projects

Digital Transformation

This is a key strategic project which is bringing together and aligning existing TIC projects, such as Agile Working, Channel Shift and the various work streams emerging from the Back Office reviews, into a very ambitious and wide-reaching programme which has the potential to generate significant change and transformation across the organisation.

The project will aim to support staff to adopt smarter ways of working and will seek opportunities to rationalise and automate processes which hopefully result in more efficient and effective service delivery and put the Authority in a better position to meet the needs and expectations of our residents.

Funding has been set aside to support the projects within the digital transformation initiative.

An additional 15 projects will be brought into the Digital Transformation forward work programme during 2018/19 and one of the main priority areas will be widening online payment facilities.

Digital Transformation - Agile Working

Agile working sets out to develop modern working practices that support the delivery of services in the heart of our community, whilst at the same time allowing staff to balance work and life demands.

The organisation believes that work performance is improved if staff have flexible working arrangements, and wants to support this. Agile Working is about being where you need to be to do your job most effectively. The extent of agile working will vary according to the job role, and the main consideration is the impact on access to services by the public. A key aim of the project is to make better use of the office space the organisation has to allow it to release surplus property for sale or rental.

The business case for the project was developed and presented to CMT and the Executive Board where it was agreed in October 2017. The project received funding of £1.9 million over three years with forecast savings of £2.4 million to the organisation. A project manager was recruited in November 2017 to drive and lead the introduction of agile working. The project has been running for six months and in that time the project team has:

- Developed a project delivery plan covering all the elements required to implement agile working; ICT Services, Property, People Management, Communications and Mobile working.
- Carried detailed engagement with staff at all levels involved in the first phase of implementation.
- Developed and launched a series of corporate touchdown zones across the organisation with zones in Carmarthen, Ammanford, Llanelli and Llandeilo (3 Spilman St. touchdown zone featured).
- The percentage of flex/ field workers has increased from 46% to 61% during the last year with an additional 431 laptops replacing fixed computers.
- Implemented a management development programme to support the cultural and behavioural change required to introduce effective agile working.



Digital Transformation - Information Management

One of the key objectives of the TIC Digital Transformation project is to support the Council to move towards becoming a paperless organisation with a greater focus on the further rationalisation of printing/paper usage to support this objective.

During the year it became apparent that there was a need for a coordinated digitisation programme which would prioritise those services/buildings, primarily within the scope of the agile working programme but also reviewing the Authority's overall approach to information management (electronic and paper based information) with the aim of reducing costs and supporting more efficient and productive ways.

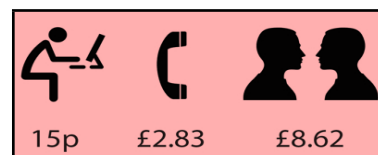
A cross-departmental group commenced during the autumn of 2017 working towards the following objectives:

- To consider ways of rationalising electronic and paper based historical documentation in line with the Authority's Records Management retention policies.
- To work with individual services to develop alternative ways of working that support a reduction in printing /paper usage.
- To implement initiatives to help the authority move towards its objective of being a paperless organisation.
- Implement a prioritisation scanning and digitisation programme to reduce storage in Council offices and reduce usage of paper.
- To quantify the financial impact/savings of rationalising electronic information stored on Council servers.
- Develop mechanism to automatically remove electronic information.
- To encourage and develop on-going behavioural change across the organisation to improve the management of e-mails.
- To review the authority's arrangements for dealing with confidential waste.

Digital Transformation - Channel Shift

This element of the digital transformation project is looking to improve the way that external customers can conveniently access council services and encouraging a shift to less expensive methods of accessing services.

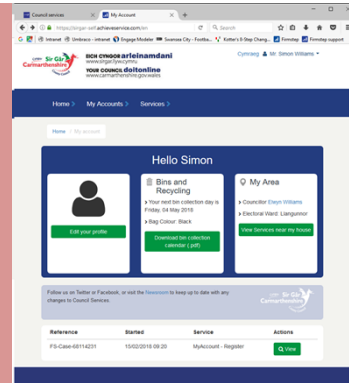
According to the Society for IT Managers (SOCITMs) figures, face to face transactions cost an organisation £8.62, versus £2.83 for telephone calls, while online transactions cost less than 15p.



We recognise that we will need to continue to provide face to face contact for our residents however there is increasing demand for on-line 24/7 access for the services people need , often without phoning.

In 2017/18 the programme delivered:

- 'My Account' citizens' portal
- CRM replacement
- Pembrey Country Park Caravan site booking system
- Registrars and Corporate Appointment Booking system
- School Meals Online Payments
- Garden Waste service subscriptions



The 2018/19 work programme includes:

- Housing Repairs request management
- Bulky waste requests
- Highways defects management
- Online payments

Digital Transformation - Financial Transactions

The financial transactions work stream of Digital Transformation pulls together the financial processes identified in the What Wastes Your Time exercise as well as existing TIC and service-led improvement reviews into its own project.

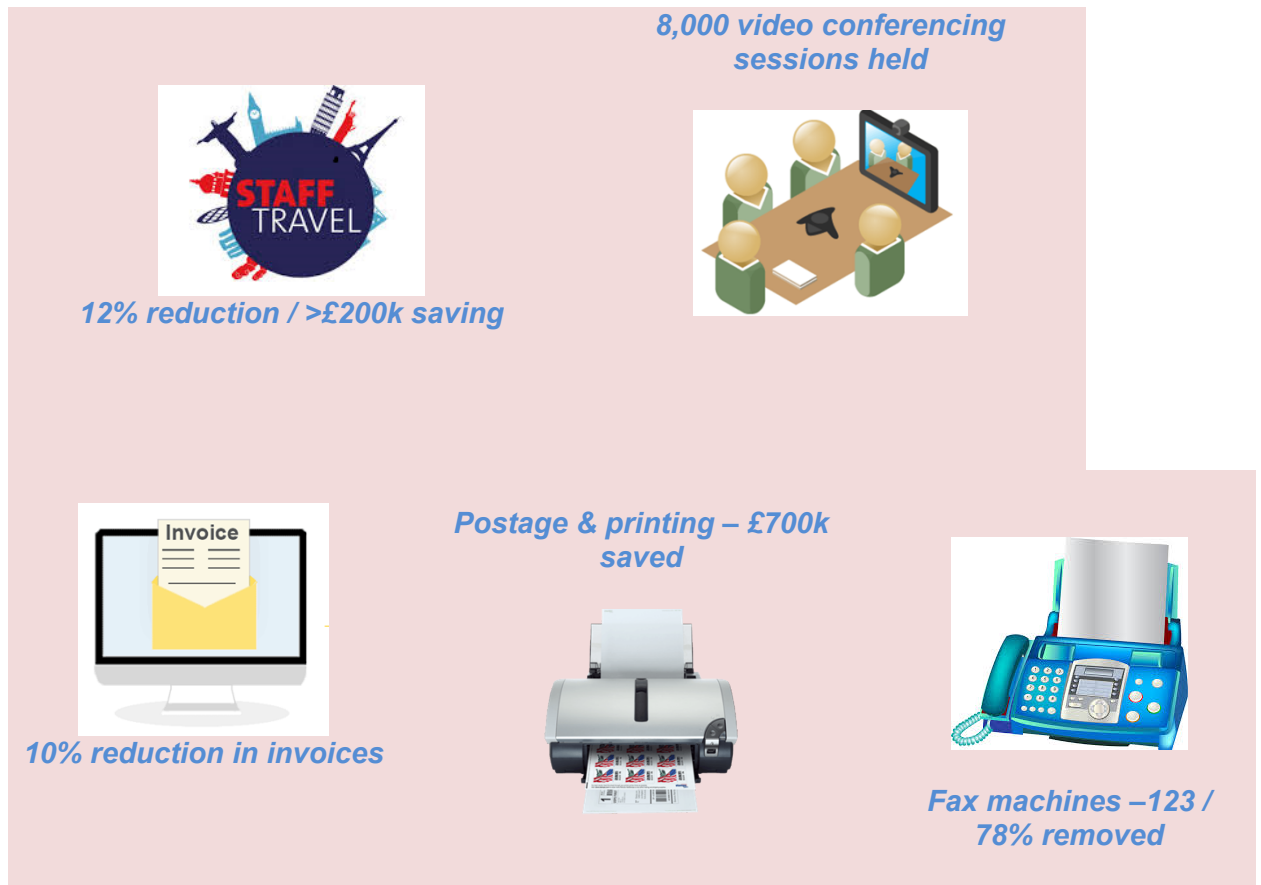
One of the work areas with arguably the biggest impact is the review of the P2P process, driven by the purchase order compliance and timely payment measures. After uncovering the steps currently being taken to order and pay for goods and services using the Engage Modeller to fully map the process, the review team proposed and tested a new process to remove the transfer of paper.

Digital Transformation - What Wastes Your Time (WWYT)

Back in the summer of 2016 staff across the organisation were asked to identify what corporate or service processes caused them most frustration, with a view to then identifying which of these could be stopped, rationalised or automated. Work streams were set up to consider the feedback and, during the year, we continued to work with departments to address the 80 improvement areas that were identified.

The group submits regular progress updates to the TIC Digital Transformation Steering Group and TIC Programme Board

So far, the improvement work undertaken has resulted in:



The project also identified a number of opportunities to streamline and automate transactional processes such as recruitment, sickness absence reporting and other management support systems. Some areas of improvement have already been implemented including web recruitment, electronic correspondence and a new online approval to recruit process which is being piloted.

In addition to realising financial savings, the WWYT project aims to reduce bureaucracy and increase the efficiency within existing processes. However, although some good progress has been made in a number of improvements areas, it is recognised that there is still some way to go and time and investment is required to achieve the goals together with behavioural change across the Authority.

TIC Schools

The TIC Schools’ Programme was established in 2017 to support the 113 primary, secondary and special schools across the county as school budgets come under increasing pressure. The aim is to help schools make the most effective use of their budgets whilst maintaining the quality of outcomes for children and young people and applying the core TIC principles of collaborative working and challenging existing practices.

The programme brings a number of existing initiatives across different departments of the Council that were designed to support schools’ efficiencies under one umbrella whilst also identifying additional areas where savings can potentially be made. The programme can only identify the opportunities for schools and it is then up to individual head teachers and their governing bodies to decide whether to take advantage of them. Examples of the work streams include the following:

- Secondary Benchmarking – a benchmarking document has been compiled and sent to our secondary schools, enabling them to compare with each other on a range of curriculum and staffing indicators.
- Development Fund – a new fund of £500k to support schools in developing ‘invest to save’ projects has been approved by the council’s Executive Board.
- Energy Efficiency – a number of schools have been earmarked for Phase 1 of the Welsh Government supported Re:Fit strategy. This will see school buildings retro-fitted with a range of state of the art energy efficient adaptations on an ‘invest to save’ basis that will provide immediate and guaranteed savings on energy costs of at least 15 per cent.
- Collaborative Procurement – the council negotiates preferential contracts with suppliers in a wide range of service and procurement areas and schools can benefit from the lower corporate rates and tariffs that apply. For example there are significant cost savings for schools to switch from their current provider to the corporate telephony contract and the corporate provider for photocopying and printing. Many schools are already making significant savings by doing this. We are also investigating potential savings for schools through similar arrangements in stationery and consumables and in waste, refuse and recycling.
- A newsletter has been produced and sent out to all head teachers and all school governors in the county, outlining the opportunities for schools to make efficiencies and this will be produced on a termly basis.

Income and Charging

Income & Charging was put forward as a potential project to be included in the TIC work programme. A new Income and Charging Policy was drawn up and was approved by Executive Board in March 2017. It is intended the policy is supported by additional information including financial procedure regulations, the charging digest and links to the Wales Audit Office benchmarking data. A communication plan has been developed for senior management and DMTs.

Another key strand was to review the robustness of current debt collection methods. In 2015, the group identified that the outstanding debt level for the Authority was £2.4m, with approximately 200 cases valued at £1.8m within Social Care which could either be referred to legal services to recover or secure the debt. An “Invest to Save” bid was submitted and approved, supporting the temporary appointment of 2 x Assistant Solicitors and 1 x Debtor Officer. The total cost over 2 years was approximately £300k with an anticipated net saving of £194k (40% ROI).

At the end of the project (April 2018), the Invest to Save project had realised the following:

£1,915k debt secured or collected  **640% ROI**

Permanent funding has been secured for the posts and the Income & Charging Steering group will continue to monitor debtor levels.

Procurement

The project is overseen by a Procurement Board chaired by the Director of Communities as the strategic lead. Investment in the corporate Procurement Unit in the previous year allowed the implementation of a category management approach during the year with 5 categories of spend established:

- Construction and waste
- Highways and parks
- Building maintenance
- Social care
- Corporate/ICT

Category plans were piloted in 3 areas with the assistance of Atebion Solutions during the year:

- Building Maintenance,
- Highway and Parks and
- Corporate/ICT

Category planning for Social Care and Waste will follow.

An overall savings target of £2m (1% of spend) has been set and a monitoring mechanism to capture savings has been introduced from the beginning of April 2018.



Since the Summer of 2017, our Procurement Unit have been working with Pembrokeshire County Council's Procurement Unit as part of a Joint Procurement Shared Service for an initial period of 2 years.

The aim of the Shared Service is to work collaboratively to deliver one Category Management approach across both Councils thus reducing duplication and identifying opportunities for cashable savings together.

The Shared Service Procurement Team includes 5 joint leads in different category spend areas and a joint lead for wider policy and compliance themes.

The aim is to provide both Councils with the necessary skills, capacity and resilience to respond to the increasing scale and complexity of operational procurement activity. The Mid & West Wales Fire Service is also now being supported by the Shared Service.

The move to category management led to further re-prioritisation of the workstreams being monitored by the Board. The Transport and Highways efficiency project and Property Services were subsumed into their relevant categories; Schools IT, Copiers and Consumables were integrated into the TIC Schools project; the Board is still monitoring the Schools Supply Staff and Sickness Absence

management and Mental Health Learning Disabilities Residential Placements workstreams. Significant savings or costs avoided have been identified through a variety of initiatives through the latter workstream during the year.

TIC supported the development of the Carmarthenshire County Council's Procurement Strategy for 2018 – 2021 which has been agreed by the Executive Board.

Fleet Management

This project aimed to deliver a £1m reduction in expenditure over a 3 year period but has now delivered around £1.480m saving.

The review has sought to challenge the need for vehicles and whether they could be used in a more efficient way. A Fleet Replacement Strategy continues to be rolled out which is further enhancing the efficiency of the fleet.



The project continues to look at ways of reducing staff travel through reducing the number of journeys for meetings and has looked to link with the agile working project to promote initiatives such as hot-desking and video conferencing. The group is also looking to introduce a travel options calculator to promote more efficient methods of travel and to strengthen the management of pool cars.

There was a £58k reduction in staff mileage expenditure in the last financial year which means that over £400k saving has been made in relation to this area of spend over the last 3 years.

Standby

The review of the Authority's standby and call out arrangements and working practices as well as the sessional rate was carried out with a view to supporting the delivery of PPB savings of £400k agreed during 2015. The review which commenced during 2016 identified savings of a part year effect in 2016/17 totalling £98k with a full year effect in 2017/18 of £158k.

Research across Wales showed that this Authority's sessional rate of £53 equivalent to £477 per week was the highest in Wales. Extensive consultation was undertaken with the trade unions during the year. A revised rate of £40 has been introduced from 1st April 2018.

Services improvement and efficiency projects

Mental Health Learning Disabilities Residential Placements

The service commissioned a systems thinking review in recognition of the fact that the current care management assessment and commissioning process for residential placements is complex, bureaucratic and can result in time delays.

More than £10m is being spent annually on some 200 placements as well as UWHDHB joint funding totalling £5m. A key outcome was to improve the authorisation processes to ensure that we are achieving the right outcomes for individuals in relation to their care and support needs in a timely manner.



A cross departmental team undertook a 6 day check in late 2017 talking to service users, carers and other key stakeholders including health colleagues; looking at the process end to end and analysing what data was available.

An improvement project team has been set up with the involvement of Health colleagues and an improvement plan to redesign the project around the value steps identified in the “Check” is being developed.

Community Inclusion Mental Health Learning Disabilities

Following the TIC review of Day services in early 2017, the ongoing project team gave a presentation of what had been achieved to the TIC Programme Board in June 2016. The presentation was given by service users, Andrew Davies and Susan Jones, and a number of staff from the Service. This was so well received that a stand was provided for the Service’s arts and crafts at the Royal Welsh Show sponsored by the Council in late July.



The Council Leader also filmed his monthly video log for Council staff at Cam Cyntaf in Johnstown highlighting the range of items produced and promoting the services.

Person centred reviews have been carried out by Day Services staff with all service users and a plan to transform day services over the coming years is being developed.

“Best review we have ever had. Feel more empowered and focused on outcomes rather than problems.”

Pensions

The TIC team were invited into Pensions to conduct a systems thinking review in order to assist with the workload and staff turnover concerns. The review was undertaken by a cross section of the team, analysing customers, demands, capability and workflow themes.



The review team generated nearly 50 improvement ideas which were then discussed and refined into 12 improvement proposals. The proposals were supported by the director and TIC Programme Board and a project plan has been formulated to deliver the improvements during 2018/19 in tandem with a recruitment drive to bring the team up to full capacity.

Democratic Services

A systems thinking review of the Council's Democratic Services function has identified a number of opportunities to adopt smarter ways of working, especially through the use of technology.



The move to paperless working for democratic meetings could help the Council save over £12k a year and help make further progress towards being a paperless organisation. Changes to working practices will also improve productivity.

Further service improvements could also be made by making available a self-service module for the inputting of member expenses and by making use of the Council's Customer Relationship Management system (CRM) to replace the existing Member Enquiry System.

Property Design

In January 2018, the TIC Team supported on a systems thinking review of the Council's Property Design service. The service is responsible for providing a range of property design related services to the Council including design development, contract procurement and management, project management, Architectural, Quantity Surveying and M&E Design services. The service is responsible for managing a programme of work with a value in the region of £50million p.a.

Some of the key drivers for undertaking this review include the need to provide greater understanding around the process for estimating and costing of projects to inform the Council's 5 year capital programme and the need to strengthen service delivery arrangements and improve the service provided.

In January 2018, over 30 members of the team and other internal partners participated in a 'systems thinking' review of the service. The review involved speaking to project sponsors and external contractors and consultants to seek their views on current performance and what could be improved. The review also mapped and challenged key processes; analysed costs and performance data and identified learning from previous projects.

Over 20 improvement areas were identified via the review which are now being prioritised and progressed via a Service Improvement Group. Some of the improvement areas include the need to strengthen the process for accessing viability of projects; strengthening project briefs/delivery plans and relevant sign off processes; providing more clarification on the make-up of fees and generating a developing a better understanding of roles of all parties involved in the process.



Demand Management

One of the key aims of the TIC Programme for 2017/18 was to promote more use of the Demand Management approach across the authority as a way of reducing demands coming into a service or dealing with these demands in a more efficient way.

Although demand management is central feature of our approach to system thinking reviews, there are clearly benefits of encouraging services to adopt this approach as part of the day to day management of services.

Demand Management is about understanding our demands (requests for service), and identifying what could be avoided if we, or others, did things differently. By reducing the demand for services, the cost of those services can be reduced which will then provide opportunities to release capacity and efficiencies. Encouraging behavioural change is at the heart of the demand management approach both within the organisation and with our customers.

This could involve strengthening preventative work or early intervention; channelling demand to other sources of support or encouraging customers to access services online.

However, it also involves the authority recognises that contacts could be avoided if it improved the way it responds or communicates with its customers.

A workshop was held at the Managers Conference event in January 2018 to further raise awareness of the approach and pilot projects are currently being rolled out across the authority.

If you require any further information on this approach, please contact a member of the TIC Team.

Communications

The overarching aim of the TIC programme is to empower our staff to think differently, behave differently and through that to act differently leading to more efficient and customer centred service delivery. TIC Programme Board wished to acknowledge that many improvements are happening across the organisation in parallel with the TIC Programme. The TIC awards were therefore launched during 2017/18 to highlight and reward innovative approaches to service delivery implemented by teams with or without the support of TIC.

TIC awards 2017

The Marketing & Media Translation Team, Housing Advice & Options Team, IT Team, Forward Planning & Conservation Team and the Children's Services Quality Assurance and Review Team each received framed certificates for their achievements in demonstrating projects which reflected Transformation, Innovation and Change.



The winners were invited to attend an award ceremony held in Ffwrnes Theatre, Llanelli, on Friday the 14th of July. Video case studies of each project were showcased during the event and brief presentations made by each team who were then presented with the certificates by the council's Deputy Leader and Executive Board Member for TIC, Cllr. Mair Stephens.

A special Overall Winner slate plaque, sponsored by We are Lean and Agile, was also presented to the Housing Advice and Options Team for the success of their project, which incorporated a systems thinking review leading to a reduction in the number of statutory homeless households from 500 to 135. Video case studies of all the projects can be found on the TIC intranet pages.

[Intranet TIC awards 2017 winners](#)

Speaking about the awards, Council Leader Emlyn Dole said: "We launched the TIC Awards to celebrate our staff successes and achievements and to illustrate that through hard work, dedication, creativity and by introducing new ways of working, we can achieve great success."

The team has sought to raise awareness of its work through a range of methods, including using the monthly Y Gair newsletter and by regular articles on the intranet to highlight good news stories or to seek feedback from staff in relation to on-going TIC projects and reviews.



Executive Board Member for TIC and Deputy Leader, Cllr. Mair Stephens added: “I have been very fortunate to witness at first hand some of the amazing work being undertaken as part of the TIC programme. The team has supported on over 33 projects during the last five years and has helped identify nearly £11.5m of savings as part of the programme. “We look forward to next year’s event and your continued work and many innovative ways of working –whether you have been ‘tic’-ed or not! Congratulations to everyone.”

Another key TIC objective that we set out to achieve during the last year was to ‘*further raise awareness and understanding and engagement with the TIC programme across all levels of the organisation*’



A Communications Plan has been developed and staff roadshows were attended during the autumn of 2017. Presentations were made to internal groups such as the Heads of Service forum and all Scrutiny Committees as well as the Executive Board.

A corporate TIC video has been produced to highlight the work and approach undertaken by the TIC team. The video is currently available on the intranet and has been played in County Hall but, as part of the strategic remit for wider public engagement, it is intended that the video will be accessible on the corporate website.

<https://vimeo.com/252149741>

Managers' Conference 2018

The work undertaken by TIC was the focus for discussion in the morning session of the Manager's Conference held in January 2018. The event included an update on the previous round-table discussions about "What wastes your time" in relation to corporate processes. These had been themed into improvement areas for transactional or financial processes.

Managers were given an update on the transactional processes and, in particular, recruitment which was a priority for most managers. Paul Thomas and Alison Wood gave an overview of the work that had been undertaken within PMP following a recruitment process review in November 2016. Key messages were: Make It Easier; Reduce Duplication; Speed up Process eg. Approval to Recruit and a New Job Profile/Person Specification.

Since then the HR team have been working to improve the ease of accessing web recruitment, offer letters and information streamlined and sent electronically, developed a new job profile, improving the first stage of the recruitment process by automating the Approval to Recruit process and they are currently working with high staff turnover areas to streamline the process. In addition, work in progress includes further roll out of direct inputting within Leisure and Schools, amalgamating the HR and Payroll teams, enhancing other recruitment processes via self-service and improving staff access to self-service via personal devices and looking at an electronic referencing system.

Ordering and payment for goods, budget monitoring and petty cash payments are areas that the Financial work stream have been looking at to identify opportunities to smarten up ways of working. Work has already started in these areas including a review of the P2P order process with two key suppliers, piloting in one department with a view to rolling this out across the Authority.



Two workshops were also held on:

- **Demand Management** – Aimed at stimulating discussions amongst manager’s on their level of understanding of demand management within their own service area:
 - Highlight any good practice already being undertaken regarding demand management
 - Identify barriers preventing managers adopt demand management processes and
 - Identify support required to assist managers embed demand management process into their service area.

- **Agile Working** – Aimed at exploring where managers are on the agile journey:
 - Consider the challenges they may face (or have faced) when implementing agile working,
 - Share experiences and good practice and
 - Identify what the organisation can do to support managers through this process.

Learning and Development

The TIC team has also worked closely with the Authority’s Organisational Development unit, to ensure that future learning and development activity is aligned with the TIC Programme strategic priorities.

It is recognised that the TIC team does not have the capacity to support all potential change projects, and we are therefore looking at other learning and development solutions to build the capacity across the organisation to deliver smaller projects without the need for direct TIC intervention.

The programme of short term secondments for graduate trainees into the TIC team continued during the year with a further two secondees.

“I enjoyed my time working in the TIC team. I was involved in a variety of projects and I felt involved as I was working with different members of the team on different projects. It was good to have that variation and



“I thoroughly enjoyed my time working with the TIC team with Carmarthenshire County Council. They tailored my workload to the skills that I needed to develop, and also gave me the opportunity to attend TIC reviews. This gave me an insight into how change methodology works. The team was very supportive, friendly and passionate. The whole experience really exceeded my expectations and without my time with the TIC team I would not have been considered for my current role.”

Michael Beardshaw (Graduate Trainee Electoral Services)

As previously mentioned, we have continued to offer the Academi Continuous Improvement accredited course to staff across the Council and, to date, 22 have attended or started the course and are in the process of attaining the accreditation.

National and Regional Working

Carmarthenshire is also a member of the all Wales Continuous Community, a group supported by Academi Wales. This provides an opportunity for public sector partners across Wales to meet and share learning and good practice. Members of the team attended the Academi national conference in November 2017 with a theme about connecting the need for taking risk to good improvement efforts and ultimately better public services.

Over the course of the last year, we have also met with our public sector partners within the region, including Dyfed Powys Police, Powys and Pembrokeshire County Councils, in order to share ideas and good practice in support of both the service improvement and efficiency agendas.

TIC Business Plan 2018/19 – 2020/21

Introduction

- The development of the Business Plan provides an opportunity to consider where the focus of the programme will need to be over the next 3 years.

Objective 1 Continue to implement a balanced work programme to ensure that TIC can support and promote longer term, sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short term/medium term.

To be achieved by:

- Over the course of the next 3 years, the TIC work programme will continue to be re-focussed on larger scale projects including procurement, digital transformation overseeing the channel shift and agile working/mobile projects, where there is potential to generate significant savings to be achieved via cultural and behavioural change.
- We will also align the 3 year TIC programme align the priorities within the Council's Corporate Strategy and 3 year financial strategy/improvement plan and strengthen the links between the TIC programme and the Priority Based Budgeting Process.
- The team will continue to provide support to teams in undertaking reviews of their services using a range of methodologies in support of service improvement and sustainable change.
- The team will seek to complete projects which have been on-going for a period of time, whilst ensuring that change and improvement is sustainable following the withdrawal of TIC support
- We will work with colleagues in Organisational Development to align the TIC programme with our People Strategy and ensure corporate Learning and Development frameworks and opportunities have a strong emphasis on leading and managing cultural and behavioural change in line with Council priorities and the TIC programme.
- Continuing to engage with DMTs on a bi-annual basis to align the TIC programme with business planning and promote the Digital Transformation bidding process
- Identifying further areas where TIC can make a difference, building on our relationships with DMTs and services.

Objective 2 Ensure that there is sufficient skills and capacity to deliver the TIC Programme.

To be achieved by:

- Continuing to ensure that core TIC Resources are focussed on areas where these is the potential to deliver greater efficiencies.
- Reviewing TIC project methodology to include specific criteria and timescales for the different elements of systems thinking reviews.

- Continuing to create additional capacity within the team by offering ad-hoc opportunities for staff to undertake TIC projects on a task and finish basis.
- Continuing to offer secondments to our graduate trainees.
- Continuing to use the Engage software modeller in conjunction with services, to map processes so that we can eliminate waste and identify improvements and efficiency savings.
- Continuing to link with the corporate leadership and management development programme and offer opportunities to lead or support specific TIC projects.
- Continuing to refine and strengthen the project proposal process supporting the Digital Transformation Programme.
- Reviewing the governance arrangements for TIC projects to limit the call on key support services and avoid duplication.

Objective 3 Further raise awareness and understanding and engagement with the TIC programme across all levels of the organisation.

To be achieved by:

- Continuing to develop the TIC website to allow staff to contribute suggestions for potential efficiencies/projects.
- Further developing the TIC website to offer a library of literature and project planning tool kits to encourage self-help for managers going through a change process/review.
- Piloting 2 TIC Hubs in County Hall, Carmarthen and Ty Elwyn, Llanelli to allow staff to undertake improvement project work.
- Further raising awareness of the TIC Programme with elected members.
- Continuing with annual TIC awards to further raise awareness of TIC as well to recognise and celebrate any improvement activity led by teams across the Authority.
- Reviewing and refreshing TIC branding and reviewing the TIC communications plan.
- Profiling more case studies on the TIC website and through staff roadshows.

Objective 4 Further strengthen reporting and accountability mechanisms within the TIC Programme.

To be achieved by:

- Reviewing governance arrangements for TIC Projects including the identification, selection, monitoring, reporting and sign off of TIC Projects.
- Reviewing the business case format used for scoping TIC projects as well as reviewing the project selection, approval processes ensuring the interdependencies and interconnections between TIC projects are identified and to avoid duplication.
- Strengthening the monitoring and reporting of TIC projects by introducing a traffic light system.
- Embed the capacity to deliver change in monitoring and reporting mechanisms to support sustainable change.

- Providing regular progress updates to the TIC Programme Board, Executive Board, Executive Board Members and the Heads of Service forum.
- Developing a greater understanding of the work of TIC with all elected members.
- Developing measures for the TIC team and its work.
- Ensuring there are clear links with the priorities of the Council, the Public Service Board and the objectives of the Well Being of Future Generations Act.

Objective 5	Further develop mechanisms to share good practice and learning with other public sector partners.
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To be achieved by:

- Continuing to participate in the All Wales Continuous Improvement Network.
- Continuing to develop mechanisms to share good practice and learning with other public sector partners at local and regional levels.

Objective 6	Build capacity across the organisation to lead, support and engage people to deliver transformation and change.
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To be achieved by:

- Encouraging a self-help approach through further developing the TIC website to offer a library of literature and project planning tool kits and to support managers going through a change process/review.
- Developing mechanisms to improve learning from projects and to share learning and good practice across the organisation through post evaluation and profiling case studies via the webpages and staff roadshows.
- Developing TIC Hubs at central locations in the County to allow staff to undertake improvement project work.

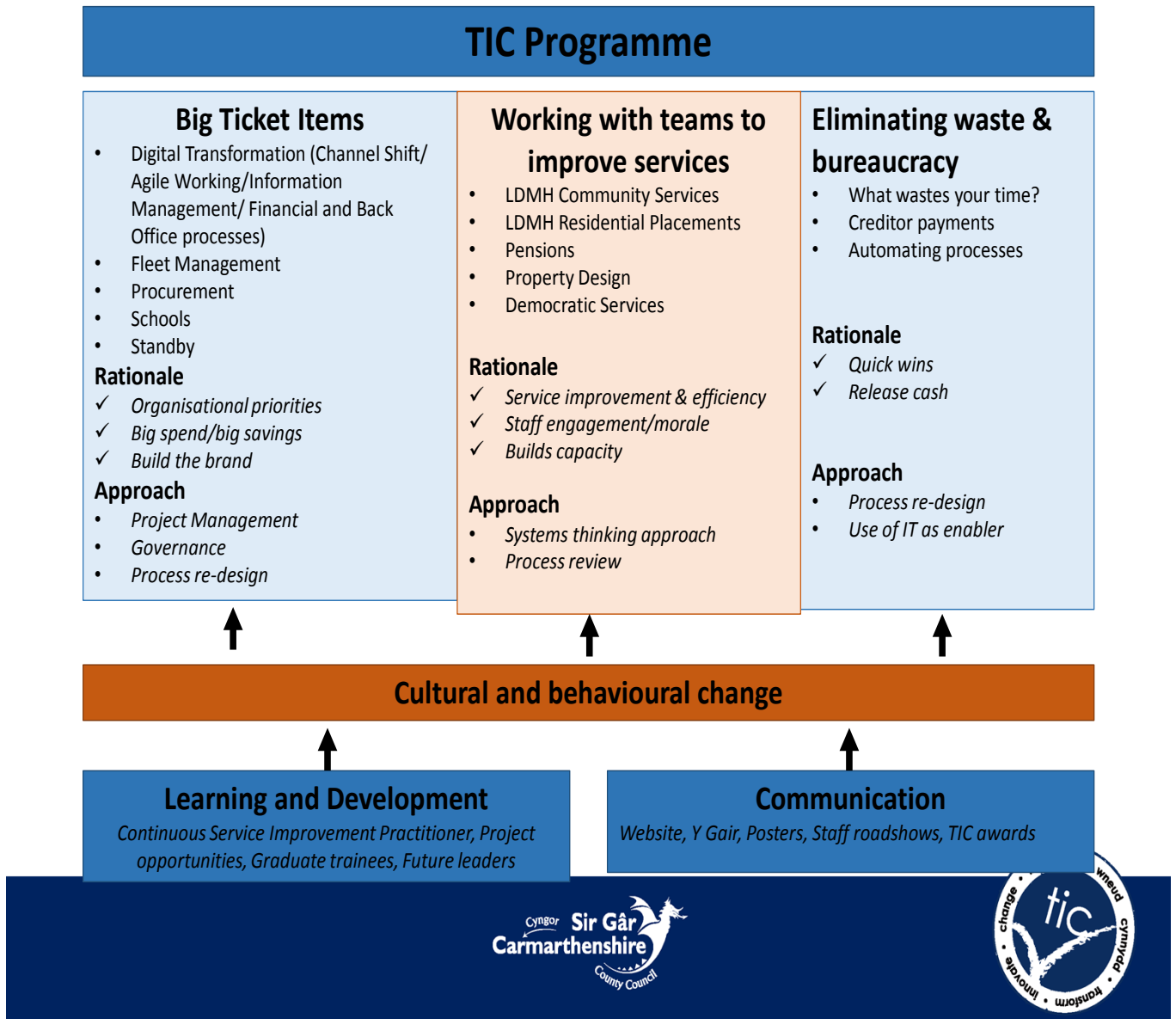
Objective 7	Develop and implement more effective consultation and engagement mechanisms with the public and service users about the design of the TIC programme and the shape of future services
--------------------	---

To be achieved by:

- Raising awareness of the TIC programme in the Authority's budget consultation process.
- Considering opportunities to extend service user involvement beyond the "check" stage of systems thinking reviews and projects.
- Developing a TIC presence on the Council website.

To be achieved by:

- Identifying the type of data required to help inform future TIC priorities and availability.
- Developing a mechanism for collating this data and acting on it.
- Further developing the necessary skills and capacity within the team and organisation



Appendix 2: TIC Projects Gross Savings

Project	Saving
3rd Sector Project	£1,000k
Mail/Printing	£655k
ASC	£666k
Housing Voids	£440k
Photocopying	£300k
Housing Options	£145k
Planning	£90k
Property Maintenance	£23k
Property Systems	£20k
Back Office at PDS	£40k
Subscriptions	£12k
Completed Projects Total	£3.391m
Procurement	£4,553k
Agile Working	£2,400k
Income and Charging	£1,915k
Fleet Management	£1,480k
Schools	£1,234.5k
Standby	£658k
SEN/LAC	£280k
Older People Residential Care Homes	£175k
Libraries Procurement	£56k
Democratic Services	£29k
Current projects Total	£12.7805m
Total Gross Savings	£16.1715m

Appendix 3: TIC Projects Projected Gross Savings - additional details

Project	Projected Gross Savings	Comment
Agile Working	£2,400k	A comprehensive plan to introduce agile working across the organisation has been launched this year which has forecast savings of £2.4m through ICT innovation in delivery of services.
Procurement	£3,996k	This relates to £2m savings going forward through the introduction of a category management approach. £1.996m relates to savings and costs avoided delivered through projects overseen by the Procurement Board.
Stand-by	£500k	To be achieved through the reduction in the sessional rate for standby implemented from the beginning of 2018/19 and reduction in activity.
SEN/LAC transport	£192.5k	This relates to proposed changes to SEN school transport identified through the review.
Libraries	£56k	This will be achieved through service realignment upon the implementation of a new stock ordering system. This does not take account of the system cost or any additional licence costs.
Older People LA Residential Care Homes	£175k	Improvements in how we manage our care homes will support the delivery of this efficiency saving over the coming year.
Democratic Services	£29k	This will be achieved through the introduction of paperless working and increased productivity.
Schools projected potential	£1,027.5K	This relates to potential savings schools could achieve through project workstreams to date including secondary staffing benchmarking, changing arrangements for printing and copying, telephony, stationery, waste and recycling as well as accessing the WG funded Re-fit energy efficiency programme.
Total	£8,376k	

Appendix 4: Policy and Resources Scrutiny Committee – Additional Information Request

Background

- 1) During consideration of last year’s TIC Annual Report/Business Plan, Policy and Resources Scrutiny Committee requested additional information in relation to two specific areas :
 - a. Non-delivery of targeted savings
 - b. Level of investment required to deliver TIC savings.

- 2) An exercise undertaken as part of the end of year financial analysis for 2017/18 and the production of the Annual Report 2017/18, has helped inform the position outlined below.

A. Delivery of Savings Targets

- **Not all TIC projects are driven by the need to make financial savings.**
- **The setting of specific savings targets is usually confined to corporate/cross-cutting projects. However, TIC can be asked to support services in helping to deliver PBB targets put forward as part their 3 year budget setting process.**

Project	Savings Identified	Year	Linked to PBB YES/NO	Savings Delivered to date	Comment
Property Systems Project	£255,000	2013/14-2016/17	No	£20,000	Post evaluation after completion of phase 1 of the project identified that there was no business case to proceed to remaining phases of the project. Recognised by WAO as example of good governance.
3 rd Sector Spend	£1m	2013/14-2014/15	Yes	£1m	Analysis indicates that the project exceeded its £1m savings target
Standby	£400,000		Yes	£158,000	Changes to operational arrangements and a reduction in rate will result in a saving of £285+ in current financial year.
Fleet Management	£1m	2013/14-2017/18	Yes	£1.4m	£400k linked to PBB in 15/16 and 16/17 in relation to reductions in staff mileage expenditure.

Agile Working	£2.4m (after 5 years)	2018/19-2022/23	No	TBC at year end	Delays in completing some building works has impacted on time-scales for release of some buildings which in turn will impact on deliverability of property related savings during current year. Property savings will also be dependent on ability to sell/lease buildings.
Procurement	£2m	2018/19	No	£124,000	One of the objectives of the Procurement project will be to deliver £2m savings (1% of total spend) as a result of a move to a category management approach. A more specific target will be identified on completion of the plans for each category.
Debtors	£150,000 +	2016/17 & 2017/18	No	£1.9m	Work undertaken by the TIC Income and Charging Project was used to inform an 'Invest to Save' Bid to fund additional resources in both the legal and debtors function with the aim of recovering/ securing more debt. This temporary funding has now been made permanent. This area will be subject to further review over course of next 6 months to identify potential for further 'invest to save' opportunities.
Libraries Procurement	£90,000	2017/18	Yes	£90,000 (56,000)	Delays in implementing staffing changes and a review of proposal has resulted in a revised savings target of £56k. PBB made up from elsewhere in Dept.
Mail and Printing	£300,000	2014/15 – 2016/17	No	£655,000	Project is now complete and post evaluation report identified that a total of £655k savings had been achieved over a 3 year period. The Routine Spend analysis report will continue to monitor/review expenditure in this area.

Investment v Savings

Project	Description	Investment	Savings Identified/ Delivered	Comment
TIC Team	Staffing budget to support the work of the TIC Programme and to provide dedicated capacity to support change and transformation.	A total of £1,000,227 (salary costs of team) invested from 2012/13 to 2017/18.	Over £16m identified /delivered to date. £9.8m delivered since 2012 and £6.3m targeted over next 3 years. The majority of the savings delivered are 'cashable' savings, with productivity savings and costs avoided also being identified.	The TIC team was initially set-up with a team working on a secondment basis. A permanent team was then established in 2015. The team is now made up of 4 permanent staff and 1 secondee to support the agile working project. A TIC Schools Officer also works within the team but this post is funded by the Education Dept.
Specific Projects				
Debt Recovery	Work undertaken by the TIC Income and Charging Project was used to inform an 'Invest to Save' Bid to fund additional resources in both the legal and debtors function with the aim of recovering/ securing more debt.	£300k £150k pa for 2016/17 and 2017/18	Over £1.9m of debt recovered/secured over 2 years.	Due to the success of the pilot initiative, this funding has now been made permanent.
Digital Transformation	Over £400k allocated in capital programme over 2 years to support the Council's Digital Transformation programme.	£400k capital funding £200k for 17/18 and 18/19.	These projects will aim to deliver a range of benefits including improved productivity/ customer experience and income generation.	Projects include school meals online payments; development of a new Customer Relationship Management system and online reporting facility for housing repairs.
Agile Working	In October 2017, Executive Board approved a £1.9m investment programme to support the roll-out of	£1.9m to fund roll-out of new technology; building	The Agile Working Investment Plan identifies over £2.4m of total savings to be delivered at the end	The Agile Working Delivery Plan is in the process of being rolled out across the organisation.

	agile working initiatives across the organisation.	adaptations and project management support.	of a 5 year period from reduction in costs relating to areas such as property, travel, printing and paper.	
Procurement	Investment in staffing resource to increase capacity within the service to support the delivery of financial savings. Capacity to help support move to a category management approach to procurement and to mitigate the risks associated with operational procurement.	£200k investment	Savings objective of £2m (1%) spend £124k delivered to date in 17/18	One of the objectives of the Procurement project will be to deliver £2m savings (1% of total spend) as a result of a move to category management approach. A more specific target will be identified on completion of the plans for each category. Staffing resource to also help mitigate risk associated with operational procurement.

Mae'r dudalen hon yn wag yn fwriadol

Y PWYLLGOR CRAFFU - POLISI AC ADNODDAU
5^{ed} Rhagfyr 2018

CYNLLUN BUSNES ADRANNOL Y PRIF WEITHREDWR 2019/2022

(**Dyfyniadau** sy'n berthnasol i faes gorchwyl y Pwyllgor Craffu - Polisi ac Adnoddau)

Pwrpas:

Rhoi cyfle i'r aelodau adolygu cynllun busnes yr Adran.

Ystyried y materion canlynol a chyflwyno sylwadau arnynt:

Elfennau o'r cynllun busnes sy'n gysylltiedig â:-

- Gweinyddiaeth a'r Gyfraith
- Gwasanaethau TGCh
- Rheoli Pobl
- Adfwyno a Pholisi

Rhesymau:

- Integreiddio cynllunio ariannol a busnes.

(Roedd hyn hefyd yn cynnig ar gyfer gwella gan Swyddfa Archwilio Cymru)

Angen cyfeirio'r mater at y Bwrdd Gweithredol / Cyngor er mwyn gwneud penderfyniad: NAC OES

YR AELOD O'R BWRDD GWEITHREDOL SY'N GYFRIFOL AM Y PORTFFOLIO:- Cyng. Emlyn Dole (Arweinydd); Cyng. Mair Stephens (Dirprwy Arweinydd); Cyng. Cefin Campbell (Cymunedau a Materion Gwledig); Cyng. David Jenkins (Adnoddau)

Y Gyfarwyddiaeth Prif Weithredwr		Rhifau ffôn:
Awdur yr Adroddiad: Dyfyniadau ar gyfer:	Swyddi:	Cyfeiriadau E-bost:
Linda Rees-Jones	Pennaeth Gweinyddiaeth a'r Gyfraith	01267224010 lrjones@sirgar.gov.uk
Noelwyn Daniel	Pennaeth TGCh	01267246270 ndaniel@sirgar.gov.uk
Paul Thomas	Prif Weithredwr Cynorthwyol	01267246123 prthomas@sirgar.gov.uk
Wendy Walters	Cyfarwyddwr Adfywio a Pholisi	01267 224112 WSWalters@sirgar.gov.uk

EXECUTIVE SUMMARY
POLICY & RESOURCES SCRUTINY COMMITTEE
5TH DECEMBER 2018

Chief Executive's Departmental Business Plan 2019/2022
 (Extracts relevant to the Policy & Resources Scrutiny remit)

To give members an opportunity to review the Department's business plan.

BRIEF SUMMARY OF PURPOSE OF REPORT.

The attached is an extract from the full Chief Executive's Department Business Plan which is relevant to the Policy and Resources Scrutiny's remit. It identifies the elements of the business plan relating to :-

- Administration and Legal
- ICT Services
- People Management
- Regeneration and Policy Department

(Regeneration extract is reported to Community Scrutiny and
 Community Safety extract is reported to the Environment and Public
 Protection Scrutiny)

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

Signed: Linda Rees-Jones Head of Admin & Legal Services,
 Noelwyn Daniel Head of ICT,
 Paul Thomas (Assistant Chief Executive),
 Wendy S Walters Director of Regeneration and Policy

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

1. Policy, Crime & Disorder and Equalities

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

(Our Well-being Objectives maximise our contribution to the seven Well-being Goals of the Act and demonstrate the five ways of working.)

2. Legal

See 1. above

3. Finance

The Well-being Future Generations Act (2015) requires that we ensure that resources are allocated annually to meet our objectives.

4. ICT

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

5. Risk Management Issues

Key risks are identified for each department and mitigating actions are outlined

6. Staffing Implication

See Workforce Planning section of the Business Plan (Section 4)

7. Physical Assets

See resources section of each Business Plan (Section 4)

CONSULTATIONS

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

Signed: Linda Rees-Jones Head of Admin & Legal Services,
Noelwyn Daniel Head of ICT,
Paul Thomas (Assistant Chief Executive),
Wendy S Walters Director of Regeneration and Policy

1. Local Member(s) - None

2. Community / Town Council - None

3. Relevant Partners - None

4. Staff Side Representatives and other Organisations - None

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

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

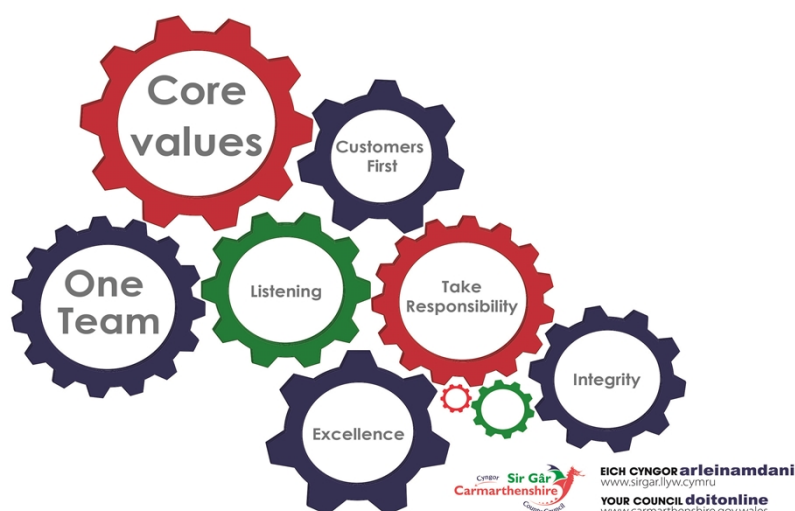
Title of Document	Locations that the papers are available for public inspection
Well-being of Future Generations Act	Well-being of Future Generations (Wales) Act 2015
New Corporate Strategy 2018-2023 (Incorporating Carmarthenshire's Well-being Objectives and Improvement Objectives)	New Corporate Strategy 2018-2023

Mae'r dudalen hon yn wag yn fwriadol

**Chief Executive's Department
DRAFT Departmental Business Plan
2019 / 2022
Extract for Policy & Resources Scrutiny**

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

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

The Sustainable Development Principle

We must carry out sustainable development, improving the economic, social, environmental and cultural well-being of Wales. The **sustainable development principle** is

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

To show that we have applied the sustainable development principle we must demonstrate 5 ways of working: **Long Term, Integrated, Involvement, Collaboration, and Prevention** (see Appendix 1)

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5	Department Measures	31
	Appendix	32

The Purpose of this Plan

This Departmental 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.

Executive Board Member/s Foreword

We are satisfied that this Business Plan provides us with a view of the Department’s performance during the past year and its plans for future years. We also feel that delivery of the outcomes contained in this Business Plan will ensure that we are making progress on the commitments we have made in our 5 Year Plan – *‘Moving Forward in Carmarthenshire’* which has been incorporated in the *New Corporate Strategy* and meets our obligations under the *Well-being of Future Generations Act*.

Executive Board Members Responsible:



Cllr Emlyn Dole – Economic Development – Swansea Bay City Deal, Marketing & Media, Public Services Board

.....



Cllr Mair Stephens – Human Resources, Performance Management, ICT, Transformation Innovation and Change (TIC), Information Governance

.....



Cllr David Jenkins - Property/Asset Management and Major Projects, Statutory Services (Coroners, Registrars, Electoral, Lord Lieutenancy), Customer Services, Armed Forces

.....



Cllr Cefin Campbell – Community Safety, Counter Terrorism & Security Act, Well-being of Future Generations, Tackling Poverty, Rural Affairs

.....



Cllr Linda Evans – Ageing Well

.....



Cllr Peter Hughes Griffiths – Development of the Welsh Language, Tourism, Town & Community Council liaison

.....

1. Departmental Overview

Introduction

In January 2018, Carmarthenshire County Council's Executive Board presented its key aspirations for the next 5 years – *'Moving Forward in Carmarthenshire: the next 5 years'*. This plan identified a number of key projects and programmes that the Council will strive to deliver over the next five years. It seeks to continuously improve economic, environmental, social and cultural well-being in the County. Given this direction, the Council needed to publish a New Corporate Strategy that consolidates and aligns our existing plans. This New Corporate Strategy brings together the following plans into one document:-

1. It supersedes the 2015-20 Corporate Strategy
2. It incorporates our Improvement Objectives as required by the Local Government Measure 2009.
See Section 2 below
3. It includes our Well-being Objectives as required by the Well-being of Future Generations (Wales) Act 2015. For the first time in Wales, there is a shared vision and set of goals for all public bodies to work towards, our Well-being Objectives are set to maximise our contribution to these. *See Section 2 below*
4. It includes Carmarthenshire County Council's Executive Board key projects and programmes for the next 5 years as set out in *'Moving Forward in Carmarthenshire: the next 5 years'*

This Departmental Business Plan shows how my Department will play its role in delivering the *New Corporate Strategy*. In particular:-

- *Creating more jobs and growth throughout the County:*
- *Tackling poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty*
- *Promoting the Welsh Language and Tourism*
- *Building a Better Council*

Regeneration is the Council's number one priority. The Swansea Bay City Deal provides a once in a generation opportunity to significantly enhance prosperity in the County. Alongside this significant programme, the Council will also undertake a number of county based developments with a focus on rural areas and market towns. The Council is also very aware of the role it plays as a community leader and will commit to developing effective partnerships and ensure engagement with a range of stakeholders who are working for the good of Carmarthenshire. We aim to build an even better Council that serves the residents of the County to the best of its ability.

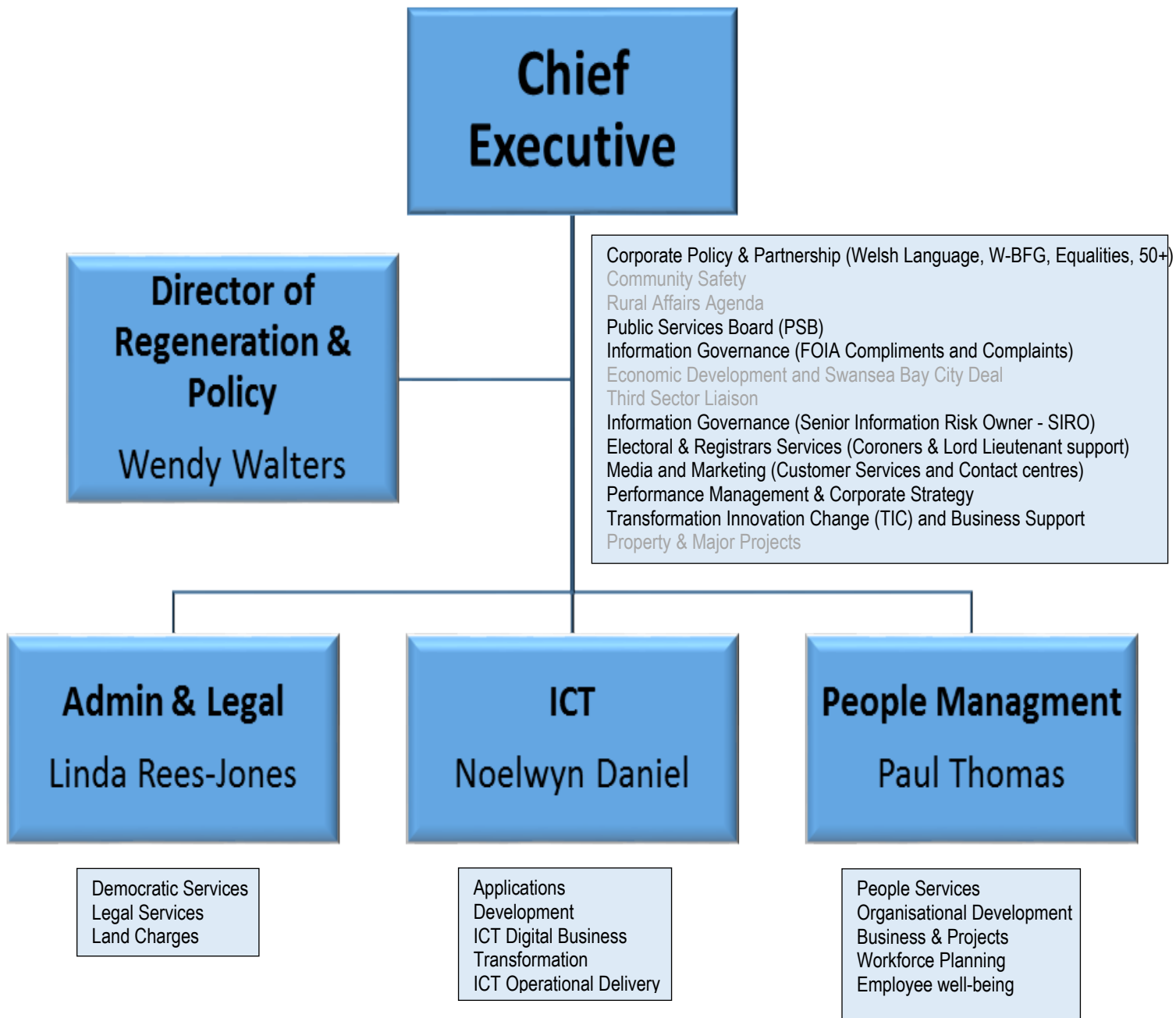
My Department will lead on the delivery of the expectations of the Well-being of Future Generations Act 2015, in particular the expectations it has for core activities such as Corporate Planning, Performance Management and Workforce Planning. We will also develop the application of the 5 Ways of Working required by the Act:-

1. *Long Term*
2. *Prevention*
3. *Integration*
4. *Collaboration*
5. *Involvement*



Mark James
Chief Executive

Departmental Senior Management Structure



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. Our well-being objectives, which are incorporated in our New Corporate Strategy, are designed to maximise our contribution to the national shared vision goals.

2.2 The Council's [New Corporate Strategy 2018-23](#) (incorporating Our Well-being Objectives 2018/19)

- Bringing Plans Together: the New Corporate Strategy consolidates four plans into one document
- In particular the Department supports the following Well-being Objectives :-

Well- Being Objective	Wendy Walters	Linda Rees-Jones	Noelwyn Daniel	Paul R Thomas
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 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 safer 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. Better Governance and Use of Resources	✓	✓	✓	✓

2.3 The County of [Carmarthenshire's Well-being Plan](#) – The Carmarthenshire We Want (2018-23)

How is the Department contributing to the Public Services Board's Well-being Plan?

- **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

2.4 Department Specific Plans

Strategies with a clear interlink to the Well-being Act:

- Carmarthenshire's Public Services Board Well-being Plan
- New Corporate Strategy
- Swansea Bay City Region Economic Regeneration Strategy 2013-30
- Council's Constitution
- [Moving Forward in Carmarthenshire: the next 5 -years](#)
- [The Digital Technology Strategy](#)
- [The Digital Transformation Strategy](#)
- [The Digital Schools Strategy](#)

Other strategies to be linked to the Well-being Act when they are revised:

- [Strategic Regeneration Master Plan 2015-30 – Transformations](#) Due to be revised 2019/20
- *'Our People' / 'Ein Pobol'*

3. Summary Divisional Plans

Following Summary Divisional Plans are included:-



3.1 Administration and Legal Division



3.2 ICT Division



3.3 People Management Division

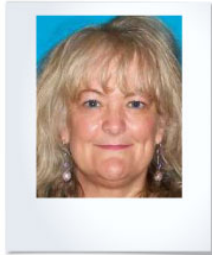
3.4 Regeneration & Policy Department

3.1 Administration & Legal Summary Divisional Plan

Head of Service, Linda Rees-Jones (Ext. 4010)



Divisional Profile



Our core work is to provide Monitoring Officer, Democratic & Governance, Legal and Land Charges services to our client base. Two of the posts within our Division are required by law / statutory posts – the Monitoring Officer, and the Head of Democratic Services. The Division is headed by the Head of Administration & Law, who is also the Monitoring Officer. This officer is a member of the Authority's Corporate Management Team. Our client base across these services includes the Council and its Committees, the Executive Board, members, all Departments of the Council, the public (in the case of land charges) and various outside bodies (such as the Regional Partnership Board).

Major Current Strengths

The **Legal Service** continues to support the delivery of the Council's key aims and objectives across the full range of the Council's functions

Some of the main themes that have emerged during the year are:-

1. The drive to maximise external debt recovery by the Council
2. Advising on external service delivery structures (e.g. Local Authority Trading Companies and 'Teckal' companies) and regional partnership working - *Action 1*
3. Supporting the Council's regeneration and affordable housing programmes
4. Helping safeguard the vulnerable in society through child care and adult social care proceedings
5. Supporting the Modernisation of Education Programme

The main themes that have emerged for **Democratic Services** during the year have been:-

1. The modernisation and digitisation of working practices – *Action 2*
2. The increased workload arising from the support of All-Wales and Regional bodies
3. Promoting the increased involvement of the public in the work of scrutiny committees

The **Land Charges Service** has significantly changed the way it responds to requests for personal searches of the Land Charges Register, to make the process quicker and easier for the public and reduce the burden upon internal resources

Key Areas for Development (including Regulatory Report findings, addressing bottom quartile results, etc.)

- To address the proposals for improvement in the Wales Audit Office (WAO) June 2018 Report '[Scrutiny: Fit for the Future?](#)' Review (June 2018) *Action 3*
- In conjunction with the **Corporate Services Department** to address the WAO June 2018 *Review of [Audit Committee Effectiveness](#)*

5 Ways of Working

Which of the 5 Ways of Working have we met?		Strong Partial None	Planned Improvement (Link to action plan overleaf)
1	Long-term	Strong	<ul style="list-style-type: none"> ➤ We will continue to advise on the governance arrangements for new models of working, including but not limited to Local Authority Trading Companies, regional Partnerships, and Pooled Budgets etc. <i>Action 1</i> ➤ We will implement agreed actions/resolutions for the modernising the delivery of democratic services through digitisation.
2	Prevention	Strong	<ul style="list-style-type: none"> ➤ We will advise on, review and monitor the decision making by the authority to ensure it is in accordance with the law ➤ We will implement any agreed improvements arising from the Wales Audit Office review of Scrutiny arrangement. <i>Action.3</i>
3	Integrated	Partial	<ul style="list-style-type: none"> ➤ We will continue to lead the Democratic Process for external organisations eg. Wales Pension Partnership Joint Governance Committee, ERW, Police & Crime Panel and the recently established Swansea Bay City Region Joint Committee. <i>Action 1</i>
4	Collaboration	Strong	<ul style="list-style-type: none"> ➤ We will continue to attend and fully support meetings of the Wales Pension Partnership Joint Governance Committee, Dyfed-Powys Police and Crime Panel Police & Crime Panel the Swansea Bay City Region Joint Committee.
5	Involvement	Strong	<ul style="list-style-type: none"> ➤ We will work with the Scrutiny Committee Chairs in promoting the new Media and Marketing Scrutiny Communication Strategy which aims to increase public participation in scrutiny committee meetings <i>Action 3</i> ➤ We will encourage Town and Community Council to observe Scrutiny meetings and suggest items for inclusion within Scrutiny Forward Work programmes. <i>Action 3</i>

Divisional Summary Action Plan

Ref	Key Actions	By When	By Who	WbO Ref
1.	We will advise on governance arrangements for new models of working, including but not limited to Local Authority Trading Companies, regional Partnerships, Pooled Budgets etc.	31/03/2020	Linda Rees-Jones	
2.	We will implement the Council's decision that all members and officers to be ready for paperless working for Council and Committee meetings with effect from the 02/09/19 and encourage both Members and Officers to attend tailored training sessions for this purpose.	02/09/2019	Linda Rees-Jones /Gaynor Morgan	WBO15
3.	We will consider the proposals for improvement arising from the Wales Audit Office review of Scrutiny arrangements	31/03/2020	Linda Rees-Jones /Gaynor Morgan	WBO15

3.2 ICT Summary Divisional Plan - Head of Service, Noelwyn Daniel (Ext. 6270)

Divisional Profile



Our purpose is to engage with and understand our Customers to help them deliver effective services. We:

- Deliver Transformational technology to improve Council service delivery.
- Ensure end user devices are fit for purpose.
- Deliver high quality digital business solutions
- Ensure robust ICT Security & Operational Business Continuity
- Provide Schools operational and strategic ICT support.
- Operational day to day Management of the Telecommunications, both voice & data.

We have ensured that we are aligned to deliver the key priorities of our Digital Transformation Strategy. The new Senior Management Team is in place and we have a staffing compliment of 66.

Major Current Strengths

- ICT Services continues to drive forward the key strategic priorities of the Authority and we lead on delivering against 5 of the Moving Forward in Carmarthenshire – The Next 5 Years priorities.
- The Digital Technology Strategy 2018-2021 and the Digital Schools Strategy 2018-2021 in April 2018.
- We have also ensured key digital policies are in place to safeguard the Authority.
- We have published our ICT Customer Engagement Plan 2018/19
- Significant Progress is being made against key projects within the Digital Transformation Strategy
- Winning a TIC 2018 award for work with Media & Marketing on the new mobile responsive website and 'My Account' projects.

Key Areas for Development (including Regulatory Report findings, addressing bottom quartile results, etc.)

- We will look to improve how customers contact ICT Helpdesk by utilising the very latest technology in Artificial Intelligence and Chatbots. *Action 4*
- To improve project governance to ensure all work is completed on time and within budget. *Action 3*
- Ensure ICT Services maintains a high profile, both internally and externally with key stakeholders and focuses on ensuring sustainable and resilient digital technologies are utilised. *Action 2*
- To strengthen our approach to Disaster Recovery and work with key service areas to ensure their Business Continuity adequately addresses their ICT requirements. *Action 8*

Corporate Risk

Risk Ref	Rating	Identified Risk	Mitigating Action Ref
CR20180008	8	Transforming business operations through effective Digital Transformation	Action 2

5 Ways of Working

		Strong Partial None	Planned Improvement
1	Long-term	Strong	<ul style="list-style-type: none"> Our Digital Transformation Strategy, Digital Technology Strategies and Digital Schools Strategy will modernise the way we interact with citizens The Digital Skills Strategy will ensure that our staff have the skills to be able to work effectively in the rapidly advancing digital environment <i>Action 1</i>
2	Prevention	Strong	<ul style="list-style-type: none"> We will continue to review our processes and delivery models to reduce failure demand and ensure we provide a more efficient service. <i>Action 2</i>
3	Integrated	Partial	<ul style="list-style-type: none"> We will align all digital technology to the needs of the teachers, learners, the Curriculum and the Digital Competence Framework. <i>Action 5</i> We will work closely with Health colleagues to develop the Integrated Community Hub's and ensure the very latest Digital Technology is utilised.
4	Collaboration	Partial	<ul style="list-style-type: none"> We will continue to facilitate and underpin collaboration locally, regionally and nationally through the intelligent deployment of technology. <i>Action 2</i>
5	Involvement	Strong	<ul style="list-style-type: none"> Develop the digital skills of our residents from children to our elderly

ICT Divisional Summary Action Plan

Ref	Key Actions and Measures	By When	By Who	WBO Ref
1.	We will in line with our Digital Transformation Strategy, continue to engage and understand the Departments needs to allow them to deliver effective services.	31/03/ 2021	Gareth Jones	WBO15
2.	Increasing opportunities for accessing council services via digital technologies <i>Risk control for CR20170008</i>	31/03/ 2021	Julian N Williams	WBO15
3.	We will ensure the end user has the appropriate IT device/devices and connectivity to deliver their service	31/03/ 2021	John M Williams	WBO15
4.	ICT automation and integration of internal working processes and procedures to release efficiencies	31/03/ 2021	Julian N Williams	WBO15
5.	We will continue to improve the condition, suitability and ICT within schools and ensure that all newly built schools have the latest digital technologies	31/03/ 2020	Gareth Jones	WBO15
6.	We will ensure a robust approach to Cyber security and sustainable solutions for Information Governance	31/03/ 2021	John M Williams	WBO15
7.	Digital solutions that will enable increased collaboration and facilitate organisations to work seamlessly together	31/03/ 2021	Gareth Jones	WBO15
8.	We will upgrade and replace an ageing ICT infrastructure to ensure that we have a robust and stable environment.	31/03/ 2021	John M Williams	WBO15
Key Measures of Success				
9.	% use of the ICT Self Service helpdesk (<i>ICT/002</i>) (2017/18 Result – 44%; 2018/19 Target – 48%)	-	John Williams	WBO15
10.	% of laptops used in the council (<i>ICT/004</i>) (2017/18 Result – 53%; 2018/19 Target – 57%)	-	John Williams	WBO15
11.	% of households accessing the Internet in Carmarthenshire (<i>ICT/006</i>) (2017/18 Result – 83%; 2018/19 Result – 86%)	-	Julian Williams	WBO15

3.3 People Management Summary Divisional Plan – Paul R Thomas, Assistant Chief Executive (Ext. 6123)



Divisional Profile



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. We will continue to support the Organisation through ongoing change and will also ensure that the service demonstrates its commitment to the 5 Ways of Working, so that the Council can comply with the Well-being of Future Generations Act.

Major Current Strengths

- The People Strategy Group Board
- The service has been awarded the Silver accreditation against the Investors in People (IiP) Standard, demonstrating our commitment to high performance through good people management.
- As a key employer in the County we have completed 2 years as a Disability Confident Employer
- Extending Rewards Framework to include Financial Wellbeing Scheme (via Neyber).
- Schools Attendance Scheme will be rolled out to year 2 and has received a TIC Award.
- Our new Pay Spine will pay the equivalent of the Foundation Living Wage and no pay supplement will be required during 2019/20.
- People Management Service Level Agreement agreed with Llesiant Delta Wellbeing
- We are developing proactive initiatives which promote good health and wellbeing, using the sickness data to set priorities. The focus is on the highest causes - stress and musculo-skeletal.



Key Areas for Development (including Regulatory Report findings, addressing bottom quartile results, etc.)

- We will address the Proposals for Improvement in the Wales Audit Office (WAO) review of '[Evaluation of the Council's Review of People Performance Management 2017](#)' Action 4
- IIP reviewers will now contribute to the on-going development and delivery of the Council's People Strategy
- The Heads of Service work streams for: Lead, Engage & Support
- We will continue to review all our processes to streamline, digitalise and improve the service we offer to our customers



Corporate Risk

Risk Ref	Rating	Identified Risk	Mitigating Action Ref
CR20180006	8	Ensuring effective People Management (including capacity and compliance with Employment Law and Health & Safety Legislation)	Action 2

5 Ways of Working

Which of the 5 Ways of Working have we met?		Strong Partial None	Planned Improvement
1	Long-term Tudalen 88	Strong	It is anticipated that the People Strategy Group Board will consider the identified Workforce Planning issues and work will begin to develop an action plan to address any gaps – Action 3

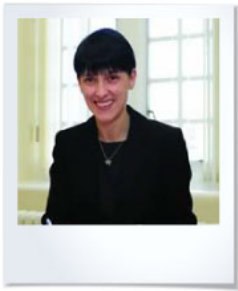
2	Prevention	Strong	We will continue to ensure the Council fully supports staff to maintain a healthy work-life balance and develop action plans to include proactive and preventative actions and education to raise awareness on key health topics – <i>Action 7</i>
3	Integrated	Partial	Integration of staff through Our People Strategy (see below) and our Investors in People commitments – <i>Action 2</i>
4	Collaboration	Partial	The Learning & Development Team provide, among other things, support and advice on how to undertake training needs analysis for staff, advice on the statutory duties that should be covered with the training of staff, signposting to other training, learning and development resources and opportunities, in order to assist in meeting our well-being objective.
5	Involvement	Strong	The engagement of staff through the Vision of ‘Our People’ Strategy to have “A workforce that is innovative, skilled, motivated, well informed, high performing, proud to work for CCC and committed to delivering high quality services to the public.”- <i>Action 2</i>

Divisional Summary Action Plan

Ref	Key Actions and Measures	By When	By Who	WbO Ref
1.	We will develop an integrated Welsh Language Programme for our staff. (SEPA) (PIMS 12425)	31/03/2020	David Richards	WBO 15
2.	We will implement the liP Action Plan	31/03/2020	David Richards	WBO 15
3.	We will support the work of the People Strategy Group Board and the associated work streams	31/03/2020	Cheryl Reynolds	WBO 15
4.	We will Implement the Recommendations of the Wales Audit Office People Management Review	31/03/2020	Cheryl Reynolds	WBO 15
5.	We will implement the NJC National Agreement on Pay including introducing the new pay spine	31/03/2020	Alison Wood	WBO 15
6.	We will introduce a financial management support and advice service which will include access to affordable loans for staff who require it	31/03/2020	Alison Wood	WBO 15
	We will continue to work closely with schools to manage attendance and to encourage them to save costs by signing up to the Schools Attendance Fund	31/03/2020	Alison Wood	WBO 15
	We will draft and consult upon the Council’s Pay Policy in accordance with our statutory requirements	31/03/2020	Alison Wood	WBO 15
7.	We will continue to ensure the Council fully supports staff to maintain a healthy work-life balance and develop action plans to include proactive and preventative actions and education to raise awareness on key health topics	31/03/2020	Heidi Font	WBO 15
Key Measures of Success				
8.	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. (<i>PAM/001</i>) (2017/18 Result – 10.1 days; 2018/19 Target – 9.6 days)	-	Heidi Font	WBO15

3.4 Regeneration and Policy Summary Divisional Plan – Director, Wendy Walters (Ext. 4112)

Divisional Profile



Regeneration & Policy encompasses a number of diverse strategic priorities from the development of partnership working with the Public Services Board (PSB), our contribution to the Swansea Bay City Region, delivering our strategic Regeneration Plan for Carmarthenshire and its key transformational projects, conducting elections and the Registrars Service, 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 Llanelli Wellness and Life Science Village. The Division also leads on the development of Corporate Strategy and deals with Corporate Performance Management as well as Corporate Policy work. The Transformation and Innovation and Change (TIC) Programme also sits within this division. The Business Support Unit is responsible for providing a range of departmental and service specific support within the Chief Executive's Department.

Major Current Strengths

Business Support Unit

- The team continues to be as flexible as possible to ensure all service users are fully supported despite a reduction in resource.

Corporate Policy, Partnership & Information Governance

- During the year we have supported the PSB in publishing its first Carmarthenshire Well-being Plan.
- We continue to work with partner organisations to ensure community safety work remains a high priority. We have established close working links with the Police in relation to counter terrorism preventative measures.
- We continue to develop the Council's approach to ensuring compliance with the Welsh language standards
- We have ensured a smooth transition for the Council into the new General Data Protection Regulations (GDPR).
- We continue to develop the Council's approach to supporting the Armed Forces community.
- We are further developing the Council's means of undertaking consultation and developing ways of engaging with communities.
- We have supported the Tyisha (Llanelli) Steering Group's community consultation and engagement exercise with the residents of Tyisha through the Planning for Real methodology.

Economic Development

We have made good progress on the delivery of the **6 key transformational projects** within the Strategic Regeneration Plan for Carmarthenshire 2015-2030

- The Carmarthen Town Centre Forum is taking forward the aspirational projects of Jackson's Lane, Carmarthen Wetlands, Guildhall Redevelopment and the regeneration of Carmarthen Quayside.
- Ammanford Town Taskforce (chaired by the Leader) is bringing forward key projects relating to the former Police Station, Foundry Row, New Ammanford Hwb, Railway Crossing and addressing key vacant premises in the retail centre via the Ammanford Regeneration Development Fund
- Llanelli Town Centre has been promoted via a Regeneration Delivery Plan which identifies key sites and premises to be redeveloped. Through various funding initiatives developers have been secured with projects being advanced for implementation.
- Cross Hands Growth Zone – a joint venture with the Welsh Government has been extended to capture Cross Hands East strategic employment site with investment in Phase 2 infrastructure secured via WEFO. Design development and statutory consents have been secured for development

- Coastal Activity - The Llanelli Waterside Joint Venture has promoted development sites at North Dock and has undertaken significant demolition works to enable new housing and commercial development. In the rural area of Carmarthenshire, funding grants have been awarded under the Carmarthenshire Rural Enterprise Fund, with private sector investment being used to match fund Council resources. The LEADER EU Programme continues to roll out innovative projects. Work has also commenced on developing Rural Market Town Growth Plans
- In the rural area of Carmarthenshire, funding grants have been awarded under the Carmarthenshire Rural Enterprise Fund, with private sector investment being used to match fund Council resources. The LEADER EU Programme continues to roll out innovative projects. Work has also commenced on developing Rural Market Town Growth Plans

Swansea Bay City Deal regional team has been instrumental in developing 11 business cases for the £1.3 billion City Deal strategic projects. The Regional Office has been integral to the establishment of the City Deal's governance structure. The Regional Learning and Skills Partnership continues to develop skills and training through the region. The Regional Engagement Team looks at synergy and interdependency between strategic projects.

Business Support throughout the county continued with the launch of two key funding initiatives in the form of *Business Start-up Fund* and *Business Growth Fund*.

The **Community Bureau** provides a one stop shop for the Third Sector and can assist with funding information and guidance.

- The Bureau has had a productive 12 months with 5 Enterprises Created, 25 Jobs Created, 50 Jobs Safeguarded and 350 individuals into Training/Education. The total cost of community investment to date is £4,000,000 this includes internal and external funding secured for projects in the county.

Llanelli Wellness and Life Science Village (the Village) is progressing at considerable pace, with key milestones secured across all project domains.

- A final 5 Case Business Plan was submitted to WG and UKG in August to draw down £40m of City Deal funding. A decision is awaited; expected November.
- An outline planning application was submitted 15th March (ref no. S/36948), supported by extensive and ongoing engagement with statutory consultees.
- £1.3m of capital and revenue for a hydrotherapy pool is being secured through local charitable organisations – Llanelli Hydrotherapy Pool Committee and JC Williams Trust
- Site-wide Health Impact Assessment undertaken as a joint endeavour between Public Health Wales and Project Management Office. An abstract has been accepted for publication in The Lancet
- Scoping exercise underway to map education, skills development and training pathways across all elements of the Village and covering FE and HE.
- Swansea University will anchor the Wellness Education Centre and have modelled 700 undergraduate places by 2021 and 300 postgraduate places by 2027 across a range of subject areas

Communication/Engagement:

- New Village fly-through produced to align with Village masterplan
- Between August – October 2018, across Twitter and Facebook, Village posts generated close to 3,300 video views and a total of 125 likes, retweets and shares. These combined posts reached almost 10,000 Twitter and Facebook users.

Electoral & Registrars

- We continue to work successfully on a regional basis in having a joined up approach to public engagement activity and how we conduct the annual canvass of households each autumn. This partnership working has been extended to the Coroner Services and Carmarthenshire are working with Pembrokeshire in supporting the Coroner and his team with the aim of improving service provision for service users as well as better value for money.

- The Service has also contributed to a review by the Boundary Commission for Wales (LDBCW) of the electoral arrangements for the County and we will continue working with the Commission throughout the review process till 2022 when the County Elections will be run under the new arrangements.
- Throughout the year Registration staff have been flexible in their approach to working with couples and families in developing individual marriage ceremonies, baby naming ceremonies and renewal of vows ceremonies, the success of which is reflected in the many comments cards that are available at every office.
- The income charged for administration around certificate production and issue has steadily increased due to demand. We continue to offer the Standard Service which guarantees certificates issued within 7 days or our Express Service which allows for Certificate issue within 48 hrs

Media and Marketing

- We have continued to work successfully with departments on promoting their services to residents, businesses and visitors and worked closely with Executive Board members on promoting their forward work programme
- Digitally we continue to grow our engagement working closely with the contact centre to ensure that residents can communicate with us in their chosen method.
- The Service has recently played a fundamental role in the success of the Tour of Britain first stage that was held here in Carmarthenshire.
- Targeted promotion of Carmarthenshire as a world-class visitor destination has seen record-breaking tourist numbers over the last year, helping boost the local economy by more than £434million.
- The demand on translation continues to be managed well by the team with the current development of an in-house simultaneous service.
- We continue to develop the Hwb in Llanelli which will soon be replicated in December 2018 in Ammanford.

Performance Management

- We have published the 2018-2023 New Corporate Strategy, which sets out the direction for the Authority over the next five years, incorporating our improvement and well-being objectives as defined by legislation. It also includes the Executive Board's key projects and programmes for the next five years.
- We published our Annual Report for 2017/18.
- Our in-house Performance Information Monitoring System (PIMS) has been further utilised for additional monitoring
- We received Compliance Certificates from the Wales Audit Office for:
 - Our 16/17 Annual Report
 - Our New Corporate Strategy which meets the obligations of the Local Government Measure 2009 in respect of Improvement Planning.

Property & Major Projects

- The alignment of the property and regeneration functions within the Chief Executive's Department has promoted a more strategic approach to the management of the Council's property resources, particularly in terms of disposals and acquisitions to facilitate the delivery of major projects and corporate land based regeneration activity.
- Opportunities at Burry Port Harbour are being maximised through leasing the asset to a specialist marina company.
- Terms have also been agreed with the private sector to take a long term lease of Carmarthen Guildhall, which will result in some £1m of private sector investment in the property.
- The Property and Major Projects team has negotiated and completed on the acquisition of 159 houses with a total value of £14.3m to support the Council's commitment to Affordable Homes (2015 – 2010) and delivery of 1,000 new homes.
- We have supported the Council's Agile Working Investment Plan by identifying an opportunity to dispose of the Council owned Parc Amanwy administration building in Ammanford to a private sector

occupier that will initially employ 50 people in the building. The Council, jointly with Welsh Government (WG), owned an adjacent former call centre building and utilising the sale proceeds from Parc Amanwy, negotiated terms with WG to buy out their interest and also negotiated terms with the tenant to surrender its lease. These negotiations have enabled 113 members of Council staff to relocate from Parc Amanwy to the former call centre (Ty Parc Yrhun), into environment that is far more conducive to agile working.

- We have also supported the Council's Regeneration Masterplan for Llanelli town centre by acquiring 15 properties and 1 development site that were vacant and underutilised, with a view to bringing these properties back into beneficial use to support the town centre economy.

Transformation, Innovation & Change (TIC)

- Efficiency savings identified and/or delivered from the wider TIC Programme to date total more than £16m
- We are working with colleagues in Financial Services to strengthen the links between the TIC Programme and our Medium Term Financial Plan as well as the Priority Based Budgeting (PBB) process.
- The Executive Board endorsed the Agile Working Investment Plan, a Project Manager has been recruited and the delivery plan has been agreed and is being implemented.
- A dedicated TIC Schools post has been created to help support schools with their efficiency savings challenges.
- A 'What Wastes Your Time' campaign was conducted with staff and members who identified 80 improvement areas that are being acted upon
- The second TIC awards award ceremony was held on the 3rd of October. The 5 winning projects were the Schools Sickness Absence Scheme, Digital Customer Service, Pest Control, Learning Disabilities Complex Needs Services and the Ammanford Library 'Makerspace'. The overall winner was the 'Makerspace' project.

Key Areas for Development (including Regulatory Report findings, addressing bottom quartile results, etc.)

WAO/Nat: [Savings Planning](#) (March 2017)

- We will Strengthen financial planning arrangements by developing explicit links between the MTPF and the Council's Corporate Planning processes

WAO/Nat: [Speak my language](#) (April 2018)

- Overcoming language and communication barriers in public services

Corporate Policy, Partnership & Information Governance

- Ensure PSB Delivery Groups make progress against the key actions of its Well-being Plan and further develop scrutiny arrangements for the PSB.
- Streamline partnership approach to community safety in liaison with Dyfed Powys Police and other partners.
- Ensure the Council fully responds to its Prevent Duty requirements under the Counter-Terrorism and Security Act 2015.
- Work with the Home Office to deliver the roll-out of the Dovetail (Channel) programme across Wales.
- Further develop the Council's approach to implementing the Armed Forces Community Covenant.
- Prepare and publish the Carmarthenshire Rural Affairs Task Group report and recommendations for implementation.
- Review the Council's Strategic Equality Plan.
- Develop a Masterplan for the Tyisha (Llanelli) community.
- Develop a consultation and engagement toolkit for the Council.

Economic Development

- Track BREXIT progress and its impact on Carmarthenshire and develop Action Plan
- The continued development of the City Deal Action
- Developing the rural agenda Action
- Realise the external funding opportunities arising from the UK Government's Shared Prosperity Fund
- It is aimed to secure outline planning consent in January 2019 for the Llanelli Wellness and Life Science Village

Electoral & Registrars Services

- To develop a marketing strategy for the Registrars Service to incorporate improved promotional materials and to enhance the website and investigate the use of social media channels
- To improve customer contact arrangements for frontline services so that customers are able to access information via the corporate customer contact arrangements
- To investigate the relocation of our sub Registration Office for the Ammanford Area with the intention of offering improved facilities for marriage ceremonies.
- To continue to monitor the key performance targets (KPTs) required by the Registrar General and to address any areas of weakness.
- To build upon our ongoing Electoral Registration campaign and compliment UK wide campaigns on encouraging voter registration and participation.

Media and Marketing

- Develop a clear branding and customer care guidelines which will then need to be communicated to all services within the Council.
- Develop the One Campaign approach to assist services with communicating generic messages to our customers with the one aim of assisting the customer to understand the support and services the Council provide.
- Ensure Tourism role and activities maintain their profile both internally and externally with key stakeholders and funders and focus on business engagement and develop our relations with key account businesses
- To coordinate the successful delivery, and to develop and grow the amount and impact of major events held in Carmarthenshire.
- To develop the growing business of filming opportunities in Carmarthenshire by offering one stop shop service to support filming companies and alike with their requirements.
- Improve the way we communicate with staff by improving staff access to digital content and look at promoting staff benefits.
- To continue with the excellent translation service available to all Council services and the support in ensuring all content and engagement is provided bilingually in Welsh and English.
- To Co-ordinate the successful delivery and to develop and grow the amount and impact of major events held in Carmarthenshire

Performance Management

- We will redevelop the Performance Information Management System (PIMS) Action G2
- Implement any proposals for improvement arising from the WAO Assurance and Risk Assessment Review
- Further promote the Sustainability Principle and the 5 Way of Working under the Well-being of Future Generations Act – Action G6
- We need to review our Business Plan challenge programme Action G9

Property & Major Projects

- Implement clear standard processes for dealing with property acquisition and disposal transactions, aligned to the revised acquisition and disposals strategy.

- Provide strategic valuation and property related advice and support to the Llanelli Wellness Village project.

Transformation, Innovation and Change –(TIC)

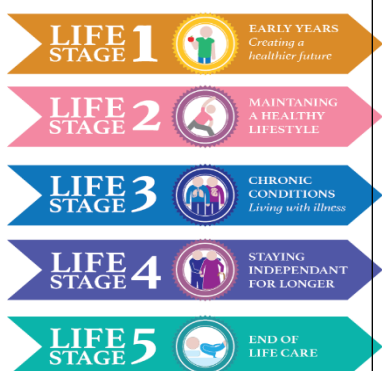
- Developing a longer term TIC programme with clear links to the Medium Term Financial Plan, including public consultation about improvement priorities.
- Identify collaborative opportunities to generate income.
- Strengthen links between TIC and the People Strategy.

Corporate Risks

Risk Ref	Rating	Identified Risk	Mitigating Action Ref
CR20180001	8	Compliance with the Well-being of Future Generations (Wales) Act 2015	F.3,5
CR20180002	8	Managing and Developing the Welsh Language and meeting the Welsh Language Standards	B.8
CR20180003	8	Responding to New Legislation / Policy from Welsh Government	B.9
CR20180005	8	Ensuring effective management of Grant Funding (including accessing Grant Funding). Threat of having to repay significant Grant monies.	C.6
CR20180009	12	Maintaining high standards of governance in relation to Information Management	B.11
CR20180011	8	Develop and Deliver the Improvement Plan / Corporate Performance Plans	F.1, 5,8
CR20180012	8	Failure to adhere to an effective Corporate Governance Framework	F.4
CR20180013	12	Delivery of the City Deal (Outcomes / Budget)	C.1
CR20180014	12	Delivery of the Wellness Project (Outcomes / Budget)	C.16 & 17

5 Ways of Working

Which of the 5 Ways of Working have we met?	Strong Partial None	Planned Improvement
1 Long-term	Strong	<ul style="list-style-type: none"> ➤ We have set a long term Strategic Regeneration Master Plan 2015-30 – Transformations – <i>Action C7</i> ➤ The Electoral & Registrars Service has contributed to a review by the Boundary Commission for Wales (LDBCW) of the electoral arrangements for the County – <i>Action D1</i> ➤ Property & Major Projects – The sale of surplus assets will continue to be utilised in the long term and strategic acquisitions made to facilitate jobs, new housing and economic growth in the county – <i>Action G6</i> ➤ We have published a 5 Year Corporate Strategy – <i>Action F1</i> ➤ For Regeneration we have to think long term, and the Swansea Bay City Deal proposition sets a timeframe to 2035 and beyond – <i>Action C1</i> ➤ One of eleven projects under the Swansea Bay City Region programme, the Llanelli Wellness and Life Science Village (the Village) will be the first of its kind in Wales and is projected to create 1,853 jobs and £467m of GVA – <i>Actions C16&17</i>

Which of the 5 Ways of Working have we met?	Strong Partial None	Planned Improvement
		<ul style="list-style-type: none"> ➤ The Village aims to promote a shift in appropriate healthcare delivery from hospital to the community, which will improve patient outcomes and help to stabilise the health system – <i>Actions C16&17</i> ➤ Integrated education, skills and training provision provided by the Village will secure a lasting legacy and break the generational cycle of deprivation within adjacent Community First areas - <i>Actions C16&17</i> ➤ TIC work programme has an underlying key principle of supporting service delivery in ways that are sustainable in the face of financial challenges – <i>Action H1</i> ➤ Developed and published a Carmarthenshire Well-being Plan on behalf of the PSB which identifies short, medium and long-term actions to make progress against the four identified objectives – <i>Action B1</i> ➤ We will continue to develop the Hwb and its new purpose, in the 3 major towns – <i>Action E3</i>
2 Prevention	Strong	<ul style="list-style-type: none"> ➤ Continued work on the process of updating the Register of Electors and the promotion of the importance of Registering to Vote – <i>Action D2</i> ➤ Vacant and derelict properties have a negative effect on the locality and the longer they remain vacant the higher the risk of vandalism and safety issues arising. Therefore, we seek disposal as soon as possible to enable the property to be brought back into use – <i>Action G1</i> ➤ We have strengthened risk content in our business plans – <i>Actions F7&8</i> ➤ The Village aims to increase the proportion of people who are healthy at all stages of life through proactive interventions targeted at weight, diet, physical activity and mental wellbeing, thereby contributing to improved wellness, independence and ultimately, greater life expectancy. In keeping with the ethos of the Village, there will therefore be an emphasis on prevention, health promotion and health optimisation - <i>Actions C16&17</i> ➤ The Council wide approach to support Ageing Well in Carmarthenshire can make an important contribution in supporting and sustaining the independence of local people and prevent some Social Care and Health Service pressures – <i>Action B3</i> ➤ TIC service improvement approach always looks to identify the root cause of issues to resolve them so they are not repeated – <i>Action H1</i> ➤ Ensuring appropriate support and advice to Council services in responding to new legislative requirements such as GDPR, Welsh language standards, Well-being of Future Generations Act – <i>Action B7 & 9</i> ➤ The Carmarthenshire Well-being Plan focuses on a number of preventative and early intervention measures – <i>Action B1</i>
3 Integrated Tudalen 96	Strong	<ul style="list-style-type: none"> ➤ Our Well-being objectives are cross cutting – <i>Action B1</i> ➤ It is also proposed that The Village will link with Yr Egin to bring the creative industries to the built environment and help to embed art and culture into broader wellbeing activities - <i>Actions C16&17</i> ➤ Integration across the all the elements involved in Village has been achieved by anchoring all services and activities in a 5 stages of life model. This has harmonised service delivery, business planning and the coordination of partner objectives, ensuring that the Village is more strategically and <div style="text-align: right; margin-top: 10px;"> <p>Five Stages of Life Model</p>  <p>LIFE STAGE 1 EARLY YEARS Creating a healthier future</p> <p>LIFE STAGE 2 MAINTAINING A HEALTHY LIFESTYLE</p> <p>LIFE STAGE 3 CHRONIC CONDITIONS Living with illness</p> <p>LIFE STAGE 4 STAYING INDEPENDENT FOR LONGER</p> <p>LIFE STAGE 5 END OF LIFE CARE</p> </div>

Which of the 5 Ways of Working have we met?	Strong Partial None	Planned Improvement
		<p>operationally aligned in order to improve population health and wellbeing, reduce inequalities and promote inclusivity - <i>Actions C16&17</i></p> <ul style="list-style-type: none"> ➤ The Carmarthenshire Well-being Plan takes account of the individual well-being objectives of partner organisations and seeks to add value through partnership working wherever possible – <i>Action B1</i>
4 Collaboration	Strong	<ul style="list-style-type: none"> ➤ We have soft launched the online customer appointment system for the Registrars Services and this will be rolled out to general public before end of year- <i>Action D4</i> ➤ We analyse the National set of Well-being Measures in the form of ranking tables and make it available for PSB information - <i>Action F5</i> ➤ The competitive dialogue exercise to procure a private sector partner for the joint delivery of the Village has concluded, culminating in the signing of a Collaboration Agreement between Carmarthenshire County Council, Swansea University and Sterling Health Security Holdings Limited (SHSH) - <i>Actions C16&17</i> ➤ The PSB continues to work in partnership with a number of bodies in order to improve the well-being of Carmarthenshire – <i>Action B1</i> ➤ Close partnership working arrangements continue with the Police and others to ensure a collective approach to community safety in the County – <i>Action B10</i>
5 Involvement	Strong	<ul style="list-style-type: none"> ➤ TIC service improvement projects always include consultation with service users and all stakeholders in any service redesign proposals - <i>Action H2</i> ➤ The Council continues to develop its approach to consultation with the number of specific consultations from Council services continuing to increase – <i>Action B3</i> ➤ Further work is being undertaken to develop the Council’s approach to engagement of residents and stakeholders in all elements of our work – <i>Action B3</i> ➤ The Tyisha community engagement project has been undertaken with a view to developing a community Masterplan based on the feedback and prioritise identified by the community by working in partnership with partners – <i>Action B4</i>

Divisional Summary Action Plan

	Key Actions and Measures	By When ^{#1}	By Who	WbO Ref
A	Business Support Unit			
1.	Ensure that all budget efficiencies agreed are delivered and identify potential efficiencies for future years	31/03/2020	Nicola J Evans	
B	Corporate Policy, Partnership & Information Governance Business Unit			
1.	Ensure the PSB Delivery Groups make progress against the identified actions of the Carmarthenshire Well-being Plan	31/03/2020	Gwyneth Ayers	WBO15
2.	To prepare and publish a report and recommendations for action, on behalf of the Carmarthenshire Rural Affairs Task Group	31/03/2020	Gwyneth Ayers	
3.	Further develop the Council's approach to consultation and engagement	31/03/2020	Gwyneth Ayers	
4.	Develop a Masterplan for the Tyisha (Llanelli) community.	31/03/2020	Gwyneth Ayers	WBO5
5.	We will review the Council's Strategic Equality Plan.	31/03/2020	Gwyneth Ayers /Llinos Evans	
6.	Further develop the Council's approach to implementing the Armed Forces Community Covenant	31/03/2020	Gwyneth Ayers /Llinos Evans	
7.	We will ensure the Council complies with the requirements of the Welsh Language Standards <i>Risk Control for CR20180002</i>	31/03/2020	Gwyneth Ayers /Llinos Evans	WBO14
8.	To deliver on the action of the Welsh Language Promotion Strategy by: <ul style="list-style-type: none"> increasing the confidence of Welsh speakers increasing the numbers acquiring basic and further skills in Welsh positively affect population movements targeting specific geographic areas within the County raising the status of Welsh and awareness of the benefits of bilingualism <i>Risk Control for CR20180002</i>	31/03/2021	Gwyneth Ayers /Llinos Evans	WBO14 12938 MF5 86 MF5 86 MF5 86
9.	To monitor new legislation / new policy as published by WG and consider impact on the Council <i>Risk Control for CR20180003</i>	31/03/2020	Gwyneth Ayers	
Community Safety				
10.	DRAFT: We will work with partners to ensure Carmarthenshire's communities are safer with a specific focus on addressing issues in relation to: <ul style="list-style-type: none"> Class A drugs and County Lines Violent crime including domestic abuse Counter-terrorism Cyber Crime Child Sexual Exploitation 	31/03/2020	Gwyneth Ayers /Kate Harrop	WBO9
11.	Work with the Home Office to deliver the roll-out of the Dovetail (Channel) programme across Wales.	31/03/2020	Gwyneth Ayers	WBO9
Information Governance				
12.	Continue to ensure compliance with GDPR requirements.	31/03/2020	Gwyneth Ayers /John Tillman	

	Key Actions and Measures	By When ^{#1}	By Who	WbO Ref
Key Measures of Success				
12.	Total recorded crime in Carmarthenshire during the year (5.1.1.2) (2017/18 Result – 10,137; 2018/19 Target – 10,136)	-	Kate Harrop	WBO9
13.	No. of Anti-social behaviour incidents in Carmarthenshire during the year (5.1.1.3) (17/18 Result – 5,810; 18/19 Target – 5,809)	-	Kate Harrop	WBO9
14.	% of Freedom of Information Act request responded to in 20 working days (2.1.1.17) (2017/18 Result – 96.99%; 2018/19 Target – 90%)	-	John Tillman	WBO15
C	Economic Development			
1.	We will fulfil the expectations and aspirations of the Swansea Bay City Deal and take on board any opportunities that emerge <i>Risk Control CR2018013</i>	31/03/2020	Helen Morgan	WBO6 MF72
2.	We will work with the third sector and other stakeholders to develop the range of support services provided in the County across a number of service areas as well as further developing volunteering opportunities within the County.	31/03/2020	Helen Morgan	WBO5/11 MF80
3.	We will investigate and monitor the impact of BREXIT on the economy of Carmarthenshire	31/03/2020	Stuart Walters/ Helen Morgan	WBO6 MF84
4.	We will continue to develop and deliver key strategic projects via the Rural Ammanford and Carmarthen Transformation Area Team	31/03/2020	Stuart Walters	WBO6 MF573d
5.	We will continue to develop & deliver key strategic projects via Llanelli / Cross Hands and the Coastal Belt Transformation Area Team	31/03/2020	Stuart Walters	WBO6 MF573d
6.	We will maximise external funding in order to realise county wide economic activities and support the growth of the third sector. <i>Risk Control CR2018005</i>	31/03/2020	Stuart Walters/ Helen Morgan	WBO6
7.	We will deliver the £30million Skills and Talent Initiative to ensure the County fully benefits from the opportunities that will be created through the £1.3 billion investment through the Swansea Bay City Deal	31/03/2020	Helen Morgan	WBO6 MF72b.
8.	Develop and continue to deliver a programme to support small businesses across the County.	31/03/2020	Stuart Walters	WBO6 MF78
9.	Through the Communities 4 Work and Communities 4 Work Plus Programmes, we will provide targeted employment support to adults in our areas of highest deprivation.	31/03/2020	Helen Morgan /Amy Wakefield	WBO5 MF82
10.	Through the Communities 4 Work and Communities 4 Work Plus Programmes, we will provide digital inclusion support to adults in our areas of highest deprivation.	31/03/2020	Helen Morgan/Amy Wakefield	WBO5 MF82
11.	Through the Communities 4 Work and Communities 4 Work Plus Programmes, accredited training will be delivered to adults in our areas of highest deprivation	31/03/2020	Helen Morgan /Amy Wakefield	WBO5 MF82
12.	We will continue to develop and deliver, across the two Transformation Area Teams (Carmarthen, Rural Area & Ammanford & Cross Hands Growth Zone, Llanelli & Coastal Belt) and the Skills & Enterprise Team, initiatives and projects which will support jobs.	31/03/2020	Mike Bull	WBO6
13.	We will continue to develop and deliver, across the two Transformation Area Teams (Carmarthen, Rural Area,	31/03/2020	Mike Bull	WBO6

	Key Actions and Measures	By When ^{#1}	By Who	WbO Ref
	Ammanford & Cross Hands Growth Zone, Llanelli & Coastal Belt) and the Skills & Enterprise Team, initiatives and projects to support additional business/office floorspace (sq ft.) created and the amount of land hectare developed.			
14.	We will deliver a Property Development Fund worth £10 million (£4.5 million from the Council and circa £5.5million private sector investment	31/03/2020	Mike Bull	WBO6 MF5-73f
15.	We will deliver the Rural Enterprise Fund worth £6.66 million (£3 million from the Council and circa £3.66 million private sector investment).	31/03/2020	Mike Bull	WBO6 MF5-73g
	Llanelli Wellness and Life Science Village (the Village)			
16.	We will deliver phase 4 of the project plan for the Wellness and Life Science Village (PIMS12984) To include:- <ul style="list-style-type: none"> The drawdown of City Deal funding through submission of 5 case business plan and (PIMS 12987) identification of private partner/consortium to deliver the Village in partnership with CCC and stakeholders and (PIMS 12988) The securing of outline planning consent (PIMS 12989) To advance initial/draft scoping papers & business cases presented by each of the work streams(PIMS 12986) Establish/consolidate governance processes in response to the City Deal and/or procurement requirements (PIMS 12990) <i>Risk Control CR2018014</i> 	31/03/2019	SB/SJ/RR	WBO6 MF72a.
17.	We will deliver Phase 5 of the project plan for the Wellness and Life Science Village (PIMS 12985) To include:- <ul style="list-style-type: none"> the development of detailed planning and space specifications (PIMS 12381) the delivery of full planning and commencement of the design and build phase (PIMS 12991) manage partnership / contractual arrangements with private sector to maintain project timeline, integrity and whole Village delivery (PIMS 12992) <i>Risk Control CR2018014</i> to ensure that pathways between elements of the Village are optimised to deliver benefits maximisation (PIMS 12993) ensuring community and public engagement in the development of the Village and use this to promote community connectivity and participation to ensure sustainability (PIMS 12994) 	30/06/ 2019	SB/SJ/RR	WBO6 MF72a.
Key Measures of Success				
18.	Jobs created with Regeneration assistance (Eco9D/001) (2017/18 Result – 352.5 jobs; 2018/19 Target – 263 jobs)	TBC	Stuart Walters	WBO6
19.	Jobs accommodated with Regeneration assistance (EconD/002) (2017/18 Result – 195 jobs; 2018/19 Target – 49 jobs)	TBC	Stuart Walters	WBO6
20.	The number of people placed into jobs with Regeneration assistance (EconD/003)	TBC	Stuart Walters	WBO6

	Key Actions and Measures	By When^{#1}	By Who	WbO Ref
	(2017/18 result - 250 Jobs; 2018/19 Target 116)			
21.	The number of people helped into volunteering with Regeneration assistance (EconD/005) (2017/18 Result 1,141 Target 2018/19 – 935)	TBC	Stuart Walters	WBO6
22.	The level of Private Sector Investment / external funding secured (£) (EconD/008) (2017/18 Result – £16.7m; 2018/19 Target – £13.3m)	TBC	Stuart Walters	WBO6
D	Electoral Services & Registrars			
1.	<i>Parliamentary Boundary Review:</i> We will ensure that the views of the Council are communicated to the Boundary Commission for the Parliamentary Boundary Review and ensure that any information required is provided within statutory timeframes.	31/03/2022	Amanda Bebb	WBO15
2.	<i>Electoral Review:</i> We will provide all necessary information required to enable the electoral review to be properly conducted and to ensure that the review by the Local Democracy and Boundary Commission for Wales is fully supported by the Council	31/03/2022	Amanda Bebb	WBO15
3.	<i>Registrars:</i> We will develop a marketing strategy to incorporate improved promotional materials and to enhance the website and investigate the use of social media channels.	31/03/2020	Amanda Bebb	
4.	We will roll out to the general public the electronic booking system which will give access for customers to book appointments and to work towards developing systems to pay online when requesting a certificate via online enquiry.	31/03/2020	Amanda Bebb	
E	Marketing and Media			
1.	We will work closely with departments to prioritise and help services engage with the right people, at the right time and develop and deliver a Marketing and Media forward work programme	31/03/2020	Deina Hockenull (PIMS 12441)	WBO15
2.	We will maintain and develop the authorities' main digital platforms by user testing and by researching all new technology updates	31/03/2020	Deina Hockenull	
3.	We will develop the Hwb and its new purpose, in the 3 major towns	31/03/2020	Deina Hockenull	WBO5/ 6 MF5-83
4.	We will develop and deliver the Countywide Tourism Destination Management Plan 2015-2020 and support the promotion of Carmarthenshire as an attractive and quality place to visit and stay.	31/03/2020	Deina Hockenull (PIMS 12577)	WBO6
5.	We will support community groups and organisations to promote and publicise the rich variety of community event being held in Carmarthenshire from agricultural shows, festivals and carnivals to exhibitions, concerts and performances.	31/03/2020	Deina Hockenull	WBO9 MF5-85
6.	We will implement Celtic Routes an Ireland Wales Cooperation funded project worth £1.7m We will aim for	31/03/2020	Deina Hockenull	

	Key Actions and Measures	By When ^{#1}	By Who	WbO Ref
	a full strategic alignment to the Welsh Government Wales Way initiative.			
	Key Measures of success	2018/19		
7.	Number of Transactional Council Services available to the public online (<i>ICT/003</i>) <i>(2017/18 Result – 13; 2018/19 Target – 18)</i>	TBC	Julian Williams	WBO15
8.	Public use of the Council website (<i>ICT/005</i>) <i>(2017/18 Result:1,415,459; 2018/19 Target:1,600,000 Annual reporting)</i>	TBC	Dija Oliver	WBO15
F	Performance Management			
1.	To publish refreshed Action Plans for the Corporate Strategy by the 30 th June 2019. <i>Risk Control for CR20170001 and CR20170011</i>	30/06/2019	Helen Morgan	WBO15
2.	We will redevelop the Performance Information Management System (PIMS) <i>Risk Control for e) CR20170012 and IT development bid</i>	31/03/2020	Helen Morgan	WBO15
3.	We will ensure the Council fully responds and complies with the requirements of the Well-being of Future Generations Act including consideration of the five ways of working in all that we do. <i>Risk Control for a)CR20170001</i>	31/03/2020	Helen Morgan	WBO15 MF5-87
4.	We will further develop the Council's Corporate Performance Management arrangements to ensure we meet the seven CIPFA SOLACE Principles of Good Governance. <i>Risk Control for e) CR20170012</i>	31/03/2020	Helen Morgan	WBO15
5.	To publish a Consolidated Annual Report on Well-being Objectives and Key Improvement Objective Priorities (KIOPs) by the 31 st October 2019 in line with the expectations of the Well-being of Future Generations Commissioner <i>Risk Control for a)CR20170001 and d) CR20170011</i>	31/10/2019	Helen Morgan	WBO15
6.	We will undertake a Business Plan Challenge programme for 2019/20 <i>See WAO PFI P6.1</i>	31/03/2020	Helen Morgan	WBO15
7.	We will further strengthen financial and strategic planning arrangements <i>To address the WAO Savings Planning Report PFIs - May 2017</i>	31/03/2020	Helen Morgan	WBO15
8.	We will work with CMT, Departments and Heads of Service to improve the consistency and quality of Business Plans <i>Risk Control for d) CR20170011</i>	31/03/2020	Helen Morgan	WBO15
G	Property & Major Projects			
1.	We will generate capital receipts through the disposal of surplus properties to support the Council's Capital Programme & develop a web based marketing platform <i>Milestone for 2019/20: To generate capital receipts of £2,060,000</i>	31/03/2020	Jason Jones	
2.	We will ensure the Council uses its stock and assets to facilitate economic development within the County. MF5-79 & MF5-92	31/03/2020	Jason Jones	WBO6
3.	We will lead on and complete all land acquisitions required to facilitate strategic highway schemes such as Cross Hands Economic Link Road and Towy Valley Cycleway	31/03/2020	Jason Jones	WBO6
4.	We will promote and deliver the strategic development sites including Delta Lakes, Llanelli and redevelopment of Cross Hands.	31/03/2020	Jason Jones	

	Key Actions and Measures	By When^{#1}	By Who	WbO Ref
	<i>Milestone for 2019/20: To ensure planning is secured and development commenced at Delta Lakes and agree terms for development of 2 plots for employment use at Cross Hands East</i>			
5.	We will purchase back former Council houses to support the Council's Affordable Homes (2015 -2020) Strategy. <i>Milestone for 19/20: We will Purchase back 50 former Council houses</i>	31/03/2020	Jason Jones	WB07
6.	We will implement the Council's policy on the disposal of surplus property and ensure its alignment to regeneration priorities	31/03/2020	Jason Jones	WBO15
7.	We will continue the development and implementation of GeoDiscover and will continue to roll it out across the Council, together with the full use of the Gazetteer	31/03/2020	Jason Jones	WBO15
	Key Measures of success	2018/19		
8.	Percentage performance against target to generate capital receipts to support the capital program (2.1.2.12) <i>(2017/18 Result – 71.42%; 2018/19 Target – 100%)</i>	TBC	Jason Jones/ Peter Edwards	
H	Transformation Innovation and Change			
1.	The TIC programme will continue to implement a balanced work programme to ensure that TIC can support and promote longer term, sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short term and medium term.	31/03/2020	Jon Owen	WBO15
2.	We will develop and implement more effective consultation and engagement mechanisms with the public and service users about the design of the TIC programme and the shape of future services.	31/03/2020	Jon Owen	WBO15
3.	We will make better use of data and information to identify future TIC priorities	31/03/2020	Jon Owen	WBO15

4. Department Resources

Budget Summary

As outlined in the CEX Budget Seminar on the 15th November 2018

Savings and Efficiencies

Key Workforce Planning Issues [Please see Divisional Business Plans](#)

5. Departmental Key Measures

Definition / Measure Reference	2017/18				2018/19		2019/20	Cost Measure (£)	
	Our Result	All Wales Comparative data			Target set	EOY Result	Target set		
		Quartile * to ****	Welsh Median	Welsh Best Quartile					
Departmental Management Standards									
1	Number of (FTE) days lost due to sickness absence in CEX Department (part of PAM/001)	8.1 FTE days	Not Applicable			7.0 days (CEX Target)	TBC	TBC	
ICT									
2	% use of the ICT self Service helpdesk (ICT/002)	44%	Not Applicable			48%	TBC	TBC	
3	% of laptops used in the council (ICT/004)	53%	Not Applicable			57%	TBC	TBC	
4	% of households accessing the Internet in Carmarthenshire. (ICT/006)	80%	Not Applicable			85%	Annual	TBC	
People Management									
5	Number of (FTE) days lost due to sickness absence for the Authority (PAM/001)	10.1 days	***	10.1 days	9.7 days	9.6 days	TBC	TBC	

Regeneration and Policy									
6.	Total recorded crime in Carmarthenshire (5.1.1.2)	10,137	Not Applicable			10,136	Annual	TBC	
7.	The number of Anti-social behaviour (ASB) incidents in Carmarthenshire (5.1.1.3)	5,810	Not Applicable			5,809	Annual	TBC	
8.	Freedom of Information Act (FOIA) requests within the Statutory deadline (2.1.1.17)	96.99%	Not Applicable			90%	TBC	90%	
9.	Jobs created with Regeneration assistance (EconD/001)	352.5	Not Applicable			263.0	TBC	TBC	
10.	Jobs accommodated with Regeneration assistance (EconD/002)	195	Not Applicable			97.0	TBC	TBC	
11.	The number of people placed into jobs with Regeneration assistance (EconD/003)	250	Not Applicable			116	TBC	TBC	
12.	The number of people helped into volunteering with Regeneration assistance. (EconD/005)	1,141	Not Applicable			935	TBC	TBC	
13.	Private Sector Investment / external funding secured (£) (EconD/008)	16.7m	Not Applicable			13.3m	TBC	TBC	
14.	Percentage performance against target to generate capital receipts to support the capital program (2.1.2.12)	71.42%	Not Applicable			100%	TBC	TBC	

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:-

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

C. The Seven Well-being Goals of the Act

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

Well-being Goals



Y PWYLLGOR CRAFFU - POLISI AC ADNODDAU
5^{ed} Rhagfyr 2018

CYNLLUN BUSNES ADRANNOL YR AMGYLCHEDD 2019/2022

(**Dyfyniadau** sy'n berthnasol i faes gorchwyl y Pwyllgor Craffu - Polisi ac Adnoddau)

Pwrpas:

Rhoi cyfle i'r aelodau adolygu cynllun busnes yr Adran ochr yn ochr â'r gyllideb.

Ystyried y materion canlynol a chyflwyno sylwadau arnynt:

Elfennau o'r cynllun busnes sy'n gysylltiedig â:-

- Eiddo

Rhesymau:

- Integreiddio cynllunio ariannol a busnes.

(Roedd hyn hefyd yn cynnig ar gyfer gwella gan Swyddfa Archwilio Cymru)

Angen cyfeirio'r mater at y Bwrdd Gweithredol / Cyngor er mwyn gwneud penderfyniad: NAC OES

YR AELOD O'R BWRDD GWEITHREDOL SY'N GYFRIFOL AM Y PORTFFOLIO:- Cyng. David Jenkins (Adnoddau)

Y Gyfarwyddiaeth Amgylchedd	Swyddi:	Rhifau ffôn: / Cyfeiriadau E-bost:
Ruth Mullen	Cyfarwyddwr Amgylchedd	01267 224647 RMullen@sirgar.gov.uk
Awdur yr Adroddiad: Dyfyniadau ar gyfer:		
Jonathan Fearn	Pennaeth Eiddo	01267 246244 JFearn@sirgar.gov.uk

EXECUTIVE SUMMARY
POLICY & RESOURCES SCRUTINY COMMITTEE
5TH DECEMBER 2018

Environment Departmental Business Plan 2019/2022
 (**Extracts** relevant to the Policy & Resources Scrutiny remit)

To give members an opportunity to review the Department's business plan alongside the budget.

1. BRIEF SUMMARY OF PURPOSE OF REPORT.

- The full business plan outlines the priorities for the department during 2019 - 2022.
- This version is an extract of the aspects relevant to the Policy & Resources Scrutiny.

It identifies the Elements of the business plan relating to:-

- Property

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

Signed: **Jonathan Fearn**

Head of Property

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

1. Policy, Crime & Disorder and Equalities

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

(Our Well-being Objectives maximise our contribution to the seven Well-being Goals of the Act and demonstrate the five ways of working.)

2. Legal

See 1. above

3. Finance

The Well-being Future Generations Act (2015) requires that we ensure that resources are allocated annually to meet our objectives.

5. Risk Management Issues

Key risks are identified for each department and mitigating actions are outlined

6. Staffing Implication

See Workforce Planning section of the Business Plan (Section 5)

7. Physical Assets

See resources section of each Business Plan (Section 5)

CONSULTATIONS

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

Signed: **Jonathan Fearn**

Head of Property

1. Local Member(s) - None

2. Community / Town Council - None

3. Relevant Partners - None

4. Staff Side Representatives and other Organisations - None

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

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

Title of Document	Locations that the papers are available for public inspection
Well-being of Future Generations Act	Well-being of Future Generations (Wales) Act 2015
New Corporate Strategy 2018-2023 (Incorporating Carmarthenshire's Well-being Objectives and Improvement Objectives)	New Corporate Strategy 2018-2023

Mae'r dudalen hon yn wag yn fwriadol



DRAFT

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

Department for Environment

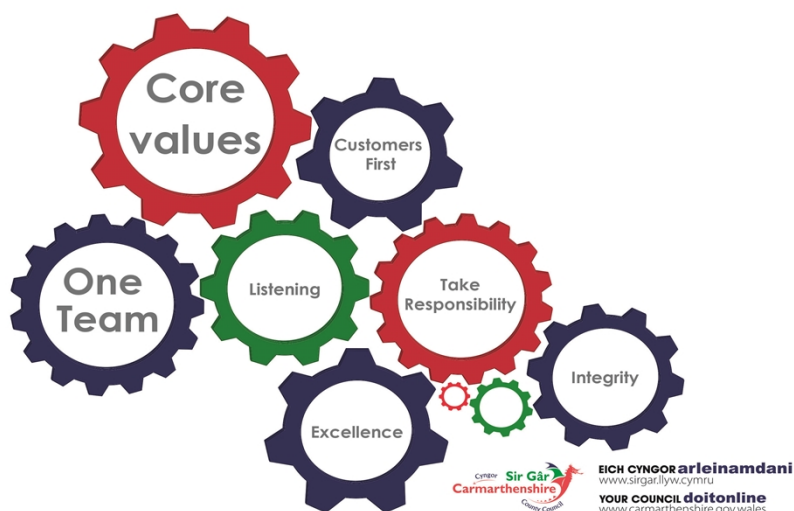
Draft extract of Environment Departmental Business Plan

2019/20 – 2021/22

For Policy & Resources Scrutiny Committee

Date

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

The Sustainable Development Principle

We must carry out sustainable development, improving the economic, social, environmental and cultural well-being of Wales. The **sustainable development principle** is

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

To show that we have applied the sustainable development principle we must demonstrate 5 ways of working: **Long Term, Integrated, Involvement, Collaboration, and Prevention** (see Appendix 1)

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The Purpose of this Plan

This Divisional 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.

Executive Board Member/s Foreword

By Councillor(s)

We have great pleasure in introducing the new Department for Environment Summary Business Plan for 2019/20. We are satisfied that this Business Plan provides a comprehensive overview of the Departmental performance over the past year. It also provides the Department's aims and objectives for 2019/20.



Cllr. Hazel Evans
Executive Board Member - Environment

Sign off



Cllr. David Jenkins
Executive Board Member – Resources

Sign off

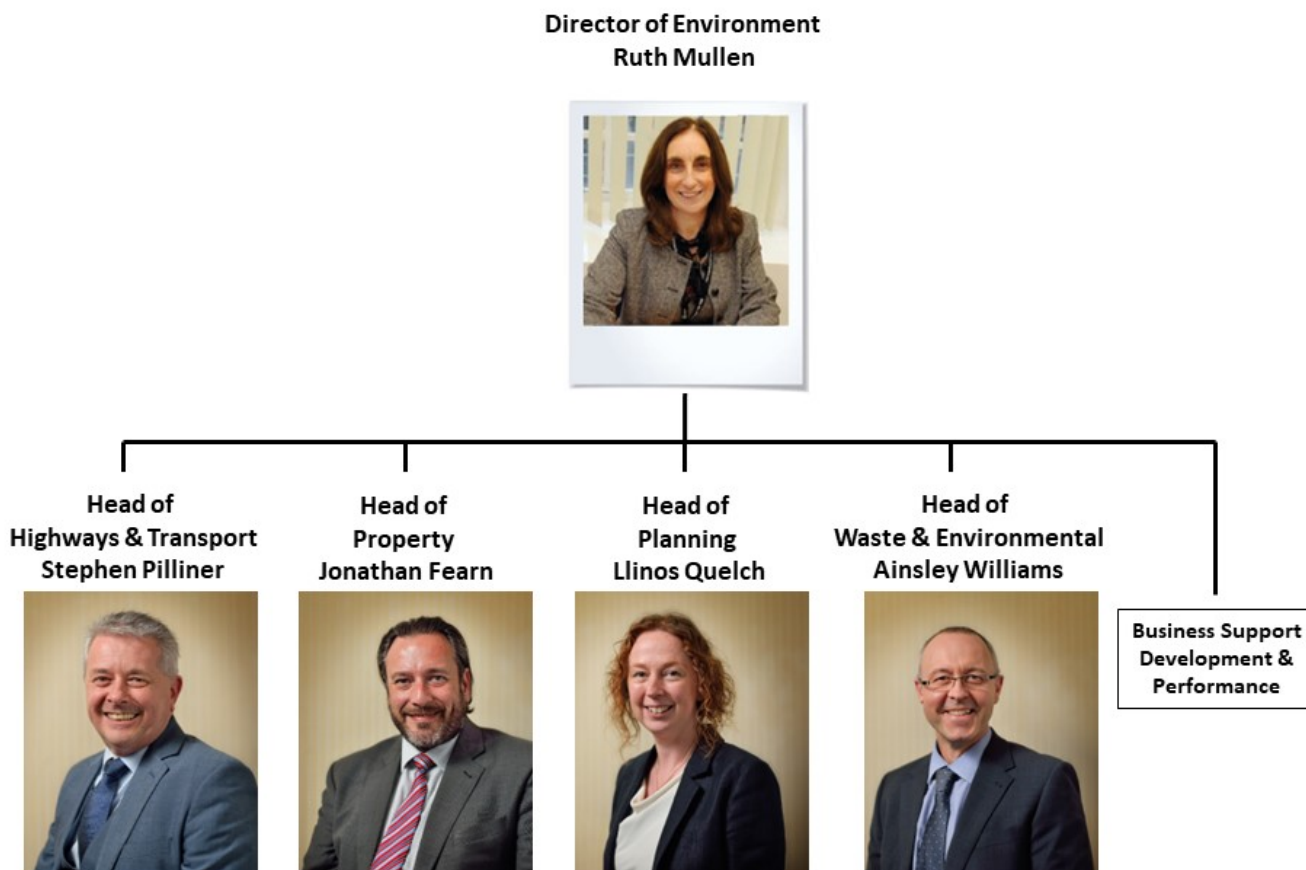


Cllr. Linda Evans
Executive Board Member - Housing

Sign off

Departmental Overview

Departmental Senior Management Structure



Introduction by Director

I am pleased with the progress that has been made in the delivery of service throughout the Environment Department in 2018/19. This has been against a background of organisational change and significant resource challenges. Our Business Plans for 2019/2020 set out an exciting programme of service activity and development. The main headlines of our ambition are summarised here in this departmental overview, with more detailed actions and objectives set out in more detailed plans at divisional and service level.

Key Performance

Key Achievements

Property Division

The Property Design Team continues to deliver a wide range of new facilities to improve the assets available for the Council's services. In addition to other projects delivered, during 2018/19 we specifically completed 5 new schools: Ysgol Penrhos at Seaside, Llanelli; Ysgol Parc y Tywyn, Burry Port, major extensions to St John Lloyd School in Llanelli; The new Trimsaran School; and major extensions at Coedcae School. New apartments and retail units at 10-12 Stepney St, Llanelli and first phase of new industrial units at Glanamman were also completed. In addition the Property Design Team is responsible for delivering and managing the South West Wales Regional Contractors and Professional Services Frameworks on behalf of four other regional local authorities and other public sector regional participants.

During 2018/19 The Property Maintenance Team has re-procured the Council's boiler inspection and Minor Works contracts. We continue to support the Next Steps programme, which provides 4 weeks of work experience with local construction firms and apprentice appointments for the winning candidates. For the first time, this year we have appointed 2 of the successful apprentices to join the Council's Maintenance Team.

The Strategic Asset Management Team continues to lead the Council's review of property and is leading collaborative discussions across Mid and West Wales. During the year an updated Council Office Accommodation Programme and Agile Working approach have been adopted to drive out efficiencies in our office portfolio. We have also signed up to exploring ambitious energy saving opportunities in our non-domestic buildings, including schools, under the Welsh Government supported Re:fit Cymru programme, which uses energy performance contracts to guarantee projected energy savings. This complements and accelerates our successful corporate energy efficiency programme which continue to deliver year-on-year reductions in our energy consumption across the Council's buildings.

Future Challenges and Initiatives

Property Division

The capacity of the Property Maintenance and Property Design Teams to deliver the scale of current and future work for the Council and its partners remains a key challenge. While comprehensive realignments have been approved in both areas, recent recruitment campaigns to fill vacancies in the Property Design Section have only been partially successful, with over 25% of posts remaining vacant. This leads to ongoing additional costs in outsourcing work to consultants which involves members of the team in managing them thus reducing further the ability deliver more in house. While the principles of the Property Maintenance Section realignment have been agreed and the key managers have been confirmed in post, the proposed detailed structure has not yet been confirmed. Additional resources for key areas of additional workload, including in Housing Voids; Housing Business Planning / Condition Surveys; and Procurement & Contract Management are required to progress with these areas of work.

The opportunities for local and regional property collaboration remain significant. The Head of Property is Chairing a Mid & West Wales Asset Collaboration Group on behalf of the Welsh Government's Ystadau Cymru, which covers Pembrokeshire, Ceredigion, Powys and Carmarthenshire. This initiative has the potential to identify and extend best practice in estate management through property-related projects to support the 4 Public Service Boards' Wellbeing Objectives. An example includes a current initiative to map community assets in Carmarthenshire and support Community and Town Councils to develop improved property mapping data.

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. Our well-being objectives, which are incorporated in our New Corporate Strategy, are designed to maximise our contribution to the national shared vision goals.

2.2 The Council's New Corporate Strategy 2018-23 (incorporating Our Well-being Objectives 2018-21)

- Bringing Plans Together: the New Corporate Strategy consolidates four plans into one document
- In particular the Department supports the following Well-being Objectives :-

Well- Being Objective	Jonathan Fearn
Start Well	
Live Well	
6. Creating more jobs and growth throughout the county	✓
7. Increase the availability of rented and affordable homes	✓
Age Well	
11. A Council wide approach to supporting Ageing Well in Carmarthenshire	✓
In a Healthy and Safe Environment	
14 Promoting Welsh Language and Culture	✓
In addition a Corporate Objective	
15 Better Governance and Use of Resources	✓

2.3 The County of Carmarthenshire's Well-being Plan – [Carmarthenshire Well-Being Plan](#)

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.thecarmarthenshirowewant.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

2.4 Department Specific Strategies / Acts and guidance for the Department

Property

- Corporate Asset Management Plan
- Office Accommodation Programme
- Affordable Homes Delivery Plan 2016 - 20
- Digital Transformation Strategy 2017 - 2020
- Moving Forward in Carmarthenshire: the next 5-years
- Transformations: Strategic Regeneration Plan for Carmarthenshire – 2015-2030
- Agricultural Tenancies Act 1995
- Agricultural Holdings Act 1986
- Landlord and Tenant Act 1954
- RICS Guidance Notes
- RICS Practice Statements
- RICS Rules of Conduct
- RICS Valuation - Professional Standards (Red Book)
- Occupier's Liability Act 1984
- Business Protection from Misleading Marketing Regulations 2008
- MEP Programme

Welcome to our Department

The Environment Department has four Divisions providing front line services to the people of Carmarthenshire and a Business Support Unit and Performance, Analysis & Systems Team that assist and provide support to the four divisions in delivering their services.

Each division has full business plans containing full details within each service area.

The Division Profiles included are as follows:

- Property Division

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Profile of the Property Division



The **Property Division** is responsible for the management of the Council's existing and future property portfolios. This involves using our own resources or working with partners to provide property management, facilities management, asset management planning, building maintenance and property design and construction expertise for the Council. The Division employs around 700 staff with a large number of part-time cleaners which reduces the Full Time Equivalent (FTE) number to around 290. The Council's substantial property portfolio includes 1,409 buildings with a current asset value of over £1.22 Billion, of which £470m is housing property.

The **Strategic Asset Management** Team is responsible for asset management planning of the Council property portfolios and for collaborative discussions on property management. The Team manages corporate energy issues by identifying and securing energy efficiency programmes in the Council's non-domestic buildings, plus identifying and securing opportunities for renewable energy technologies for housing and non-housing properties. The Team is responsible for directly managing the Council's 400 industrial units, the commercial estate, rural estates, livestock markets and administrative buildings. We manage easements, wayleaves and other property negotiations and update the Council's property records and asset valuations. The team includes the large group of facilities staff covering cleaning and caretaking functions.

The **Property Design** Team is responsible for major capital investment projects including: the 21st Century Schools Programme; physical regeneration projects; The Carmarthenshire Homes Standard and Housing Area Renewal schemes; care home and leisure improvements and new projects; and developing new affordable homes. The Section also manages and delivers regional construction-related frameworks on behalf of adjoining Authorities and other public bodies.



The **Property Maintenance** Team is responsible for the repair, maintenance and improvement of the majority of the Council's facilities and provides expert advice on the Council's property related health & safety responsibilities recommending good practice and developing policy and procedure to ensure that it complies with legislative requirements. Through our New Homes Team we manage the refurbishment and letting of the Council's homes. We employ a large team of operatives to deliver direct property maintenance as well as working with a range of contractors to deliver the maintenance needs of the Council's buildings. Approximately 65% of the Section's work relates to Housing Property and 35% for non-housing.

Property Division Achievements and Current Strengths

Strategic Asset Management Team

- We have procured the *SystemsLink* energy management software system to better manage energy performance monitoring and reduction in costs.
- The Council procures its energy using Crown Commercial Services Framework Agreements, via the National Procurement Service, for the vast majority of supplies. 100% of electricity purchased is from renewable energy sources. In addition, the Council has a total solar PV installed capacity of 1.15 MW on its non-domestic buildings with a proportion of this generated electricity being exported to the National Grid.
- The Property Data Group continues to improve property data to guide an increasing number of services for Asset Management Planning, Audit, financial accounts purposes & key strategies, including the

planned maintenance programme. Work is currently underway to upload all scheduled servicing records, including boiler maintenance and electrical testing.

- Building surveys and updated floor plans have been completed for all schools across the County Floor plans have also been drawn and uploaded for all depots and administrative buildings. Work is currently underway to complete the floor plans for the industrial portfolio.
- We continue to achieve 100% occupation of the Council's Rural Estate, with a steady turnover of tenants and increased rental income, with strong demand for grazing land in particular. There will be an opportunity to review agreements that expire during the year where a number will be re-let and surplus property sold as part of the Council's Disposal Programme to generate Capital Receipts.
- We have reviewed and adopted a revised Corporate Asset Management Plan.
- The Community Asset Transfers Programme of parks and playgrounds has been concluded, with 93% completed or nearing completion.
- No issues were highlighted from the last Audit of the Asset Valuations undertaken and on target with the current Asset Valuations programme.
- A new Office Accommodation Programme has been produced to co-ordinate further efficiencies from the portfolio.
 - Office accommodation reductions continued with Crown Precinct, Pibwrlwyd and Ty'r Nant vacated.
 - Agile working areas have opened in Carmarthen, Ammanford and Llanelli.
 - Building 4 St David's Park has been refurbished as the new home for the People Management Division and to release Building 14 for letting to generate income.
 - Refurbishment of Ty Parcyrhun, Ammanford to release Parc Amanwy for disposal.
 - 3 Spilman Street is to be refurbished to provide an agile working environment and accommodate additional staff. 5-8 Spilman Street and Nantyci Rural Business Centre are to be released as a result, to generate income.
- The occupancy level of the Council's industrial property continues to be extremely high (up to around 98%), and the portfolio typically accommodates around 2,000 jobs. The streamlined application process with the use of easy-in, easy-out lease agreements minimises void periods, and allows flexibility for businesses.
- The first phase of Glanamman Industrial estate is now available to let, with strong interest from existing and new occupiers.
- Public Services Board (PSB) collaborative discussions on property efficiencies continues to be led by Property, with the establishment of a Mid & West Wales Asset Collaboration Group on behalf of Ystadau Cymru.
- During 2018/19 The Property Records Team has successfully secured funding from Welsh Government to map community assets across Carmarthenshire. This has supported the PSB's Strong Connections Wellbeing Objective.
- Increasing utility costs, plus associated penalties for carbon emissions, require delivery of ever more challenging energy efficiency programmes. We have signed up to exploring ambitious energy saving opportunities in our non-domestic buildings, including schools, under the Welsh Government supported Re:fit Cymru programme, which uses energy performance contracts to guarantee projected energy savings. This complements and accelerates our successful corporate energy efficiency programme which continue to deliver year-on-year reductions in our energy consumption across the Council's buildings.

Property Design Team

- The Property Design Team was restructured in 2018/19 to align with the ongoing high volume of property design work for the Authority and partners. Recruitment is ongoing.
- The Team continues to manage the construction and professional Services Frameworks on behalf of a wide range of West Wales' public sector organisations.

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- The Property Design Team continues to deliver a wide range of new facilities to improve the assets available for the Council's services. During 2018/19 we completed
 - 5 new schools:
 - Ysgol Penrhos at Seaside, Llanelli,
 - Ysgol Parc y Tywyn, Burry Port
 - Major extensions to St John Lloyd School in Llanelli,
 - The new Trimsaran School
 - Major extensions at Coedcae School.
 - New apartments and retail units at 10-12 Stepney St, Llanelli
 - First phase of new industrial units at Glanamman
 - Refurbishment of Building 4, St David's Park and 3 Spilman Street as part of the Council's Agile Working Programme
 - Amenity Block at Pembrey country Park
 - Refurbishment of Ty Parcyrhun, Ammanford

In addition we currently have the refurbishment of and extension of Ysgol Llangadog and Ysgol Pontyberem on site and contracts have been let for the delivery of 34 new homes in Dylan, Llagennech; and 14 new homes at Garreglwyd, Pembrey; the Visitors Attractor Project in Pendine; Ysgol Pum Heal; Ysgol Gorslas; and Ysgol Pembrey. Ysgol Rhys Pritchard will be let shortly.

Property Maintenance Team

- Increased communication between Property Maintenance and Strategic Asset Management has brought improvements to the service.
- The Division continues to work in collaboration with the Homes and Safer Communities Division to be an integral part of the Affordable Housing strategy by helping to deliver the Stock Increase Scheme. This involves carrying out improvement works and then letting properties that have been brought into the Council's housing stock.
- The Property Maintenance Team continues to support the Next Steps programme, which provides 4 weeks of work experience with local construction firms and apprentice appointments for the winning candidates. For the first time, 2 of the successful candidates have been recruited by the Maintenance Team as electrical apprentices.
- We have employed five additional Maintenance Technicians to undertake multi skilled works to the authorities Housing and Non Housing stock.
- We assist CYFLE and CCTAL in supporting shared apprentices in the County, to develop skilled operatives for succession planning.
- We are continually supporting and developing staff through arranged training courses e.g. working at Height, Manual Handling, First Aid, Construction Design and Management Regulations 2015.
- Working closely with colleagues in Communities we have undertaken health and safety related works to ensure the compliance of Lady Stepney Pendine Education Centre and St Clears Leisure Centre.
- Provide 365-day / 24-hour maintenance service through on call officers / operatives and contractors.
- The Team has specialists in and dedicated knowledge of the Authorities buildings. We know how the existing systems operate, problem solve in order to rectify the issues at a minimum cost, coupled with many years of a building up relationships and trust.
- We react to emergency situations from initial notification to completion of Project, e.g. Fire Damage, flooding, burst pipes etc.

Property Division Key Areas for Improvement

Strategic Asset Management Team

- We need to continue working with services across the Council to strengthen links between Service Asset Management Plans and the Corporate Plan. (WOW 1 & 2 & 4)
- Delivery of further energy efficiency projects.
- Property data has improved by increasing the information held on the Asset Manager system and more development is necessary to improve access to information for all in conjunction with the wider plans to better manage property data. More information is required to inform the production of robust Service Asset management Plans e.g. condition and maintenance backlog.

Property Maintenance Team

- We need to invest in additional resources to improve procurement practices and ensure consistent and cost-effective purchasing to support our in-house building maintenance activity (WOW 1)
 - Work is continuing on the Mechanical & Electrical Contract and we are in consultation with Corporate Procurement colleagues on a recent NPS arrangement for certain elements of the work (FM Services Phase 2 – Mechanical Services).
 - The LHS (London Housing Consortium) arrangement for Commercial Roofing has not provided Contractors within the South/West Wales Regions for works up the value of £250k and this may be now subject to a stand-alone Carmarthenshire procurement exercise.
 - A recent NPS arrangement for the supply of domestic gas and oil boilers has not delivered value for money compared with the current arrangement with CHIC (Central Housing Investment Consortium) arrangement.
- Re-alignment of the Property Maintenance and Property Design Teams need to be fully implemented and strengthened through the recruitment of additional resources. (WOW 1 & 2)
- Need for a robust dashboard of measures/management information to make informed business decisions.
- Progress on IT enhancements/improvements required to enable further efficiencies in the Housing Repairs Project.
- Structure of new expanded Division needs to be completed and vacant posts need to be filled across the Division to enable full resource to deliver work demands, including in building maintenance, property audits, property management and design.

Property Division Key Divisional Risks

Risk Ref	Identified Risk	Risk Control Action Ref
6	Penalties for the Council's carbon emissions ('environmental sustainability')	6
11	Agile working provides for a significant change in culture for staff and may not be fully adopted, potentially limiting the ability to achieve the service and financial benefits.	11
32	Age profile, quantity and skills base of existing operational workforce to deliver the responsive repairs service and other key work functions.	32
39	Lack of investment funding / in-house capacity to develop IT system improvements and enhancements to deliver more efficient ways of agile/mobile working.	39

Property Division 5 Ways of Working

Which of the 5 Ways of Working have we met?	Strong Partial None	Planned Improvement Link to action plan overleaf)
1 Long-term		<ul style="list-style-type: none"> • The Swansea Bay Regeneration Strategy is set for a 2013-30 timespan & Swansea Bay City Region City Deal 2016-35. • The Corporate Asset Management Plan and Office Accommodation Programme have been fully reviewed. • We are working with local and regional shared apprentice schemes and also developing our own graduate and apprenticeship programmes to help with succession planning and to encourage training and employment for the next generation of construction professionals. • Comprehensive realignments of the Property Design and Property Maintenance Sections has been approved, which will encourage clear and efficient working processes whilst at the same time developing improved succession planning. • Property Maintenance has traditionally been more focussed on reacting to immediate maintenance needs but is moving towards a longer-term approach to property maintenance. A “one property” approach to condition and property risks and the greater use of condition data will help to inform a more strategic approach to maintenance choices.
2 Prevention		<ul style="list-style-type: none"> • We have undertaken a review of Property Maintenance with a view to moving to a more planned, rather than reactive, service. Coupled with the already embedded asset management process and improved Service Asset Management Plans, this should ensure that future maintenance is more cost effective and takes better account of future, rather than just immediate requirements. • The re-alignment process within the Property Design and Property Maintenance Teams will aim to reduce the continued loss of well trained and developed staff to external companies and organisations, thus retaining their services through incentives such as succession planning opportunities that will enhance and support the Authority’s future property related projects aspirations in future years. • An end to end lean systems review of the Council’s Property Design function and related processes was under taken in 2018. This has reviewed the initiation, design and completion of property related projects with all Departments in order to clarify and develop a better understanding of roles and responsibilities of all parties. • The Property HandyVan Service was introduced several years ago for non-housing property maintenance. Through remodelling the service in this was we have focussed on getting it right first time and getting to the root of the problem. The

			<p>principles are now being rolled out as part of the Housing Repairs project.</p> <ul style="list-style-type: none"> We have undertaken a review of property maintenance with a view to moving to a more planned, rather than reactive, service. Coupled with the already embedded asset management process and improved service asset management plans, this should ensure that future maintenance is more cost effective and takes better account of future, rather than just immediate requirements.
3	Integrated		<ul style="list-style-type: none"> The PSB's Estates Collaboration workstream reviewed property and estate practices across PSB partners and identified efficiencies and alignment of ways of working for the benefit of Carmarthenshire residents and service users. This included identifying opportunities to use assets collaboratively to deliver multiple services from fewer buildings, to deliver Innovative Community Assets, as identified in the PSB's draft Well-being Plan.
4	Collaboration		<ul style="list-style-type: none"> The Property Design Team leads and administers the South West Wales Regional Frameworks for both contractors and Property related professional services. The Division contributes to the Welsh Government's Ystadau Cymru and The Consortium of Local Authorities in Wales (CLAW) collaborative discussions Lead a Mid & West Wales Asset Collaboration Group on behalf of the Welsh Government's Ystadau Cymru, covering 4 Public Services Boards: Carmarthenshire, Pembrokeshire, Ceredigion and Powys, with a view to identifying joint working opportunities.
5	Involvement		<ul style="list-style-type: none"> The Property Records Team is collating information on community assets in conjunction with Community and Town Councils and the third sector, to support the Public Service Board's Well-being Plan.

Property Division Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When ^{#1}	By Whom	Wb O Ref
1.	<p>Continue to identify development / disposal / service opportunities as they arise and facilitate the generation of Capital Receipts by:</p> <ul style="list-style-type: none"> Annually reviewing the Corporate Asset Management Plan. Continuing the implementation of the Councils Office Accommodation Strategy 	31/03/2022	Jonathan Fearn	

	<p>including agile working which aims to reduce the number of buildings and increase the efficiency of the portfolio.</p> <ul style="list-style-type: none"> Continuing to work with Town and Community Councils and Third Sector organisations on asset transfer to allow local ownership of assets. 			
2.	Continue to work with Public Services Board partners and the Mid & West Wales Region to achieve a range of benefits through collaborative working in property management & to reduce the cost of holding & managing property through identifying short & longer term opportunities.	31/03/2022	Jonathan Fearn	
3.	Consider options for ensuring the most effective use of the Council farm estate to support affordable farming initiatives.	31/03/2020	Stephen Morgan	
4.	Continue to maximise rental from let properties & minimise void property turnover time. Aiming to keep occupancy levels of established properties above 85% wherever possible.	31/03/2020	Stephen Morgan	
5.	Reduce energy consumption (kWh) / carbon emissions (tonnes) in the Council's existing non-domestic building portfolio.	31/03/2022	Kendal Davies	
6.	Identify and deliver energy efficiency projects within the Council's existing, non-domestic buildings.	31/03/2022	Kendal Davies	
7.	Continue to extend the use and availability of the Authority's AssetManager property database.	31/03/2019	Stephen Morgan	
8.	Develop, implement and monitor compliant procurement exercises for the Division, working in conjunction with the Corporate Procurement Unit.	31/03/2022	Jonathan Fearn	
9.	Continue the roll out the Housing Repairs. Review new working model to deliver a more timely, flexible and efficient multi-skilled repairs service and finalise an implementation plan for extending the service countywide, including appropriate multi-skilling training for all our responsive/ preventative maintenance operatives.	31/03/2022	Chris Derrick	
10.	Continue to develop mobile working technology and our works management systems for our workforce to enable them to work in an agile and cost effective way including implementation of the 'Total Optimise' Job	31/03/2021	Chris Derrick	

	scheduling and appointment module within our Works Management IT system.			
11.	Ensure that risks relating to all premises owned or occupied by CCC are suitably & sufficiently identified & managed.	31/03/2022	Andrew Rees	
12.	Develop & implement a hub for all property related services, frameworks & gateway management functions for both within the Authority, regional partners & potential external clients	31/03/2020	Hywel Harries	
13.	Contribute to delivering the Swansea Bay City Deal programme to develop 'Homes as Power Stations' to help generate sustainable and affordable homes and address fuel poverty for our residents by: <ul style="list-style-type: none"> Developing new homes with innovative technologies 	31/03/2020	Hywel Harries	

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Risk Control Actions				
1.	Continued collaborative discussions will identify business cases for projects with efficiency savings. Realignments will provide resources to deliver ongoing joint frameworks for construction, professional services and maintenance activity	31/03/2020	Jonathan Fearn	
2.	The SystemsLink energy management software system has recently been procured in order to achieve better monitoring of the Council's energy consumption; better management of billing via paperless systems; and to allow web-based access for managers of individual sites. We have also recently included a number of our non-domestic buildings, including schools, in the Welsh Government supported Re:fit Cymru programme in order to identify energy efficiency opportunities.	31/03/2020	Kendal Davies	
3.	Whilst this requires Wales / UK-wide major infrastructure investment for additional grid capacity, we are exploring the potential of incorporating battery storage with further solar PV installations, plus possible 'sleeving' arrangements to supply renewable electricity to our buildings.	31/03/2020	Kendal Davies	
4.	Close monitoring and roll out of the Agile Working Programme has commenced. Property Design and Strategic Asset Management support in conjunction with IT and TIC. Office moves of 5 or more staff are reviewed by the cross-departmental Agile Working Group to confirm that agile working principles endorsed by the Corporate Management Team are being followed. Business cases will be developed for additional opportunities for further roll out of the programme. Full adoption of agile working will also require significant change in culture for staff with HR and other support required.	31/03/2019	Stephen Morgan	
5.	Revised guidance has been published to support PRPs. Ongoing training is being rolled out in conjunction with Health & Safety, Strategic Asset Management and Property Maintenance	31/03/2020	Paul Gregory	
6.	Car parking provision will need to be carefully managed and policies / allocations reviewed as required.	31/03/2020	Stephen Morgan	
7.	Robust debt monitoring procedures with an emphasis on early identification of problems, good communication, and working sensitively with businesses, to agree suitable payment schedules where possible, along with enforcement and court	31/03/2020	Sonia Qualters Jones	

	action where necessary, will minimise debt and assist struggling businesses as much as possible.			
8.	A proactive process of identification of the issues and their subsequent inclusion in the capital budget spreadsheet with the aim of a rolling refurbishment / replacement programme has been developed. New roofs have been achieved on some sites, with re-coated roofs on others, and the replacement of atrium roofs where needed. Three blocks have been identified for the next availability of funding.	31/03/2020	Sonia Qualters Jones	
9.	Discussions are underway with Schools, which cover 60%+ of the Cleaning Service income. The impact on income and staff will continue to be reviewed as discussions progress.	31/03/2020	Doug Shaw	
10.	Continue to engage, communicate and motivate staff.	31/03/2020	Doug Shaw	
11.	Continue to work with People Management to improve turnaround times for recruitment and to attract new applicants for vacancies.	31/03/2019	Doug Shaw	
12.	Following approval to re-align the Property Design Section and the subsequent organisational review process, continued recruitment and retention strategies will need to be developed. Use of agency or external consultants will be needed to fill the gap in the meantime, although this will cost more than in-house provision. Re-alignment of the Section includes provision for training and succession planning.	31/03/2019	Hywel Harries	
13.	Initial confirmations and guidance has been received and being implemented, however, some elements have not been addressed. Continue to seek information and clarifications from Welsh Government and continue engagement through CLAW and other Groups	31/03/2020	Hywel Harries	
14.	Enhanced liaison with scheme sponsors and early engagement before budgets are set to include appropriate contingency sums will help to mitigate. Promoting the use of feasibility studies within the early stages of the project design and development process. Close monitoring of legislation and grant requirements will also assist	31/03/2020	Hywel Harries	
15.	Continuing to regularly meet framework contractors and introduce longer pipeline of work to encourage investment and expansion of local firms.	31/03/2020	Hywel Harries	
16.	Mitigation includes the continued support of apprenticeships; re-training of existing workforce to become multi-skilled; creation of a suitable multi-skilling apprenticeship with one of our Training	31/03/2020	Jason Jones	

	partners; developing business cases for further in-sourcing based on reduced use of framework contractors.			
17.	New Schedule of Rates for the Minor Works Framework will form a basis of comparison with in-house costs and will enable a consistent charging arrangement.	31/03/2020	Jason Jones	
18.	Ongoing programme is in place to develop new frameworks and procurement approaches, subject to implementation of the realignment.	31/03/2020	Jason Jones	
19.	Recruitment and assessment of workforce capacity. Continued development of business cases for in-sourcing	31/03/2020	Jason Jones	
20.	Continued monitoring of existing development and development of further invest to save opportunities will be required.	31/03/2021	Jason Jones	

Key Performance Measures		Target		
1.	Energy Consumption (kWh)			
2.	CO ₂ emissions (tonnes)			
3.	Energy Cost (£)			
4.	Renewable electricity generated (kWh)			
5.	CAM 043 - Total useable office accommodation per FTE office based employee (NIA sq m)			
6.	CAM 045 - Office accommodation costs per square metre. (NIA sq m)			
7.	CAM 050 - Office accommodation costs per FTE office based employee (based on largest 3 offices)			
8.	PAM/037 - Average number of calendar days taken to complete all housing repairs			
9.	PAM/039 - Percentage of rent lost due to [housing] properties being empty			

If a longer-term project, also include a 2019/20 Milestone

Executive Board Members Responsible- Cllr David Jenkins; Cllr Hazel Evans; Cllr Linda Davies

Department Resources

Budget Summary See separate budget report

Savings and Efficiencies See separate saving and efficiencies

Key Workforce Planning Issues

The New Corporate Strategy (2018 -2023) and the People Strategy (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. Effective leadership needs to demonstrate the 6 key leadership behaviours in order to engage our workforce to deliver high standards of service. Our People Strategy describes our intentions as we progress towards a period of increasing change, including Local Government re-organisation, and 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”

Our aim is to identify learning & development activities that are more focused to make sure that staff's knowledge, skills & competencies are developed to meet our future objectives and business goals.

We will prioritise learning and development that staff and managers identify as well as objectives from our business plan. The priority levels in respect of workforce planning and development within our services are:

- Ensure we are able to maintain existing services and to meet the future needs of the service as identified in our business plan.
- Enable individual members of staff the opportunity for development.
- Enable managers to gain skills in mentoring and coaching.
- Ensure workers are equipped in the use of IT and its use to promote agile working.
- Encourage the development of IT skills within our workforce to ensure we can utilise current technology and software to improve our efficiency and our customer experience.

Departmental Key Measures

Definition / Measure Reference (abbreviated definition is fine)	2016/17	2017/18					2018/19		2019/20
		All Wales Comparative data					Target set	Result (when available)	Target set (at EOY)
	Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile				
Environment Department									
1	Departmental Number of (FTE) days lost due to sickness absence - CHR/002	days	days	N/A	N/A	N/A	days	5.8 (Q2) Target 4.6 (Q2)	11.2 days
Property Division									
1	Energy Consumption (kWh)	68,452,917	66,883,735	N/A	N/A	N/A		Annual	TBC
1	CO2 emissions (tonnes)	20,855	20,546	N/A	N/A	N/A		Annual	TBC
1	Cost (£) of Energy Consumption	£4,440,880	£4,032,916	N/A	N/A	N/A		Annual	TBC
1	Renewable electricity generated (kWh)	280,742	670,401	N/A	N/A	N/A		Annual	TBC
1	CAM/037 - % change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	7.2%	0.3%	**	3.1%	4.1%		Annual	TBC
1	CAM/043 Total useable office accommodation per Full Time Equivalent office based employee (Net Internal Area)	8.7	11.4	Data currently being collected by Welsh Data Unit for evaluation				Annual	TBC

Mae'r dudalen hon yn wag yn fwriadol

**PWYLLGOR CRAFFU POLISI AC ADNODDAU
5^{ed} RHAGFYR 2018**

**ADRODDIAD MONITRO CYLLIDEB
CYFALAF A REFENIW 2018/19**

Ystyried y materion canlynol a chyflwyno sylwadau arnynt:

- Bod y Pwyllgor Craffu yn derbyn yr Adroddiad Monitro Gyllideb Corfforaethol yr Awdurdod a'r Adroddiadau adrannol y Prif Weithredwr a'r Gwasanaethau Corfforaethol ac yn ystyried y sefyllfa cyllidebol.

Rhesymau:

- I ddatgan i'r Pwyllgor sefyllfa bresennol y gyllideb ar 31^{ain} Awst 2018, ynglyn â 18/19.

**Angen cyfeirio'r mater at y Bwrdd Gweithredol er mwyn gwneud penderfyniad:
NAC OES**

Aelodau'r Bwrdd Gweithredol sy'n gyfrifol am y Portffolio:

- Cyng. Emlyn Dole (Arweinydd)
- Cyng. Mair Stephens (Dirprwy Arweinydd)
- Cyng. David Jenkins (Adnoddau)
- Cyng. Cefin Campbell (Cymunedau a Materion Gwledig)

<p>Y Gyfarwyddiaeth: Gwasanaethau Corfforaethol</p> <p>Enw Cyfarwyddwr y Gwasanaeth: Chris Moore</p> <p>Awdur yr adroddiad: Chris Moore</p>	<p>Swydd:</p> <p>Cyfarwyddwr y Gwasanaethau Corfforaethol</p>	<p>Rhif Ffôn / Cyfeiriad E-bost:</p> <p>01267 224120 CMoore@sirgar.gov.uk</p>
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EXECUTIVE SUMMARY

POLICY & RESOURCES SCRUTINY COMMITTEE

5th DECEMBER 2018

Revenue & Capital Budget Monitoring Report 2018/19

The Financial Monitoring report is presented as follows:

Revenue Budgets

Appendix A – Authority Corporate Budget Monitoring report

Overall, the monitoring report forecasts an end of year overspend of £2,237k on the Authority's net revenue budget with an overspend at departmental level of £3,432k. The most significant pressure points are within Education and Children's Services and the department needs to critically examine the current forecasted position.

Appendix B

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

Capital Budgets

Appendix C - Corporate Capital Programme Monitoring 2017/18

The total projected net expenditure for 2018/19 is £40.962m compared to the allocated net budget for the year of £40.306m, giving a +£0.656m variance.

Appendix D

Details the main variances on agreed budgets.

Appendix E

Details a full list of Chief Executive and Corporate Services schemes.

Appendix F

The Savings Monitoring report

DETAILED REPORT ATTACHED?

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

IMPLICATIONS

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

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

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

3. Finance

Revenue

Overall, the Authority is forecasting an overspend of £2,237k.
Policy and Resources Services are projecting to be under the approved budget by £79k.

Capital

The capital programme shows an in year variance of +£0.656m, which will be re-profiled across the future years of the capital programme.

CONSULTATIONS

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

Signed: Chris Moore Director of Corporate Services

1. Local Member(s) – N/A
2. Community / Town Council – N/A
3. Relevant Partners – N/A
4. Staff Side Representatives and other Organisations – N/A

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

Title of Document	File Ref No. / Locations that the papers are available for public inspection
2018/19 Budget	Corporate Services Department, County Hall, Carmarthen

Mae'r dudalen hon yn wag yn fwriadol

REPORT OF THE DIRECTOR OF CORPORATE SERVICES
POLICY & RESOURCES SCRUTINY - 5th DECEMBER 2018
COUNCIL'S BUDGET MONITORING REPORT 2018/19 as at 31st August 2018

Director and Designation	Author & Designation	Telephone No	Directorate
C Moore, Director of Corporate Services	C Moore, Director of Corporate Services	01267 224120	Corporate Services

Table 1

Forecasted for year to 31st March 2019

Department	Working Budget				Forecasted				Aug 18 Forecasted Variance for Year £'000	Jun 18 Forecasted Variance for Year £'000
	Controllable Expenditure	Controllable Income	Net Non Controllable	Total Net	Controllable Expenditure	Controllable Income	Net Non Controllable	Total Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Chief Executive	24,911	-8,500	-2,578	13,832	27,117	-10,462	-2,578	14,078	246	613
Communities	143,186	-56,365	10,892	97,714	144,806	-57,191	10,892	98,507	794	881
Corporate Services	77,110	-50,947	-1,363	24,799	79,442	-53,604	-1,363	24,475	-324	-105
Education & Children	169,727	-30,829	23,768	162,665	173,435	-32,632	23,768	164,571	1,905	1,899
Environment	115,954	-72,797	9,311	52,468	119,527	-75,558	9,311	53,280	812	630
Departmental Expenditure	530,888	-219,439	40,030	351,479	544,328	-229,447	40,030	354,911	3,432	3,918
Capital Charges/Interest/Corporate				-15,425				-15,970	-545	-325
Levies and Contributions:										
Brecon Beacons National Park				142				142	0	0
Mid & West Wales Fire & Rescue Authority				9,582				9,582	0	0
Net Expenditure				345,778				348,665	2,887	3,593
Transfers to/from Departmental Reserves										
- Corporate Services				0				162	162	52
- Environment				0				-812	-812	-630
Net Budget				345,778				348,015	2,237	3,016

Chief Executive Department
Budget Monitoring as at 31st August 2018

Division	Working Budget				Forecasted				Aug 18 Forecasted Variance for Year £'000	Jun 18 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Chief Executive	-314	0	-308	-622	261	0	-308	-47	575	574
People Management	4,204	-1,420	-2,565	219	4,816	-2,018	-2,565	233	14	30
ICT	4,464	-792	-3,736	-65	4,567	-896	-3,736	-65	-0	-0
Admin and Law	4,137	-537	478	4,079	4,025	-478	478	4,025	-54	-23
Regen, Policy & Property										
Policy	5,334	-1,369	-2,767	1,197	5,227	-1,242	-2,767	1,218	21	37
Statutory Services	833	-2	87	918	866	-21	87	932	14	23
Property	1,141	-1,309	816	648	1,135	-1,365	816	585	-63	-45
Major Projects	151	-76	15	90	1,444	-1,369	15	90	0	0
Regeneration	4,676	-2,995	5,403	7,084	4,776	-3,072	5,403	7,107	23	18
Corporate Standby Efficiency	285	0	0	285	0	0	0	0	-285	0
GRAND TOTAL	24,911	-8,500	-2,578	13,832	27,117	-10,462	-2,578	14,078	246	613

Chief Executive Department - Budget Monitoring as at 31st August 2018
Main Variances

Division	Working Budget		Forecasted		Aug 18 Forecasted Variance for Year £'000	Notes	Jun 18 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Chief Executive							
Corporate Savings Target	-295	0	0	0	295	Corporate Health & Safety efficiency proposal currently under review by TIC team.	580
People Management							
Employee Well-being	826	-379	652	-249	-44	Additional external income	-5
HR Systems Development Team	123	0	136	0	13	Posts regraded with no budgets which are being funded from underspends elsewhere. The division is reviewing its budget with a view to identifying current variances and to delivering the required efficiencies in time for next year's budget.	0
Assessment centre training	0	0	31	0	31	Unused Assessment Centre Credits	0
Admin and Law							
Democratic	1,796	0	1,819	0	22	£10k Webcasting costs, increased photocopying costs £12k	0
Land Charges Administration	149	-288	105	-262	-18	Part year vacant post	-13
Corporate Serv-Democratic	530	0	455	0	-75	Part year vacant posts	-74
Corporate Serv-Legal	1,598	-249	1,582	-216	17	Income target not achievable	60
Regeneration, Policy & Property Policy							
Marketing and Media	657	-359	591	-228	65	Unfunded posts being funded from underspends elsewhere and will be resolved as part of an ongoing restructure.	46
Corporate Serv-Translation	510	-32	497	-34	-14	Part year vacant posts	-1
Performance Management	545	-31	468	0	-46	Vacant post	-31
Chief Executive-Policy	504	-27	533	-27	29	Post regraded with no budget currently funded from underspends elsewhere. The issue will be permanently resolved in the near future.	18
Corporate Serv-Administration	425	-31	421	-2	25	Forecasted non-achievement of income target.	23
The Guildhall Carmarthen	0	0	46	0	46	CCC has purchased the building, but no budget has been allocated to cover any costs. Significant premises maintenance & other running costs are forecast resulting in this projected overspend	46
Customer Services Centres	1,085	-328	1,017	-329	-68	Part year vacant posts	-43
UN Sir Gar	169	-129	113	-83	-10	Underspend mainly due to staff vacancies	-4
Marketing Tourism Development	336	-2	355	-55	-34	Planned underspend to offset unbudgeted expenditure / overspend in relation to Tour of Britain costs - see Events below	-4
Events	48	-28	113	-63	30	Overspend in relation to Tour of Britain costs - not budgeted for	-1

Chief Executive Department - Budget Monitoring as at 31st August 2018
Main Variances

Division	Working Budget		Forecasted		Aug 18	Notes	Jun 18
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Statutory Services							
Elections-Community Council	0	0	18	6	24	By election costs	25
Property							
Commercial Property - Chief Executives	29	-516	38	-579	-55	High occupancy levels during year	-62
Provision Markets	553	-625	497	-581	-12	High occupancy levels during year	11
Regeneration - Core Budgets							
The Beacon	143	-136	180	-151	23	Overspend mainly due to additional cleaning costs	22
Other Variances							
					1		19
Grand Total					246		613

Department for Communities
Budget Monitoring as at 31st August 2018

Division	Working Budget				Forecasted				Aug 18 Forecasted Variance for Year £'000	Jun 18 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Adult Services										
Older People	56,741	-22,759	2,780	36,762	57,037	-22,625	2,780	37,192	430	392
Physical Disabilities	6,968	-1,344	225	5,849	6,979	-1,324	225	5,880	31	121
Learning Disabilities	37,352	-10,122	1,308	28,538	37,512	-10,070	1,308	28,750	212	288
Mental Health	9,265	-3,363	230	6,132	9,735	-3,741	230	6,224	92	79
Support	6,228	-2,885	992	4,335	6,208	-2,887	992	4,313	-22	0
Homes & Safer Communities										
Public Protection	3,081	-835	588	2,834	3,073	-826	588	2,834	-0	-3
Council Fund Housing	9,220	-7,958	243	1,505	9,909	-8,647	243	1,505	0	3
Leisure & Recreation										
Leisure & Recreation	14,383	-7,099	4,525	11,809	14,355	-7,071	4,525	11,809	0	0
Corporate Standby Efficiency										
	-51	0	0	-51	0	0	0	0	51	
GRAND TOTAL	143,186	-56,365	10,892	97,714	144,806	-57,191	10,892	98,507	794	881

Department for Communities - Budget Monitoring as at 31st August 2018
Main Variances

Division	Working Budget		Forecasted		Aug 18 Forecasted Variance for Year £'000	Notes	Jun 18 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Adult Services							
Older People							
Older People - Commissioning	3,567	-625	3,480	-625	-87	Staff vacancies in care management teams: equivalent to one vacant social worker post in TTTs Community Resource Team and part year effect of 4 social workers who have commenced during 2018-2019	-58
Older People - LA Homes	7,349	-4,436	7,482	-4,439	129	Cost of agency staff due to workforce recruitment issues in parts of the county.	52
Older People - Private/ Vol Homes	21,579	-11,897	21,599	-11,747	170	Early projections for residential income are showing lower income than budgeted - this will be reviewed closely as the year progresses. Performance data shows trend for demand remains at similar levels as previous financial years despite demographic pressures as preventative work continues to be effective.	99
Older People - LA Home Care	6,017	-431	5,877	-431	-140	Significant departmental work to monitor and manage demand by continuing to promote independent living through Integrated Care Fund initiatives such as Releasing Time to Care resulting in lower demand eg for double handed care packages. Recruitment is underway for vacant posts.	-130
Older People - Direct Payments	1,156	-287	1,235	-287	79	Direct Payments increasing across client groups linked to promoting independence and cost avoidance.	81
Older People - Private Home Care	9,732	-2,164	10,142	-2,164	410	There has been a significant increase in demand for domiciliary care that has only been partly offset by a fall in residential care placements. There is significant departmental work to monitor and manage demand by audit assessment practice and by continuing to promote independent living through Integrated Care Fund initiatives such as Releasing Time to Care resulting in lower demand eg for double handed care packages. We are currently reviewing whether this initiative requires additional resources to yield the necessary financial savings.	403
Older People - Enablement	2,188	-586	2,090	-586	-99	Staff vacancies - recruitment issues being addressed.	-86
Physical Disabilities							
Phys Dis - Commissioning & OT Services	619	-81	533	-81	-87	Vacancies within the Occupational Therapy Team - being adressed	-13
Phys Dis - Direct Payments	2,282	-555	2,402	-536	138	Direct Payments increasing across client groups linked to promoting independence and cost avoidance.	95

Department for Communities - Budget Monitoring as at 31st August 2018
Main Variances

Division	Working Budget		Forecasted		Aug 18 Forecasted Variance for Year £'000	Notes	Jun 18 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Learning Disabilities							
Learn Dis - Employment & Training	2,306	-888	2,139	-638	84	Overspend on staffing in Coleshill Day Cebtre £40k due to complexity of clients, shortfall in income at SA31 £20k and Blas Myrddin £20k against budget,	77
Learn Dis - Direct Payments	2,167	-526	2,346	-526	179	Direct Payments increasing across client groups linked to promoting independence and cost avoidance.	203
Learn Dis - Group Homes/Supported Living	8,604	-2,158	8,722	-2,158	118	Costs increasing as a result of successful deregistration of residential beds - promotes independence for clients and has lower costs overall across the spectrum to packages of care	21
Learn Dis - Adult Respite Care	976	-812	864	-812	-112	Vacant Manager post, several staff not in pension scheme and miscellaneous running costs.	-12
Mental Health							
M Health - Private/Vol Homes	6,105	-2,573	6,596	-2,958	106	Work continuing to promote independent living and reduce cost of care packages accordingly. Client group difficult to forecast costs as demand led at short notice; forecasts are based on existing levels of packages and work is ongoing to develop alternative provision options	79
Other Variances - Adult Services					-147		70
Homes & Safer Communities							
Public Protection							
Air Pollution	121	-33	117	-18	12	Potential underachievement of income	13
Other Variances - Public Protection					-12		-16
Council Fund Housing							
Home Improvement (Non HRA)	833	-288	742	-247	-50	New funding stream was introduced in 18/19 and working with partners and other council departments, the budget was allocated accordingly. Projects due to commence later in the year	-2
Landlord Incentive	12	-10	70	-10	58	We are anticipating WG funding to tackle homelessness, confirmation not yet finalised. Until the funding is agreed the overspend is to be covered by the underspends in Home Improvement team	-0
Other Variances - Council Fund Housing					-8		5

Department for Communities - Budget Monitoring as at 31st August 2018
Main Variances

Division	Working Budget		Forecasted		Aug 18 Forecasted Variance for Year £'000	Notes	Jun 18 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Leisure & Recreation							
Pendine Outdoor Education Centre	486	-326	492	-264	68	Reduced income due to enforced closure of centre earlier in year due for building safety compliance works affecting bookings	52
Pembrey ski shop	0	0	0	10	10	Ski shop closed after easter and forecast represents the write down of stock at year end	10
Sport & Leisure West	249	-21	211	-21	-38	In year staff vacancy	-21
Carmarthen Leisure Centre	1,283	-1,329	1,284	-1,297	33	Income shortfall to budget £12k, additional exp relating to in-house delivery of catering £21k	4
Sport & Leisure General	971	-56	992	-66	11	Part year effect of the new Actif Operations Manager post £11k which is currently funded from underspends elsewhere in the Leisure Division and will be resolved as part of ongoing work to align budgets.	-23
Outdoor Recreation - Staffing costs	148	-48	163	-37	25	Park Attendants overspend - being funded from underspends elsewhere in Leisure Services and will be resolved as a result of ongoing work to realign budgets and structures	5
Pembrey Country Park	654	-697	682	-760	-35	Forecast excess income from Caravan/Camping	-32
Carmarthen Museum, Abergwili	161	-16	169	-13	11	One off relocation expenses £6k, increased NNDR £5k	11
Museum of speed, Pendine	70	-24	53	-18	-11	Part year staff vacancy	-2
Museums General	173	0	190	0	17	£10k Documentation Assistant - fixed term contract as a one off project within Museum Service; £7k temporary storage rental	33
Other Variance - Leisure & Recreation					-91		-36
Corporate Standby Efficiency					51		0
Grand Total					794		881

**Corporate Services Department
Budget Monitoring as at 31st August 2018**

Division	Working Budget				Forecasted				Aug 18 Forecasted Variance for Year £'000	Jun 18 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Financial Services	4,378	-1,984	-2,364	30	4,364	-2,070	-2,364	-71	-101	-89
Revenues & Financial Compliance	4,764	-1,670	-2,158	935	4,495	-1,621	-2,158	716	-220	-6
Other Services	67,967	-47,293	3,159	23,834	70,584	-49,914	3,159	23,830	-4	-10
GRAND TOTAL	77,110	-50,947	-1,363	24,799	79,442	-53,604	-1,363	24,475	-324	-105

Corporate Services Department - Budget Monitoring as at 31st August 2018
Main Variances

Division	Working Budget		Forecasted		Aug 18	Notes	Jun 18
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Financial Services							
Accountancy	1,675	-369	1,645	-369	-30	Part year vacant posts	-30
Treasury and Pension Investment Section	246	-175	211	-175	-35	Part year vacant posts	-30
Payments	501	-72	462	-72	-39	Part year vacant posts	-32
Revenues & Financial Compliance							
Procurement	518	-32	453	-32	-65	Part year vacant posts	-49
Audit	583	-18	551	-18	-32	Part year vacant posts	-0
Risk Management	136	-0	166	-0	30	one off software costs in 2018-19. Temp post only for 18-19. All funded from within the section from vacant Procurement Manager post.	44
Local Taxation	895	-728	884	-748	-31	Part year vacant posts	0
Housing Benefits Admin	1,621	-750	1,508	-719	-83	Part year vacant posts	0
Revenues	871	-141	792	-102	-39	Part year vacant posts	-0
Other Services							
Bank Charges	64	0	54	0	-10	Reduced costs due to new contract	-10
Other Variances					9		3
Grand Total					-324		-105

Department for Education & Children
Budget Monitoring as at 31st August 2018

Division	Working Budget				Forecasted				Aug 18 Forecasted Variance for Year £'000	Jun 18 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Director & Strategic Management	1,186	0	-94	1,092	1,159	-0	-94	1,065	-28	-13
Education Services Division	129,249	-14,789	18,100	132,559	130,345	-14,829	18,100	133,616	1,057	1,125
Access to Education	8,519	-5,809	2,167	4,877	8,577	-5,732	2,167	5,012	135	103
School Improvement	2,819	-608	463	2,674	3,340	-1,099	463	2,704	30	36
Curriculum & Wellbeing	5,501	-4,112	590	1,980	6,105	-4,463	590	2,233	253	205
Children's Services	22,509	-5,510	2,541	19,540	23,909	-6,509	2,541	19,941	401	444
Corporate Standby Efficiency	-57	0	0	-57	0	0	0	0	57	0
GRAND TOTAL	169,727	-30,829	23,768	162,665	173,435	-32,632	23,768	164,571	1,905	1,899

Department for Education & Children - Budget Monitoring as at 31st August 2018
Main Variances

Division	Working Budget		Forecasted		Aug 18 Forecasted Variance for Year £'000	Notes	Jun 18 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Director & Strategic Management							
Business Support	405	0	375	-0	-30	Part year vacancy -£20k. Reduction in supplies and services - postages, photocopying recharges, admin and office equipment -£10k	-15
Education Services Division							
School Expenditure not currently delegated	225	0	243	0	18	Additional costs relating to previous years' Church Schools insurance premiums	0
School Redundancy & EVR	1,875	0	2,254	0	379	Budget utilised on existing commitments. Schools are supported and challenged on staffing structure proposals.	340
Special Educational Needs	2,892	-1,493	3,508	-1,463	646	Additional 5 classes to meet increased demand in specialist provision £457k. Full year impact of additional pupils commencing Out of County placements in 2017-18 and fewer pupils from other authorities in specialist provisions within Carmarthenshire, with these places being utilised by Carmarthenshire pupils £161k. Supply costs in SEN management to meet increased demand in inclusion cases £28k.	800
Education Other Than At School (EOTAS)	1,975	-217	2,049	-274	18	Reduction of income due to staff illnesses.	-4
Sensory Impairment	368	0	356	0	-12	Member of staff on maternity leave	-9
Educational Psychology	843	0	871	-12	16	Service demand currently requires staffing level in excess of budget	27
Access to Education							
School Modernisation	55	-5	178	-69	60	Transport recharges outside of Transport Policy for former pupils of closed schools £28k. Premises costs and historic utility costs re closed schools £32k	44
School Meals & Primary Free Breakfast Services	8,254	-5,804	8,189	-5,664	76	Budget pressures across the service especially sickness cover, kitchens' maintenance and food price increases. Strategic review of meal provision commencing September 2018 to identify service efficiencies.	72
School Improvement							
School Effectiveness Support Services	562	-78	577	-63	30	Premises costs for Neuadd Y Gwendraeth	36

Department for Education & Children - Budget Monitoring as at 31st August 2018
Main Variances

Division	Working Budget		Forecasted		Aug 18 Forecasted Variance for Year £'000	Notes	Jun 18 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Curriculum and Wellbeing							
Music Services for Schools	965	-865	1,182	-854	229	SLA income from schools has reduced more quickly than the progress with staff restructuring. Service is currently appraising options to address the financial position. Awaiting further developments nationally in terms of possible additional funding for music services.	210
Welsh Language Support	461	-175	718	-410	22	Overspend due to earmarked sum for potential repayment to Swansea University. This matter has been referred to legal.	-0
Children's Services							
Commissioning and Social Work	6,706	-78	6,707	-100	-21	Projected salary savings. Movement in period due to salary savings and a reduction in forecasted legal costs	202
Fostering Services & Support	3,950	0	3,995	-32	13	Increase in boarding out allowances in line with Welsh Government guidelines. Forecast increase in residence orders and boarding out payments based on April - August 2018 activity	-2
Out of County Placements (CS)	701	0	969	-62	206	More use of independent care agencies that are more expensive to use, due to a lack of in house placements suitable for their complex needs which require 24 hour support.	-6
Garreglwyd Residential Unit	562	-163	647	-155	93	Contribution from LHB for Tripartite funding is only at draft SLA level due to on-going lack of engagement from LHB. Additional tripartite staffing and premises costs for new placement are also not yet agreed.	181
Short Breaks and Direct Payments	531	-30	711	-145	65	Increased take up of Direct Payments, based on April - August 2018. Also increased costs for after school and holiday club provision. This provision is currently under review.	22
Education Welfare	393	0	458	-1	64	Review of staffing structure to be progressed Autumn 2018. Any part year impact would reduce the forecast overspend.	46
Other Variances					-23		-45
Corporate Standby Efficiency					57		0
Grand Total					1,905		1,899

Environment Department
Budget Monitoring as at 31st August 2018

Division	Working Budget				Forecasted				Aug 18 Forecasted Variance for Year £'000	Jun 18 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Business Support & Performance	-6	-51	146	89	28	-68	146	107	18	-0
Waste & Environmental Services	23,690	-4,407	1,384	20,666	23,950	-4,490	1,384	20,844	178	75
Highways & Transportation	48,560	-29,467	9,129	28,223	50,575	-31,258	9,129	28,446	223	250
Property	39,686	-36,415	-1,632	1,640	40,844	-37,632	-1,632	1,580	-60	-4
Planning	4,201	-2,457	284	2,027	4,130	-2,110	284	2,304	277	309
Corporate Standby Efficiency	-177	0	0	-177	0	0	0	0	177	0
GRAND TOTAL	115,954	-72,797	9,311	52,468	119,527	-75,558	9,311	53,280	812	630

Environment Department - Budget Monitoring as at 31st August 2018
Main Variances

Division	Working Budget		Forecasted		Aug 18 Forecasted Variance for Year £'000	Notes	Jun 18 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Waste & Environmental Services							
Cleansing Service	2,257	-83	2,334	-81	79	Service reviews have commenced to look at ways of reducing costs within the cleansing service	0
Green Waste Collection	86	0	265	-140	38	The green waste collection service is not yet self-financing	30
Closed Landfill Sites Wernddu	85	0	128	0	42	IWEC pumps failed Dec17 which resulted in a leachate outbreak, NRW involved. Needed to overpump leachate from lagoons into raising mains - 2 sets of pumps used to lower level of lagoon so that CCTV investigation could commence and vavles fitted and blockages removed to reinstate IWEC pumps - To be completed Dec18	42
Highways & Transportation							
Civil Design	954	-1,442	982	-1,487	-16	Increased income recovery	-3
Car Parks	2,136	-3,577	1,847	-2,990	299	Unachievable income target as the income target is increased every year but parking fees have not been increased.	282
Nant y Ci Park & Ride	77	-32	93	-31	16	Increase in NNDR bills.	12
Bridge Maintenance	764	0	746	0	-18	Variance due to 'Highways structures Inspector' post being vacant - should be filled by Oct 18	-18
Street Works and Highway Adoptions	408	-350	426	-412	-45	Vacant posts - street works inspector (filled by Nov 18), Technician & Licensing Officer (to be filled by Dec18)	-23
Public Rights Of Way	303	-12	289	-12	-14	Vacant posts	0
Property							
Strategic Asset Management Business Unit	707	-4	677	-3	-29	Vacant post	-10
Industrial Premises	481	-1,396	387	-1,331	-29	Based on very high occupancy levels which may be subject to variation	-5
Livestock Markets	57	-201	65	-194	14	Dependent on new lease negotiation and variable turnover rent	23
Planning							
Planning Admin Account	334	-9	436	-128	-17	Staff vacancies £6.8k, projected over-achievement of income £2.6k, various net underspends £7.8k	-18
Minerals	339	-205	299	-179	-14	Underspend mainly due to charging out of staff to projects as a 'direct cost'.	-13
Development Management	1,477	-1,265	1,459	-921	326	Overspend due to ongoing shortfall in income which is driven by a small number of larger schemes which attract higher planning fees. This mirrors the trend across Wales.	360
Conservation	407	-31	377	-14	-14	Underspend due to staff vacancies	-30
Other Variances							
Corporate Standby Efficiency					177		0
Grand Total					812		630

Mae'r dudalen hon yn wag yn fwriadol

Policy & Resources Scrutiny Report

Budget Monitoring as at 31st Aug 2018 - Detail Monitoring

Division	Working Budget				Forecasted				Aug-18 Forecasted Variance for Year £'000	Notes	Jun-18 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000			
Chief Executive											
Chief Executive-Chief Officer	267	0	-308	-41	261	0	-308	-47	-5		-6
Corporate Savings Target	-295	0	0	-295	0	0	0	0	295	Corporate Health & Safety efficiency proposal currently under review by TIC team	580
Chief Executive Total	-28	0	-308	-336	261	0	-308	-47	290		574
People Management & Performance											
SCWDP	624	-417	1	208	644	-437	1	207	-1		-0
Practice Placements	68	-67	0	1	82	-83	0	-1	-2		-1
Business & Projects Support	261	0	-264	-2	269	0	-264	6	8		31
Payroll	687	-334	-245	108	687	-334	-245	108	0		0
People Services – HR	1,014	-216	-740	58	1,016	-223	-740	53	-5		6
Employee Well-being	826	-379	-466	-18	652	-249	-466	-63	-44	Additional external income	-5
Organisational Development	481	-7	-464	11	631	-148	-464	20	9		6
HR Systems Development Team	123	0	-388	-265	136	0	-388	-252	13	Posts regraded with no budgets which are being funded from underspends elsewhere. The division is reviewing its budget with a view to identifying current variances and to delivering the required efficiencies in time for next year's budget.	
School Staff Absence Scheme	0	0	0	0	541	-541	0	0	0		
DBS Checks	119	0	0	119	127	-3	0	124	5		0
Assessment centre training	0	0	0	0	31	0	0	31	31	Unused Assessment Centre Credits	-6
People Management & Performance Total	4,204	-1,420	-2,565	219	4,816	-2,018	-2,565	233	14		30
ICT											
Information Technology	4,464	-792	-3,736	-65	4,567	-896	-3,736	-65	-0		-0
Total ICT	4,464	-792	-3,736	-65	4,567	-896	-3,736	-65	-0		0
Admin and Law											
Democratic	1,796	0	1,986	3,782	1,819	0	1,986	3,805	22	£10k Webcasting costs, increased photocopying costs £12k	0
Corp. Mgmt (Chief Exec)	0	0	265	265	0	0	265	265	0		0
Civic Ceremonial	22	0	41	63	22	0	41	63	0		3
Land Charges Administration	149	-288	13	-126	105	-262	13	-144	-18	Part year vacant Post	-13
Corporate Serv-Democratic	530	0	-461	70	455	0	-461	-6	-75	Part year vacant posts	-74
Corporate Serv-Legal	1,598	-249	-1,367	-18	1,582	-216	-1,367	-1	17	Income target not achievable	60
Central Mailing	42	0	1	43	42	0	1	43	0		0
Admin and Law Total	4,137	-537	478	4,079	4,025	-478	478	4,025	-54		-23

Policy & Resources Scrutiny Report

Budget Monitoring as at 31st Aug 2018 - Detail Monitoring

Division	Working Budget				Forecasted				Aug-18 Forecasted Variance for Year £'000	Notes	Jun-18 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000			
Property	516	-37	-483	-4	518	-40	-483	-5	-2		-0
Industrial Premises - JV's	42	-131	382	294	82	-165	382	299	5		6
Commercial Property - Chief Executives	29	-516	499	13	38	-579	499	-42	-55	High occupancy levels during year	-62
Provision Markets	553	-625	417	345	497	-581	417	333	-12	High occupancy levels during year	11
Property Total	1,141	-1,309	816	648	1,135	-1,365	816	585	-63		-45
Major Projects											
Wellness	101	-76	11	36	101	-76	11	36	0		-0
City Deal	50	0	4	54	1,344	-1,294	4	54	0		0
Total Major Projects	151	-76	15	90	1,444	-1,369	15	90	0		0
Regeneration											
Regeneration - Core Budgets											
Parry Thomas Centre	30	-30	1	1	65	-65	1	1	0		0
Betws wind farm community fund	87	-87	1	2	87	-87	1	2	-0		-0
Welfare Rights & Citizen's Advice	130	0	2	131	130	0	2	131	0		0
Llanelli Coast Joint Venture	142	-142	5	5	142	-142	5	5	-0		-0
The Beacon	143	-136	43	50	180	-151	43	73	23	Overspend mainly due to additional cleaning costs	22
Econ Dev-Rural Carmarthen, Ammanford, Town Centres	429	0	5,062	5,491	429	0	5,062	5,491	-0		-0
Econ Dev-Llanelli, C Hands, Coastal,Business, Inf & Ent	485	0	45	530	485	0	45	530	-0		-0
Community Development and External Funding	627	0	105	733	627	0	105	732	-0		-5
Regeneration - Externally Funded Schemes											
GT WWEC EF Holding Account	0	0	0	0	0	0	0	0	0		0
GT RDP LEADER	751	-750	28	29	667	-666	28	29	-0		0
GT Regional Engagement Team	233	-233	2	2	162	-161	2	2	-0		-0
GT Fusion Challenge	30	-30	0	0	30	-30	0	0	0		-0
GT Communities for Work	163	-162	22	22	148	-148	22	22	0		-0
GT Legacy Fund	110	-110	0	0	110	-110	0	0	0		-0
GT RLP Transition	0	0	26	26	0	0	26	26	0		0
GT Workways Plus	255	-253	52	53	572	-571	52	53	-0		0
GT Bycanier	115	-114	8	8	82	-82	8	8	0		0
GT Pendine Visitor Attractor (VW)	48	-48	0	0	46	-46	0	0	-0		-0
GT Celtic Routes	673	-673	0	0	600	-600	0	0	0		0
GT Communities for Work Plus	227	-227	1	1	215	-215	1	1	0		0
Regeneration Total	4,676	-2,995	5,403	7,084	4,776	-3,072	5,403	7,107	23		18

Policy & Resources Scrutiny Report

Budget Monitoring as at 31st Aug 2018 - Detail Monitoring

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Division	Working Budget				Forecasted				Aug-18 Forecasted Variance for Year £'000	Notes	Jun-18 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000			
Financial Services											
Chief Officer	341	-60	-284	-3	341	-60	-284	-3	0		-0
Accountancy	1,675	-369	-1,317	-11	1,645	-369	-1,317	-41	-30	Part year vacant posts	-30
Treasury and Pension Investment Section	246	-175	-72	-1	211	-175	-72	-36	-35	Part year vacant Posts	-30
Grants and Technical	186	0	-202	-17	268	-82	-202	-17	0		0
Payroll Control	83	0	0	83	86	0	0	86	3		3
Payments	501	-72	-434	-5	462	-72	-434	-44	-39	Part year vacant posts	-32
Pensions	1,155	-1,116	-55	-16	1,204	-1,166	-55	-16	-0		0
Wales Pension Partnership	192	-192	0	0	146	-146	0	0	0		-0
Financial Services Total	4,378	-1,984	-2,364	30	4,364	-2,070	-2,364	-71	-101		-89
Revenues & Financial Compliance											
Procurement	518	-32	-523	-38	453	-32	-523	-102	-65	Part year vacant posts	-49
Audit	583	-18	-568	-4	551	-18	-568	-35	-32	Part year vacant posts	-0
Risk Management	136	-0	-137	-1	166	-0	-137	29	30	One off software costs in 2018-19. Temp post only for 18-19. All funded from within the section from vacant Procurement Manager post.	44
Business Support Unit	83	0	-83	-0	84	0	-83	1	1		0
Corporate Services Training	56	0	1	57	56	-1	1	56	-1		0
Local Taxation	895	-728	540	707	884	-748	540	676	-31	Part year vacant posts	0
Housing Benefits Admin	1,621	-750	-562	309	1,508	-719	-562	226	-83	Part year vacant posts	0
Housing Advances Admin	0	0	0	0	0	0	0	0	0		0
Revenues	871	-141	-825	-95	792	-102	-825	-134	-39	Part year vacant posts	-0
Revenues & Financial Compliance Total	4,764	-1,670	-2,158	935	4,495	-1,621	-2,158	716	-220		-6
Other Services											
Audit Fees	361	-88	6	279	361	-88	6	279	-0		-0
Bank Charges	64	0	1	65	54	0	1	55	-10	Reduced costs due to new contract	-10
Council Tax Reduction Scheme	15,826	0	89	15,915	15,826	0	89	15,915	0		0
Rent Allowances	46,973	-47,090	1,415	1,298	49,594	-49,711	1,415	1,298	0		-0
Miscellaneous Services	4,743	-115	1,649	6,277	4,749	-115	1,649	6,283	6		-0
Other Services Total	67,967	-47,293	3,159	23,834	70,584	-49,914	3,159	23,830	-4		-10
TOTAL FOR POLICY & RESOURCES	102,020	-59,447	-3,941	38,632	106,560	-64,066	-3,941	38,553	-79		508

Capital Programme 2018/19							
Capital Budget Monitoring - Report for August 2018							
	Working Budget			Forecasted			
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000	Variance for Year £'000
DEPARTMENT							
COMMUNITIES							
- Private Housing	1,897	0	1,897	1,989	-92	1,897	0
- Social Care	704	0	704	718	-12	706	2
- Leisure	5,667	-120	5,547	5,667	-120	5,547	0
ENVIRONMENT	20,865	-4,395	16,470	20,879	-4,511	16,368	-102
EDUCATION & CHILDREN	13,811	-6,491	7,320	12,369	-4,293	8,076	756
CHIEF EXECUTIVE	1,893	0	1,893	1,893	0	1,893	0
REGENERATION	9,514	-3,039	6,475	7,226	-751	6,475	0
TOTAL	54,351	-14,045	40,306	50,741	-9,779	40,962	656

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Capital Programme 2018/19

Capital Budget Monitoring - Report for August 2018 - Main Variances

	Working Budget			Forecasted			Variance for Year £'000	Comment
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000		
DEPARTMENT/SCHEMES								
COMMUNITIES								
- Private Housing	1,897	0	1,897	1,989	-92	1,897	0	No Major Variances.
- Social Care	704	0	704	718	-12	706	2	No Major Variances.
- Leisure	5,667	-120	5,547	5,667	-120	5,547	0	No Major Variances.
ENVIRONMENT	20,865	-4,395	16,470	20,879	-4,511	16,368	-102	
Murray Street Car Park, Llanelli	257	0	257	125	0	125	-132	Expenditure profile being planned in accordance with whole of life care plan. Funding required for future year maintenance.
Major Structural Highway Improvements	2,851	0	2,851	2,905	0	2,905	54	Unforeseen additional scheme costs.
Other Projects with Minor Variances	17,757	-4,395	13,362	17,849	-4,511	13,338	-24	
EDUCATION & CHILDREN	13,811	-6,491	7,320	12,369	-4,293	8,076	756	Full re-profile of MEP Schemes required (in progress) to reflect varying progress of schemes.
MEP External Funding Income	0	-6,491	-6,491	0	-4,293	-4,293	2,198	Re-profile of income required to reflect varying progress of schemes.
Ysgol Pen Rhos CP School - New School	-170	0	-170	496	0	496	666	Re-profile of budget required (in progress).
Ysgol Trimsaran - New School Building	189	0	189	568	0	568	379	Additional significant ground works identified during scheme progress.
Gorslas - New School	1,827	0	1,827	300	0	300	-1,527	Delayed start on site (working on cost gap in relation to Welsh Government cost and size standards.)
Ysgol Coedcae - Phase 1	404	0	404	557	0	557	153	Additional urgent works to roof of Sports Hall identified during scheme progress.
St John Lloyd	473	0	473	593	0	593	120	Additional works to sports facility identified during scheme progress.
Ysgol Y Castell	39	0	39	100	0	100	61	Scheme ahead of schedule - no anticipated overspend on whole scheme.
Five Roads	1,655	0	1,655	600	0	600	-1,055	Delayed start on site (working on cost gap in relation to Welsh Government cost and size standards.)
Pembrey CP	853	0	853	500	0	500	-353	Delayed start on site (working on cost gap in relation to Welsh Government cost and size standards.)
Other Projects with Minor Variances	8,541	0	8,541	8,655	0	8,655	114	
CHIEF EXECUTIVE	1,893	0	1,893	1,893	0	1,893	0	No Major Variances.
REGENERATION	9,514	-3,039	6,475	7,226	-751	6,475	0	No Major Variances.
TOTAL	54,351	-14,045	40,306	50,741	-9,779	40,962	656	

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Mae'r dudalen hon yn wag yn fwriadol

2018-19 Savings Monitoring Report
POLICY & RESOURCES SCRUTINY COMMITTEE
5th December 2018

1 Summary position as at : 31st August 2018

£535 k variance from delivery target

	2018-19 Savings monitoring		
	2018-19	2018-19	2018-19
	Target	Delivered	Variance
	£'000	£'000	£'000
Chief Executive	453	363	90
Education & Children	810	735	75
Schools Delegated	2,326	2,326	0
Corporate Services	227	227	0
Community Services	2,770	2,435	335
Environment	1,461	1,426	35
	8,046	7,511	535

Target delivery for 18-19 £8,544k; Current proposals are £8,046k

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

Managerial
Policy

£535 k Off delivery target
£0 k ahead of target

	MANAGERIAL			POLICY		
	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19
	Target	Delivered	Variance	Target	Delivered	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	453	363	90	0	0	0
Education & Children	740	665	75	70	70	0
Schools Delegated	0	0	0	2,326	2,326	0
Corporate Services	227	227	0	0	0	0
Community Services	2,455	2,120	335	315	315	0
Environment	1,351	1,316	35	110	110	0
	5,225	4,690	535	2,821	2,821	0

3 Appendix A : Savings proposals not on target

Appendix B : Savings proposals on target (for information)

DEPARTMENT	FACT FILE	'2018-19 Proposed	'2018-19 Delivered	'2018-19 Variance	EFFICIENCY DESCRIPTION	REASON FOR VARIANCE
		£'000	£'000	£'000		
Managerial - off Target						
Chief Executive						
People Management						
Human Resources	HR provides advice and guidance to people managers as well as ensuring the Authority is compliant with employment legislation. Employment Policy framework development and maintenance. The service is currently being reviewed with a view to providing a more integrated HR/Payroll Support service to its users and meet the challenges of the Education agenda and collaborative working.	35	0	35	18/19 Severance,	Post to be released not identified to date
Learning & Development	The service is currently responsible for meeting the corporate, generic learning & development needs of Carmarthenshire County Council's workforce & through a strategic partnership enabling the needs of the social care sector workforce in Carmarthenshire to be met. All corporate L&D programmes are developed to meet the needs of the organisation by closely aligning with the vision, objectives & priorities of the organisation. Social care workforce development is closely aligned with WAG/Care Council/SSIW regulations, guidance & frameworks and the needs of changing service provision, in particular the integration of Health & Social Care. It coordinates the Investors in People programme supporting the organisation via the IIP Steering group to maintain IIP recognition	35	0	35	18/19 The service is being re-aligned to include the Consultancy element of the People Management function. Part of this realignment will refocus the learning and development provision across the authority with the aim of reducing training administration and delivering effective collaboration with partner agencies to provide value for money and improve the evaluation/outcomes of investment in learning.	Post to be released not identified to date
Total People Management		70	0	70		
Administration & Law						
Departmental Democratic	The Democratic Services Unit provides a high quality procedural and administrative support service for 74 elected Councillors and is located at County Hall, Carmarthen. It provides a dedicated support service for the Chair of Council, Leader of the Council, Executive Board Members and the Leader of the Main Opposition Group to include diary co-ordination, daily correspondence, and research and information gathering.	20	0	20	2018/19 - Possible Reduction in Working hours/EVR	Post to be released not identified to date
Total Administration & Law		20	0	20		
Total PMP & Administration & Law		90	0	90		
Chief Executive Total		90	0	90		
Education & Children						
Education Services						
Home Tuition / EHE	EHE Advisor currently paid on a daily rate. Efficiencies can be achieved by reviewing scope and magnitude of the role	10		10	Review EHE Advisor Post requirements & job profile	Staff illnesses has resulted in a reduction of teaching capacity, which has led to reduction of income. Review of service requirements ongoing.
Educational Psychology	The educational psychology service provides advice to schools in relation to the educational needs of children with additional learning needs.	40		40	Review of staffing and workloads within service	Undeliverable due to service demands
Total Education Services		50	0	50		
Children's Services						
Education Welfare	The Education Welfare Service supports schools and families in securing regular school attendance. The service has been restructured to include the Young Carers service and enhance the capacity of both service areas, therefore, the reduction of one FEW post is not expected to affect the level of service provided.	25		25	Review of staffing structure	Review of staffing structure due to be progressed Autumn 2018. Any resulting part year impact may reduce the forecast overspend
Total Children's Services		25	0	25		
Education & Children Total		75	0	75		

DEPARTMENT	FACT FILE	'2018-19 Proposed	'2018-19 Delivered	'2018-19 Variance	EFFICIENCY DESCRIPTION	REASON FOR VARIANCE
		£'000	£'000	£'000		

Community Services**Housing, Public Protection & Care and Support****Care and Support**

Residential Homes	People may move into a care home because they have gradually found it more difficult to manage at home, or because an illness or accident has affected their ability to live independently. Residential care homes offer services such as laundry and meals and help with personal care. Some homes offer short-term stays but normally they provide more long-term or permanent care. As of the 30th September 2017 there were 858 clients funded in a Residential Care Home across all sectors.	175		175	Additional income by reshaping existing service to residential reablement and release of underutilised beds. Beds previously commissioned by Local Health Board for convalescence will be used for Social Care commissioning.	Implementation slightly later than anticipated resulting in part year delivery of savings
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Divisional

Divisional Staffing costs	The staffing complement of Housing (Council Fund) ,Public Protection and Support & care services total nearly 400 FTE's with a pay budget of over £8M. Reviews of service provision will include staffing as part of that process, which will produce savings over the medium term. This also includes acceptance of severance requests.	160		160	Amend staff budgets to reflect vacancy factor 2018-2019 £30k; Divisional restructure to include on-going severances for Housing, Public Protection and Care & Support Services.	Divisional re-structures ongoing , with implementation not from beginning of financial year resulting in delays in savings delivery.
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Total Housing, Public Protection and Care & Support Services		335	0	335		
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Community Services Total		335	0	335		
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Environment**Highways & Transport**

Highways & Transport division	The Highways and Transportation services merged into a single division in August 2016. This will provide an opportunity to reduce areas of duplication.	35	0	35	Divisional review to be undertaken following the departmental re-alignment with a view to rationalising service provision.	No posts identified to date. Currently working on re-alignment of divisional structure. Efficiency shortfall mainly covered by vacant posts within the division.
Total Highways & Transport division		35	0	35		

Environment Total		35	0	35		
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Tudal DEPARTMENT	FACT FILE	'2018-19 Proposed	'2018-19 Delivered	'2018-19 Variance	EFFICIENCY DESCRIPTION
		£'000	£'000	£'000	

Managerial - on Target**Chief Executive****Chief Executive**

Chief Executive	Business Support function.	32	32	0	Severance as part of departmental admin review
Total Chief Executive		32	32	0	

Information Technology

Information Technology	ICT Services underpins and contributes towards all that the Council delivers both internally as an organisation and externally to service users and communities, independently or in partnership. It is a vital function providing innovative opportunities for improving services and achieving our priorities in an efficient and effective way. IT Services is pivotal as an enabler of change and a vehicle for driving forward transformational improvement to all services. We have a workforce of 72.3 FTE's which has reduced over the last 5 years from 109 FTE's and we have delivered £2.08m in efficiency savings over that period. The FTE's being put forward as savings are from applications for severance and we are looking to continually rationalise the systems we support to provide further efficiencies.	135	135	0	2018/19 - Three FTE leaving under the Authorities severance scheme (£123K) and £12k operational costs. efficiencies
Total Information Technology		135	135	0	

Regeneration, Policy & Property**Customer Focus & Policy**

Policy	Corporate Policy - this Service is responsible for developing and monitoring delivery of the Council's corporate policies as well as liaising and advising Council departments on ensuring compliance and implementation in a number of different policy areas including well-being of future generations, equalities, Welsh language and tackling poverty. The Service supports the Council's approach to consultation and engagement and directly facilitates and supports the Carmarthenshire Citizens' Panel and Carmarthenshire 50+ Network. The Service also works with various Council departments to provide information and data on Carmarthenshire's demographics and undertakes further research as required. The Service also facilitates the corporate response to matters relating to the Armed Forces.	35	35	0	Supporting of severance application
Marketing and Media (contact centres, press, communication, translation and customer services)	Newly formed business unit comprising of translation, marketing and tourism, contact centres, customer services, press and communications.	86	86	0	Year 1 - Supporting severance applications (£86k);
Total Customer Focus & Policy		121	121	0	

Total Chief Executive, IT, PMP & Administration & Law**288 288 0****Regeneration, Policy & Property****Customer Focus & Policy**

Net Departmental Administration	The Unit discharges the budget monitoring and acts as the support role for the services of the department based at County Hall, i.e. Chief Executive, Regeneration and Policy and Administration and Law, together with departmental staffing functions and business support including the central mail service and the management of access to buildings under the Council's Security Card System and the issuing of identification cards.	26.5	26.5	0	2018/19 - £18k release of post as part of the departmental admin review and £8.5k reduction in supplies and services.
Total Customer Focus & Policy		27	27	0	

DEPARTMENT	FACT FILE	'2018-19 Proposed	'2018-19 Delivered	'2018-19 Variance	EFFICIENCY DESCRIPTION
		£'000	£'000	£'000	

Regeneration

3 T's Community Regeneration	The Community Regeneration Unit has historically supported local communities to develop projects that alleviate poverty and improve quality of life. This has been achieved through working in partnership with key agencies and community members to improve existing services and develop new ones. During 2015 we will continue to develop our new key account management system supporting new and existing social enterprises and those organisations delivering vital services in our communities, supporting them to grow and become sustainable. Another key aspect of our work is working with local authority departments to identify opportunities for the delivery of services via the third sector, from asset transfer to public sector out-sourcing. Our core grants continue to support via one discretionary enterprise finance fund. Supporting third sector led projects that make a real difference in our communities and contribute to economic outputs and outcomes and a high return on investment. We have a successful track record of sourcing external funding for our communities, leveraging in over £8 million additional community investment into Carmarthenshire per year. Our Community Bureau continues to be a one stop shop for all information and funding enquiries for community, voluntary groups and third sector as a whole, supporting over 600 organisations per year. We also administer other grants for the authority and external partners including Welsh Church Fund and Mynydd Y Betws Community Benefit Fund. We also lead on the theme of digital inclusion for the authority.	48	48	0	Severance of post. Responsibilities being re distributed as part of ongoing Regeneration service realignment.
Total Regeneration		48	48	0	

Total Regeneration, Policy & Property

75 75 0

Chief Executive Total**363 363 0**

DEPARTMENT	FACT FILE	'2018-19 Proposed	'2018-19 Delivered	'2018-19 Variance	EFFICIENCY DESCRIPTION
		£'000	£'000	£'000	

Community Services

Housing, Public Protection & Care and Support

Advice & Tenancy Support

68 Temporary Accommodation	The Housing Options and Advice Team receive over 30,000 calls a year for housing related advice. One of the duties of the team is to assist homeless households with rehousing. Interim accommodation is used whilst completing an investigation into our statutory duty to rehouse. B&Bs were historically used to provide temporary accommodation while the investigation was undertaken. However, this was costly and often not the most appropriate type of accommodation. We now procure/lease properties from the private rented sector which is better value and allows us to place households in appropriate accommodation. Lease contracts are currently being reviewed so that they are fit for purpose and provide better value for money. There are also identified opportunities to increase the income of the section through fees and recharges.	10	10	0	Procurement of temporary accommodation
Advice & Tenancy Support - staff	This section helps owner occupiers, landlords and tenants to improve housing standards. This includes services such as area renewal, energy efficiency advice, general housing standards and dealing with empty homes. The 2014 Housing Act places a duty on local authorities to conduct homelessness reviews and introduce a homelessness strategy to provide help for people who are homeless or who are threatened with becoming homeless.	60	60	0	Additional income from Simple Lettings business model 30k, staffing to be part funded by a HRA recharge 15k & additional income from landlord advice and enforcement 15k in year 2018/19. Additional income from empty homes work 20k & additional income from advice and prevention duties 10k in year 2020/21.

Business & Consumer Affairs

Business & Consumer affairs - financial investigator	Trading Standards enforce around 40 Acts of Parliament and over 1,000 associated regulations, which impact on all aspects of life, from the safety of children's toys, to the honesty of property descriptions when buying a home. It is responsible for ensuring that sales are carried out within the law. Trading Standards list a number of local handypersons and gardeners on the Registered Traders Scheme.	25	25	0	Additional income due as part of enforcing the Proceeds of Crime Act 2002 in relation to criminal confiscation and cash seizures.
Increase in fees / reduction in sampling budget		10	10	0	Income from checkatrade services. Income from financial literacy products. Reduction in sampling budgets and increase in fees.

Care and Support

Domiciliary Care - in-house service	Domiciliary Care Services, also known as Homecare, provide practical or personal care for someone in their own home. This could be because health or mobility is declining, or a person may have been in hospital or they have a long term health condition. As at the end of August 2017 there were 1,041 clients receiving a Domiciliary Service.	30	30	0	Due to the nature of the business, shifts have to be covered in times of staff sickness. We aim to continually reduce the annual level of sickness and therefore staffing costs making the business more efficient. We can also make further efficiencies - ie travel logistics, with better rotaring (especially following the planned IT investment).
Domiciliary Care - in-house night service	The "Through the Night Domiciliary Service" works in conjunction with other night services providing non-medical personal care to people living in the community through the Community Alarm Service. For the period April 2016 to September 2016 the department carried out 3906 planned night calls and 355 unplanned night calls.	30	30	0	Following a joint review of the service by ourselves and the NHS, it has been agreed to deliver this service in a different way. The proposal brings together the existing service with the acute response team provided by the health service. This will lead to be a better integrated service and reduce costs for both organisations.
Reablement	The reablement service encourages service users to regain their confidence and skills following a period of illness or an injury. The programme is agreed by a multidisciplinary team and supports individuals to meet their expressed goals to return to a level of independence and includes support with daily living activities and other practical tasks. The programme may last up to 6 weeks.	126	126	0	Reduction of 200 hours / 8 posts to reflect changing service demands and alternative service provision from the NHS. These posts are currently vacant and are budgeted for.
Care and Support Management	Ensuring resilient management of Care and Support services for residential homes, reablement, domiciliary care and sheltered housing services.	20	20	0	Additional recharge to the HRA following divisional restructure to increase management and usage of sheltered housing stock and too complement residential care.

DEPARTMENT	FACT FILE	'2018-19 Proposed	'2018-19 Delivered	'2018-19 Variance	EFFICIENCY DESCRIPTION
		£'000	£'000	£'000	
Environmental Protection					
Reduction in sampling	Environmental protection are responsible for monitoring, by means of sampling, the shellfish beds in the Burry Inlet and Three Rivers for commercial gathering. The beds are controlled by the Natural Resources Wales for the former and Welsh Government for the latter. There is a legal requirement on the Local Authority to establish and monitor the classification of the beds to ensure that the shellfish is within a 'safe' limit (bacterial and toxin) for processing and consumption. In addition to this, the section also take food samples to routinely check that businesses are producing 'safe' foods. A single food team is being established across environmental health and trading standards which will lead to organisational efficiencies over time. Following demand from members and the public we have re-introduced pest treatments. As officers have to visit to investigate possible infestation, it makes sense to offer immediate treatments. This service will be run on a full cost recovery basis.	10	10	0	Reduction in food and other sampling costs across public protection services. Potential reduction in staffing costs following the establishment of a single food team in Environmental Protection.
Pest control	Since the removal of the pest control service, the Public Health team have continued to give advice on pest control including means of elimination and removal of sources and harbourage. As a result of feedback on recurring pest problems in Council Home occupants, these visits have recently also include treatments for rats and mice in addition to providing advice. This will improve the health and wellbeing of the tenants	10	10	0	Increased income from pest control services
Primary authority / services income	Primary Authority enables businesses to form a legal partnership with one local authority, which then provides assured and tailored advice on complying with relevant food safety, standards and health and safety that other local regulators must respect. There is a charge associated with the partnership.	6	6	0	Agreement with businesses to charge for advice from local authority
Total Housing, Public Protection and Care & Support Services		337	337	0	
Integrated Services					
Domiciliary Care	Domiciliary Service, also known as home care, provides practical or personal care for someone in their own home. This could be because health or mobility is declining, or a person may have been in hospital or they have a long term health condition. As at the end of August 2016 there were 1041 clients receiving a Domiciliary Service	500	500	0	Reduce % of Double handed care to match best performing authorities' performance by March 2020. Reduce % of people receiving 4 calls+ per day. Halve the number of small packages of care by 2020. Note that scope to reduce Dom Care will be very limited by Year 3.
Divisional Supplies	Services provided to Older People and Physical Disabilities client groups have non-staff controllable budgets of approx £34m. The Department has identified that some of these budgets will not have an inflationary uplift and budgets will be held at the same level as the year before.	122	122	0	No inflationary uplift.
Management & Support - staffing reductions	Management and operational workforce	60	60	0	Review of staffing
Residential Placements	Residential care is provided in local authority and private sector care homes for individuals who can no longer live independently in the community. Depending on the nature of their needs, their placement may be made by the local authority or jointly with the health board, or entirely by the health board if they qualify for free continuing health care (CHC).	145	145	0	Manage the demand from hospitals for residential & nursing placements (including CHC)
Total Integrated Services		827	827	0	

DEPARTMENT	FACT FILE	'2018-19 Proposed	'2018-19 Delivered	'2018-19 Variance	EFFICIENCY DESCRIPTION
		£'000	£'000	£'000	

Learning Disabilities

Residential Care, Supported Accommodation and Community Packages - reshaping and re-providing services	People may move into a care home because they have gradually found it more difficult to manage at home, or because an illness or accident has affected their ability to live independently. Residential care homes offer services such as laundry and meals and help with personal care. Some homes offer short-term stays but normally they provide more long-term or permanent care. As of the 30th September 2016 there were 185 Mental Health & Learning Disability clients funded in a Private Residential Care Home. Supported living is a type of residential support that helps vulnerable adults, including people with learning disabilities, to live independently in the community. Supported living arrangements are very flexible and are designed to give each person choice and control over their home and the way they live their life. As of the 30th September 2016 there were 146 Mental Health & Learning Disability clients receiving supported accommodation.	482	482	0	Reviewing and right sizing of residential placements; Stepping down to supported living/Shared Lives; De registration of residential homes to supported living; Collaborative funding opportunities; Recommissioning; Positive behavioural interventions; alternative community provision; costing model in residential care; right sizing of individual packages; implementation of capped rate; maximising potential of assistive technology; releasing time to care; Ordinary Residence issues.
Day Services	During the review and transformation of MH&LD day services we have identified individuals who are spending a long time on transport, at times travelling across the county past services which could support their needs. The current arrangement incurs increased costs and can have a detrimental effect on the person due to the length of time on transport. We will review those identified and propose alternative shorter and more efficient arrangements which may include individuals having to use their own transport funded by their mobility allowance.	20	20	0	Undertake review of transport in day services with view to establishing more cost effective arrangements
Direct payments	Citizen directed co-operatives are a key theme of the SS&WA. The use of direct payments allows individuals to have more independence when deciding how they achieve what is important to them and increases the opportunity for them to have their support needs met within their community and maximise their own assets. We are currently changing the focus of day services in order to provide more specialist outcome focussed interventions, this will include moving some individuals on from the building based services and into the community with their support being tailored to their specific outcomes and supported via direct payments. Where appropriate at this will include pooled payments based on communities of interest in order to ensure effective use of funds.	48	48	0	Develop social enterprise, citizen centred cooperatives for Direct payments
Divisional Staffing	An amended divisional structure will be developed for agreement via the appropriate process to deliver the new service proposals, with less building based services and a change in function we envisage there will be a reduction in managerial posts.	100	100	0	Divisional staffing costs linked to above Service proposals, ongoing severances and Divisional restructure
Total Learning Disabilities		650	650	0	

Support Costs

Commissioning Team	The service provides business support for Social Care. The functions include payment of creditors, management of transport and premises; the assessment and collection of income for residential and non residential services; and general business support	47	47	0	Reduction in staffing
Support Services	The service provides business support for Social Care. The functions include payment of creditors, management of transport and premises; the assessment and collection of income for residential and non residential services; and general business support	79	79	0	Supplies and Services (Postage + tel + meetings) £34k, Transport £12K, Staffing - part time reduced hours £13k, staffing - re-structure
Total Support Costs		126	126	0	

DEPARTMENT	FACT FILE	'2018-19 Proposed	'2018-19 Delivered	'2018-19 Variance	EFFICIENCY DESCRIPTION
		£'000	£'000	£'000	

Leisure**Outdoor Recreation**

Burry Port Harbour	Burry Port Harbour has huge potential to develop even further as a key tourist attraction in the middle of Carmarthen Bay and as part of the regeneration plan for the harbour area. With 350 pontoons and direct access to the Wales Coastal path, it forms part of the 17Km Millennium Coastal Park situated between Llanelli Town and Pembrey Country Park. The Harbour forms part of a necklace of such facilities around the coast of Wales.	55	55	0	Reduction in net cost of dredging
Pembrey Country Park	Pembrey Country Park has been transformed into one of Wales's top visitor attractions providing a unique blend of coast and countryside. Eight miles of golden sands set against the spectacular backdrop of the Gower Peninsula and overlooking the coastal scenery of Carmarthen Bay. There is everything from caravan and camping (with electric), 550 acres of idyllic woodlands, 130m long dry ski slope to the longest toboggan run in Wales - all providing a perfect family day out or a relaxing holiday in idyllic surroundings.	30	30	0	Increased Income (charges / car park / accommodation / F&B)
Waste Management procurement	Our Country Parks generate significant quantities of waste, especially at the caravan and campsite in Pembrey. Whilst every effort is made to minimise and re-cycle waste, there are opportunities to be more efficient in this area	5	5	0	Review of cesspool emptying contracts

Sport & Leisure

Leisure Centres	There are 6 Leisure Centres in Carmarthenshire. Llanelli, Carmarthen, Ammanford, Llandovery, St Clears and Newcastle Emlyn. A variety of activities at your local leisure centre such as; Swimming, Diving, Canoeing, Fitness, Cycling, Badminton, Tennis, Table Tennis, Squash, Hockey, Netball, Basketball, Football, Rugby, Cricket, Gymnastics, Birthday Parties, Holiday programmes. There were over a million visits to the Leisure facilities in 2015/2016.	40	40	0	Increased income (higher charges / more activity)
Salix loan ending (for energy saving initiatives)	Salix funding has been secured to invest in more energy efficient lighting and the installation of swimming pool covers to reduce overnight heat loss at our leisure centres	9	9	0	Additional income as a result of Invest to Save funding for energy saving initiatives. Last repayment to the Development Fund due in 2017-2018
Dinefwr Bowls	The Indoor Bowls in Ammanford is being managed by a local management board on a reducing subsidy from the authority.	5	5	0	Last year of reducing subsidy
Bro Myrddin Bowls	Bro myrddin Bowls Centre transferred to the local Authority in approx 2004, reason being the management committee could no longer sustain the costs on operating the centre. After a number of years within Leisure services we negotiated an asset transfer back to the members(2015) whom created a trust with charitable status enabling opportunities to draw down grants etc. part of the agreement is a reduced subsidy over three years. We are now in the second year and accounts from the club show excellent results. The club membership is growing and signs that long term sustainability is achievable!	5	5	0	Last year of reducing subsidy

DEPARTMENT	FACT FILE	'2018-19 Proposed	'2018-19 Delivered	'2018-19 Variance	EFFICIENCY DESCRIPTION
		£'000	£'000	£'000	
Tudalen 172 Cultural Theatres	Carmarthenshire Theatres manages the Miners' Ammanford, Lyric Carmarthen and Ffwrnes Llanelli and promotes a broad range of events and productions throughout the year for all age groups and interests. During 2015/16 a total in excess of 100,000 paying customers and participants visited and made use of our facilities. As Carmarthenshire's flagship theatre The Ffwrnes is increasingly establishing itself as one of Wales's leading Cultural and Entertainment venue. 266 visiting companies and hirers 400 performances/events 74,130 attendances 33,805 participants	11	11	0	Reduced agency costs & Increased income in Theatres
	Libraries	Carmarthenshire libraries provides an extensive choice of books, DVDs, CDs, online services, newspapers and magazines, there is something for everyone! With over half a million books on offer between 3 regional, 13 branch and mobile libraries you're never too far away from a centre of knowledge. Public access computers and Wi-Fi are available at all libraries. Keeping up to date with technology there is now the Playstation 4 available at Llanelli, Carmarthen and Ammanford library. Carmarthenshire is the 4 th busiest Library in Britain. There have been over 600,00 issues of books per year. Promoting a new mobile service in January 2017 as an out of reach service, linking up with various partners to deliver this new service.	20	20	0
Total Leisure		180	180	0	
Community Services Total		2,120	2,120	0	

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		£'000	£'000	£'000	

Education & Children**Director & Strategic Management**

Departmental - cross cutting	Casual travel budgets across the Department	25	25	0	Reduce all casual mileage budgets by approximately 5% per annum through better journey planning, challenging the need for journeys, and utilising cheaper travel options including use of pool cars
Departmental - cross cutting	Budgets for supplies & services across the Department	75	75	0	Reduce budgets for supplies and services across the Department (e.g. training, stationery)
Director & Management Team	Funds the management team including Director, Heads of Service & 2 senior management posts	30	30	0	Reduction in senior management costs
Business Support	The central Business Support Team provides a range of support services to the Department and Building 2 at St. David's Park, Carmarthen. This includes reception duties, management of meeting rooms, management of pool cars, processing applications for Free School Meals, School Milk, and School Clothing Grants, and processing creditor payments across the Department	50	50	0	Release of 4 staff members through severance.
Total Director & Strategic Management		180	180	0	

Curriculum & Well-being

Participation	A team of 2 that leads on the statutory duty for children and young people to participate in decisions that affect them, including support for the Carmarthenshire Youth Council & School Councils, as well as promoting awareness of the United Nations Convention on the Rights of the Child	10	10	0	Remodel of service following resignation of staff member
Youth Support Services	YSS is an integrated service bringing together youth work and statutory youth justice provision. This allows for an holistic approach to youth support delivery for children, young people and young adults (aged 8-25 years) in Carmarthenshire, ranging from open access to specialised support.	40	40	0	Transfer some posts from core to grant funded; make others term-time only.
Total Curriculum & Well-being		50	50	0	

Access to Education

Catering Services	The management & administration of school meals income and banking	45	45	0	Provide the ability for parents to pay online for school meals (& other school payments, e.g. trips). Introduce electronic meal registers in primary schools, removing paper based systems. The changes will likely mean the removal of the School Meal Clerical role.
Total Access to Education		45	45	0	

Education Services

Education Systems	The Education Systems Team support services across the department, including grant administration.	25	25	0	Reduction of match-funding requirement for EIG
Strategic Management	Supports statutory & strategic education requirements - WJEC, ADEW contributions, legal fees, Copyright licence	10	10	0	Reductions across supplies & service areas - printing & postages (documents accessed on line), meetings expenses & reduced demand on legal costs.
Early Years Education	This budget funds the statutory requirement to fund '10 hours free education' in non-maintained settings for 3 year olds.	30	30	0	Reduce budget as a result of reduced demand, forecasting underspend in current year
Early Years Education	The Early Years Team provides support and guidance provision for all Carmarthenshire non-maintained settings.	30	30	0	Reprioritising part of Education Improvement Grant from Early Years Advisory Teachers to Athrawon Bro. Restructuring of the service could provide additional support for the development of our Welsh continuum via the Athrawon Bro Team.
Total Education Services		95	95	0	

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		£'000	£'000	£'000	

Children's Services

Independent Reviewing Service	The Independent Reviewing Officers review all children in the care of the local authority. This is a statutory role required under regulation	60	60	0	Remodel of Independent Reviewing Service. Management responsibility for the service has been remodelled and as a result the manager of this service has been redeployed and the reviewing officers now directly report to the service manager.
Children's Services	There is potential to utilise grant funding; particularly in relation to Supporting People, to offset core funded activity	235	235	0	Make better use of existing grants in care services (support for care leavers etc). Additional funding to be drawn down from Supporting People. Maximise the benefit of current year grants being transferred into RSG.
Total Children's Services		295	295	0	

Education & Children Total

665 665 0

DEPARTMENT	FACT FILE	'2018-19 Proposed	'2018-19 Delivered	'2018-19 Variance	EFFICIENCY DESCRIPTION
		£'000	£'000	£'000	

Corporate Services**Financial Services**

Accountancy	The provision of a decentralised accounting and financial management service, covering: <ul style="list-style-type: none"> • Technical Accounting (Preparation of final accounts, corporate accounting and taxation), • Management Accounting (Month end close, maintenance of financial records and budgeting) • Strategic Finance functions (projects, planning and financial advice to members) 	70	70	0	2018-19 £30k Acc Technician post, £20k reduction in external audit fees £20k reduction in subscriptions;
Revenues & Benefits	Revenue Services Unit is responsible for the administration, billing and collection of Council Tax and Non Domestic Rates from householders and businesses, respectively. The unit also undertakes on behalf of all the Authority's departments, the billing, collection and recovery of miscellaneous income (known as Sundry Debts) as well as having responsibility for operating the Councils full time cash offices with the associated back-office income functions. In addition to these income collection functions, the unit is responsible for the administration of Council Tax Reduction scheme (formerly Council Tax Benefit) and Housing Benefit schemes which help low income households meet their rent and /or Council Tax. Although the Housing Benefits Fraud Investigation function formerly undertaken within the unit transferred to the Department for Work & Pensions in 2015/16 the service continues to investigate Council tax Reduction fraud	10	10	0	2018-19 £10k misc budgets;
Pensions / NI / AVC		100	100	0	Savings on NI contributions re:AVCs
Total Financial Services		180	180	0	

Audit, Risk & Procurement

Audit & Risk	The Division's costs are primarily made up of staffing costs: Head of Division (1 FTE), Internal Audit (10.8 FTE), Risk Management / Insurance (3 FTE), Corporate Procurement Unit (8.8 FTE) and Corporate Services Business Support Unit (2.6 FTE). Audit Committee have made consistent representations to maintain and strengthen the Internal Audit provision which currently stands at 10.4 FTE. The Risk Unit maintains the Corporate Risk Register and co-ordinates the approach to Risk Management across the Authority whilst also dealing with the Authority's Insurances (including management of all "live claims" made against the Council by employees and the public). The Corporate Procurement Unit supports Departments in ensuring cost effective legally compliant procurement of the array of goods and services utilised by the Authority's various Services (savings emanating from better procurement are shown in Departmental savings). Finally a small Departmental Business Support Unit supports the whole Corporate Services Department's approach to Performance & Development work and the range of administrative requirements including FOIA and Appraisal Monitoring.	40	40	0	2018-19
Procurement		7	7	0	Structure Realignment
Total, Audit Risk & Procurement		47	47	0	

Corporate Services Total**227 227 0**

Tudor Environment 176	DEPARTMENT	FACT FILE	'2018-19 Proposed	'2018-19 Delivered	'2018-19 Variance	EFFICIENCY DESCRIPTION
			£'000	£'000	£'000	

**Environment
Business Support and Performance**

Operational compliance training	The Policy and Performance Division provides support and advice to all sections of the Department by providing a variety of financial, administrative, democratic, business support and performance management services.	15	15	0	To generate external income through the provision of Operational compliance training.
Business Support review	A review of business support within the department is currently ongoing with a view to streamlining processes and functions.	100	100	0	Efficiencies generated as a result of the implementation of the Business support review recommendations.
Total Business Support and Performance division		115	115	0	

Waste & Environmental Services

Waste Treatment	Targeted campaigns to reduce waste and increase the awareness and use of all recycling schemes/initiatives. It is anticipated that this will result in the diversion of waste from the residual waste stream to the the recycling waste stream, thereby realising savings due to the differential in the treatment costs as set out.	70	70	0	Year One: Diversion from Residual Waste to Food Recycling @ 550t - gate fee saving = £26k Diversion from Residual Waste to Blue Bag Recycling @ 550t increase - gate fee saving = £18k Diversion from Residual Waste to Green/Garden Waste Recycling @ 375t increase - gate fee saving = £26k Year Two: By undertaking waste minimisation activities realising an overall reduction in Residual Waste by 500t saving = £53k Further diversion of food waste @ 500t - gate fee saving = £24k Further diversion into Blue Bag Recycling @ 350t - saving = £11k Further diversion to Green/Garden Waste @ 175t - saving = £12k
Closed landfill Sites	We currently manage the ongoing aftercare at two former refuse landfill sites - Nantycaws (Phase 1) in Carmarthen and Wern Ddu in Ammanford. This includes dealing with leachate from the landfill sites and ensuring the adequacy and functionality of the infrastructure, including drainage systems.	30	30	0	Negotiation of reduced licensing fees and reduced effluent disposal costs will realise savings.
Enforcement	The Environmental Enforcement section is responsible for providing enforcement activity in relation to environmental crime. This includes matters relating to dog fouling, litter, fly tipping, waste carrier offences, domestic and business waste offences, abandoned vehicles, anti-social behaviour for example graffiti, highways offences and skips and scaffolding. Enforcement is effected by means of formal notices, fixed penalty fines and prosecutions.	11	11	0	Review, procure and tender the abandoned vehicle service collaboratively working with Fleet Management. Review current pool and lease car arrangements with the aim of reducing the number. Abandoned Vehicle Saving - £7,175 Removal of Lease Car Saving - £4,000
Flood Defence and Coastal	Overall management and delivery of arrangements to ensure the integrity of assets associated with mitigating risks associated with flooding and coastal erosion.	30	30	0	Reduction in minor improvement works programme - this can be accommodated since investment over previous years has addressed main flooding issues. Funding will continue to be required to maintain assets and to upgrade defective culverts.
Communications expenditure reduction	This budget is allocated to raise awareness and education of the waste services operating to Carmarthenshire residents. Promoting the kerbside dry recycle and food waste service, home composting, bring sites and household waste recycling centres. Advising on methods of re use and waste minimisation. Information in variouse formats have been used to encourage participation in variouse schemes in order to assist with the overall objective of meeting our recycling targets.	30	30	0	By bringing more focus to specific messages and target audiences, following the corporate vision of channel shift and taking advantages of the changes within the communication method medium, we can further enhance communication at a reduced cost. Social media and website based data provision can be used further as a method of focussed communication. Developing and enhancing relationships with established volunteer community groups and non-government organisation and linking in on their social media platforms to expand on capturing our target audience will reduce the requirement/ frequency of using traditional communication methods. Cutting back on printed materials and streamlining information leaflets will also reduce print re print/ graphics costs. Capturing data such as email addresses and mobile telephone numbers from residents who authorise the use of said contact details in order to join the text messaging service and dot-mailer facility reducing postage costs on mass mailing.

DEPARTMENT	FACT FILE	'2018-19 Proposed	'2018-19 Delivered	'2018-19 Variance	EFFICIENCY DESCRIPTION
		£'000	£'000	£'000	
Grounds - Plant rationalisation	The Grounds Maintenance Section incorporates the direct responsibility of managing and maintaining parks and playgrounds, inland water areas and a large number of public open spaces within Carmarthenshire. It also maintains grounds for many other departments of the County Council such as Social Care and Housing, Cultural Services, Education and many individual schools. The Section also has numerous external clients such as Town and Community Councils and private sports clubs.	18	18	0	Review of Fleet Replacement Programme - due to the success of the Community Asset Transfer programme and resulting rationalisation of plant, some items of plant due for renewal within the Fleet Renewal Programme can be disposed of instead of replaced.
Grounds - management of open water facilities - B line provision	The Grounds Unit is responsible for some inland water areas. Part of this responsibility is to ensure that where buoyancy aid type safety equipment (floatation B-Lines) are installed, that these are maintained and are fit for purpose. Installation and equipment type depends on the specific risk assessment that is undertaken on each site.	7.5	7.5	0	The buoyancy aid B Lines that are installed often get damaged or stolen. There is an ongoing cost to replace these items. We will source a different product that meets our requirements for a reduced cost.
Asset Transfers - Parks	Transfer of Parks, Playgrounds and Amenity areas to Town Councils, Community Councils or Sports organisations.	141	141	0	Reduction in maintenance costs following the transfer of assets to Town/Community Councils or sports organisations.
Review of Divisional structures		30	30	0	Divisional review to be undertaken following the departmental re-alignment with a view to rationalising service provision.
PCs and Cemetery	Operation and maintenance of Public Conveniences and Ammanford Cemetery facility..	10	10	0	Review of general expenditure budgets
Total Waste & Environmental Services		377.5	377.5	0	

Highways & Transport

General - Public & School Transport	The County Council provides financial support to enable the provision of socially necessary bus and community transport services where the commercial sector does not provide. Over 1.07 million passenger journeys are supported each year. The bus network covers 13,658 kms every day. 55% of the overall network is subsidised to sustain access for communities. The Authority also provides school and college transport for 8,258 pupils/students who are eligible for assistance. Circa 3.07 million passenger journeys per annum are undertaken on the school/college network of services.	150	150	0	Supply chain efficiencies across transport networks. We will continually review routes to ensure the most efficient routing and loading of vehicles is achieved. Demand will also be managed in accordance with the Authority's statutory obligations and policy on provision. Routes will also be subject to competition.
Highway Lighting	The County Council provides and maintains Street Lighting to help facilitate the safe movement of goods and people. There are over 19,700 columns across the highway network with a further 800 units located on industrial estates and car parks. The street lighting network is currently being modernised via a 3 year investment plan. LED lamps are replacing the previous Sodium lamps.	107	107	0	Saving in energy consumption arising from investment in LED lighting and installation of timers for part night illumination. WG invest 2 Save funding has been approved. Proposal is to reduce operating costs without turning lights off. Delivery programme is underway.
Highways	The County Council maintains 3,371 km of highway in Carmarthenshire. It is the second largest length of highway network in Wales. The Authority has a statutory duty to maintain the network to a safe standard to facilitate the safe movement of goods and people. Over fifty five percent of the Gross Expenditure relates to supplies and services.	292	292	0	Improving the efficiency across the supply chain from supplies and services, programme management and works delivery.
Civil Design		80	80	0	Reconfigure Design to increase income
Total Highways & Transport division		629	629	0	

DEPARTMENT	FACT FILE	'2018-19 Proposed	'2018-19 Delivered	'2018-19 Variance	EFFICIENCY DESCRIPTION
		£'000	£'000	£'000	

Property

Admin Buildings	Energy, rates, telephone and cleaning costs for Administrative Office buildings including St David's Park	121	121	0	Savings on the running costs of the Council's office accommodation following vacation and subsequent sale or rental(In 18/19 this was as a consequence of agile working).
Industrial Premises	Rental income and costs of managing the Council's 400 industrial units, which provide business accommodation supporting 2,000 jobs in the County	5	5	0	Above-inflation increase in income target
Total Property division		126	126	0	

Planning

Development Management	<ul style="list-style-type: none"> The Development Management Unit manages the statutory planning application process (including pre application and also discharge of conditions and variation of conditions post approval). The Unit deals with between 1700 and 1900 applications on average each year (roughly 150 cases per annum per Officer). The unit is also responsible for planning enforcement matters including enforcement of planning conditions and unauthorised development and built conservation matters, dealing with roughly 500 cases per annum. 	30	30	0	2018/19 - £20k : Savings have been identified in terms of staffing. This is part of an overall reconfiguration of posts within the Development Management section aimed at improving resiliency and efficiency and re-targeting of resources within the Business Unit; £10k : predicted income from new Pre-application service (new fee system yet to be agreed through Council).
Minerals & Waste	<ul style="list-style-type: none"> The Team ensure that the significant aggregate resources and waste within Carmarthenshire are provided and managed in a sustainable way. This involves dealing with applications for waste and mineral workings/sites, dealing with enforcement matters relating to such sites and also required monitoring regarding the operation of such sites. The Team also undertake the above functions in whole or in part for another 7 Local Authorities in South and West Wales. 	15	15	0	Increase in income through various Service Level Agreements coupled with some savings to be made through reconfiguration of the Team which is aimed at improving the resilience of the Team going forward.
Forward Planning	<ul style="list-style-type: none"> Division responsible for producing and assisting with implementation, including on-going monitoring of plan delivery and on-going revision of evidence base, of all development plans which cover or part cover Carmarthenshire. These plans include: <ul style="list-style-type: none"> Spatial plans – the potential for plans to span more than one (or part of) County in future years the Local Development Plan which was adopted for Carmarthenshire in 2014 and Development Briefs for specific sites and areas - a number of which have now been produced for the County. Also involved in assisting with development and or disposal of Council owned land/property in relation to advising on potential uses and providing consultancy role regarding preparation of planning applications on behalf of the Council. 	6.5	6.5	0	General savings identified within the Forward Planning budget which are not related to the production of the LDP.
Rural Conservation		5	5	0	2018/19 - Predicted income from new Common Lands procedure for charging titles etc.
Planning Admin.		6	6	0	2018/19 - Increase in Street name and numbering income.
Building Control		5.5	5.5	0	Dangerous structure - temporary payments are dealt with
Total Planning division		68	68	0	

ENVIRONMENT

1,316	1,316	0
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DEPARTMENT	FACT FILE	'2018-19 Proposed	'2018-19 Delivered	'2018-19 Variance	EFFICIENCY DESCRIPTION
		£'000	£'000	£'000	

Policy - on Target

Community Services

Learning Disabilities

Day Services - Opportunities	LD & MH day services currently provide support for approximately 300 individuals across the county utilising 9 different sites. The services provide opportunities for individuals to receive therapy, maintain their health and wellbeing, gain skills, socialise whilst also providing respite for carers. The review of day services has highlighted the need to develop community options and specialist services which will see a decline in the use of building based services. This will provide opportunities for us to develop intergenerational services in partnership with adult services within Coleshill and Manor rd and vacate the premises at Crosshands.	285	285	0	Development and re-commissioning services jointly with Older People's Services, the third sector and leisure (currently working on options appraisal)
Day Services - Complex Needs	Complex needs day services provide support for individuals with profound and multiple disabilities often requiring 1-1 support. We currently rely on external domiciliary care agencies to provide the 1-1 support for some individuals due to a lack of capacity within the services existing budgets. With movement of individuals into community support options there will be increased capacity within building based services which will replace the third sector provision.	30	30	0	Review third party provision within complex needs day services

Community Services Total

315 315 0

Education & Children

Education Services

Delegated school budget	<ul style="list-style-type: none"> This is the budget delegated to every school under the Fair Funding formula. The budget is to meet all the costs associated with running a school e.g. staff costs, premises costs, SEN specialist support, Service Level Agreements for specific services such as HR, IT, legal, grounds maintenance, music. 	2,326	2,326	0	<ul style="list-style-type: none"> The 2018/19 proposal is to provide a cash neutral budget to schools Reduced school budgets will lead to schools having to review their spending and to consider staffing levels, class sizes and provision. To manage this level of reduction there will be an impact on staffing as a high % of a school's budget is used to employ staff. Schools have been encouraged to work in partnership and collaborate with other schools in matters of resourcing and employment, however the scale of the budget reduction will result in some redundancies. Reduced provision could impact on the high standards achieved by Carmarthenshire's learners and the support provided for vulnerable/disabled pupils.
Total Education Services		2,326	2,326	0	

DEPARTMENT	FACT FILE	'2018-19 Proposed	'2018-19 Delivered	'2018-19 Variance	EFFICIENCY DESCRIPTION
		£'000	£'000	£'000	
Tudalen 180 Catering Services - School Meals	<ul style="list-style-type: none"> The Catering Service provides school meals in all Carmarthenshire primary schools and 11 of our 12 secondary schools. The budget, including primary breakfasts, is some £7.7m. Taking account of income and Welsh funding for Free School Meals, the net cost of the service to the Council is in excess of £200k, not including indirect costs (such as Human Resources support, Health & Safety support etc). Based on current charges for a primary school meal, Carmarthenshire prices are the joint highest in Wales. Costs have been saved over recent years by reducing staffing levels and smarter purchasing of food and other supplies. 	70	70	0	<p>Increase the cost of a primary school meal price to £2.60* in April 2018, £2.70 in April 2019 and £2.80 in April 2020. There will be similar increases in charges for food in secondary schools.</p> <p>The price has increased by 10p per meal for several years in a row. There has been a reduction in the number of children having school meals following recent price increases. In addition to this a £50k efficiency has been included in year 2 for the introduction of a charge for the care element of primary school breakfast provision (more work needed to model potential income and costs of collection). *The school meal price will increase by 2.3% inflation taking it to £2.56 in 2018-19 therefore the efficiency proposal is 4p per meal</p>
	Total Access to Education		70	70	0
Education & Children Total		2,396	2,396	0	

Environment

Waste & Environmental Services

Clinical Waste Collections	<p>The collection of hygiene waste is currently undertaken by a third party contractor. The contract comes to an end in November 2018.</p> <p>Hygiene waste includes the following types of waste:</p> <ul style="list-style-type: none"> Items used to dispose of urine, faeces and other bodily secretions or excretions including: <ul style="list-style-type: none"> Disposable bed pans Bed pan liners Incontinence pads Stoma bags Urine containers <p>This type of waste can be placed in black bags.</p>	54	54	0	<p>This waste is suitable for collection as part of our residual black bag waste collection service. The proposal is to terminate the current contract and co-collect with our domestic waste at the kerbside. There will be a loss of recycling to the extent of approximately 0.25%.</p>
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DEPARTMENT	FACT FILE	'2018-19 Proposed	'2018-19 Delivered	'2018-19 Variance	EFFICIENCY DESCRIPTION
		£'000	£'000	£'000	
Age Cymru	Since 2011 the Authority has had a service level agreement in place with Age Cymru to assist with access to recycling facilities in the County. The main focus was to provide recycling information and assist with glass collection from the domestic residency to a nearby recycling centre by age cymru volunteers.	11	11	0	Our Contact Centre and Customer Service centre have all the information required to fully inform residents of their requirements either by face to face, telephone or leaflets and electronic methods of communication. We also have community recycling advisors who would be able to visit if the resident could not use the aforementioned facilities. This element of the SLA is fully covered in house. In respect of the glass recycling we have recycling facilities at over 150 recycling centres across the county and many are located at supermarket locations where residents carry out their daily/ weekly grocery shop and would allow for residents or their carers/ aids to take one or two items on frequent basis allowing for ease of disposal. The service currently has 52 clients and currently operating at approx.£350/client.
Grounds - at Town Hall	At Town Hall Grounds in Llanelli successional bedding has always been planted i.e. Spring Bedding and Summer Bedding.	10	10	0	We propose to cease with the supply and planting of Spring Bedding, leaving the bed fallow. Non planting of spring bedding will result in colourful flower displays through the summer months only.
Total Waste & Environmental Services division		75	75	0	
Highways & Transport					
Searches	The Strategic Planning and Infrastructure unit processes local land searches to identify the status of land in terms of designation and any potential highway implications, maintaining records of highways schemes and new requests for infrastructure.	10	10	0	Searches charges
Highways	The County Council maintains 3,371 km of highway in Carmarthenshire. It is the second largest length of highway network in Wales. More than 6,000km of grass verges throughout Carmarthenshire are cut every year. The council has a statutory duty to maintain the highway in a safe condition for motorists and pedestrians. Generally one cut is carried out a year, however, a second cut may be needed in some areas in early September, depending on weather and growing conditions throughout the season.	25	25	0	Reduction in frequency of verge mowing
Total Highways & Transport division		35	35	0	
Environment Total		110	110	0	

Mae'r dudalen hon yn wag yn fwriadol

PWYLLGOR CRAFFU POLISI AC ADNODDAU 5^{ed} RHAGFYR 2018

**ADRODDIAD CANOL BLWYDDYN YNGYLCH RHEOLI'R TRYSORLYS A
DANGOSYDD DARBODAETH
EBRILL 1^{AF} 2018 I MEDI 30^{AIN} 2018**

Ystyried y materion canlynol a chyflwyno sylwadau arnynt:

- Gofynnir i aelodau sicrhau eu bod yn fodlon bod y gweithgareddau a gyfeiriwyd atynt yn yr adroddiad atodedig, yn gyson â gofynion Polisi a Strategaeth Rheoli'r Trysorlys a gafodd ei gymeradwyo gan y Cyngor Llawn ar y 21^{ain} Chwefror 2018.

Rhesymau:

- Mae gan y Pwyllgor rôl allweddol ynghylch craffu ar swyddogaeth Rheoli'r Trysorlys o fewn yr Awdurdod.

Angen cyfeirio'r mater at y Bwrdd Gweithredol / Cyngor er mwyn gwneud penderfyniad: OES

Bwrdd Gweithredol ar y 17^{eg} Rhagfyr 2018 a Cyngor ar y 9^{fed} o Ionawr 2019.

Aelod(au) y Bwrdd Gweithredol sy'n gyfrifol am y Portffolio:

- Cyng. David Jenkins (Deiliad y Portffolio Adnoddau)

<p>Y Gyfarwyddiaeth: Gwasanaethau Corfforaethol</p> <p>Cyfarwyddwr: Chris Moore</p> <p>Awdur yr Adroddiad: Anthony Parnell</p>	<p>Swyddi:</p> <p>Cyfarwyddwr Gwasanaethau Corfforaethol</p> <p>Rheolwr Pensiwn a Buddsoddiadau Gyllidol</p>	<p>Rhifau Ffôn / Cyfeiriadau E-Bost:</p> <p>01267 224120 cmoore@sirgar.gov.uk</p> <p>01267 224180 aparnell@sirgar.gov.uk</p>
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EXECUTIVE SUMMARY

POLICY & RESOURCES SCRUTINY COMMITTEE

5th DECEMBER 2018

Mid Year Treasury Management and Prudential Indicator Report 1st April 2018 to 30th September 2018

1. BRIEF SUMMARY OF PURPOSE OF REPORT.

To inform Members of the activities within the Treasury Management Function for the period 1st April 2018 to 30th September 2018.

DETAILED REPORT ATTACHED?	YES
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IMPLICATIONS

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

Signed: Chris Moore Director of Corporate Services

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

1. Policy, Crime & Disorder and Equalities

Policy: Within the requirements of the Treasury Management Policy and Strategy Report 2018-2019

2. Finance

The authority's investments during the period returned an average return of 0.59%, exceeding the 7 day LIBID rate.

Gross interest earned on investments for the period amounted to £0.206m and interest paid on loans was £8.57m.

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

At the period end the investments included £0.57m of KSF investments.
85.75% of the claim submitted has now been received.

The administration of KSF is expected to continue until 7th October 2021 and further updates will be provided in future reports.



CONSULTATIONS

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

Signed: Chris Moore Director of Corporate Services

1. Local Member(s) – N/A
2. Community / Town Council – N/A
3. Relevant Partners – N/A
4. Staff Side Representatives and other Organisations – N/A

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

THESE ARE DETAILED BELOW:

Title of Document	File Ref No. / Locations that the papers are available for public inspection
CIPFA – Treasury Management in the Public Services – Code of Practice – Revised 2017	County Hall , Carmarthen



Mae'r dudalen hon yn wag yn fwriadol

POLICY AND RESOURCES SCRUTINY COMMITTEE

DATE: 5TH DECEMBER 2018

MID YEAR TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT

1ST April 2018 – 30TH September 2018

A. TREASURY MANAGEMENT REPORT

1. Introduction

The Treasury Management Policy and Strategy for 2018-2019 was approved by Council on 21st February 2018. Section B 1.1(2) stated that Treasury Management activity reports would be made during the year. This report outlines the Treasury Management activities in the period 1st April 2018 to 30th September 2018 and satisfies the reporting requirement stated above.

There are no policy changes to the Treasury Management Policy and Strategy for this period and this report updates the position in light of the updated economic position and budgetary changes already approved.

2. Economic update

The first half of 2018-2019 has seen UK economic growth post a modest performance, but sufficiently robust for the Monetary Policy Committee, (MPC), to unanimously vote 9-0 to increase Bank Rate on 2nd August 2018 from 0.5% to 0.75%. Although growth looks as if it will only be modest at around 1.5% in 2018, the Bank of England's August Quarterly Inflation Report forecast that growth will pick up to 1.8% in 2019, albeit there were several caveats – mainly related to whether or not the UK achieves an orderly withdrawal from the European Union in March 2019.

Some MPC members have expressed concerns about a build-up of inflationary pressures, particularly with the pound falling in value again against both the US dollar and the Euro. The Consumer Price Index (CPI) measure of inflation rose unexpectedly from 2.4% in June 2018 to 2.7% in August 2018 due to increases in volatile components, but is expected to fall back to the 2% inflation target over the next two years given a scenario of minimal increases in Bank Rate. The MPC has indicated Bank Rate would need to be in the region of 1.5% by March 2021 for inflation to stay on track. Financial markets are currently pricing in the next increase in Bank Rate for the second half of 2019.

3. Prospects for Interest Rates

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

	Apr 2018	Jun 2018	Sep 2018	Dec 2018	Mar 2019
Base Rate %	0.50	0.50	0.75	0.75	0.75

(Source: LINK Treasury Services)

Link Asset Services undertook its last review of interest rate forecasts on 7th August 2018 after the Quarterly Inflation Report of the Bank of England and Monetary Policy Committee (MPC) meeting 2 August 2018, where the decision was made to increase the Bank Rate to 0.75%

The flow of generally positive economic statistics after the end of the quarter ended 30 June 2018 meant that it came as no surprise that the MPC came to a decision to make the first increase in Bank Rate above 0.5% since the financial crash. However, the MPC emphasised again, that future Bank Rate increases would be gradual. Link Asset Services do not believe that the MPC will increase the Bank Rate in February 2019, ahead of the deadline in March 2019 for Brexit.

The revised projection based on the recent review:

	2018-19	2019-20	2020-21
	%	%	%
Revised Average Bank Rate	0.67	0.94	1.38
Original Average Bank Rate (TM Strategy 2018-19)	0.63	0.88	1.19

4. Investments

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

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

The total investments at 1st April 2018 and 30th September 2018 analysed between Banks, Building Societies, Local Authorities and Money Market Funds, are shown in the following table:

Investments	1.4.18				30.9.18			
	Call and notice	Fixed Term	Total		Call and notice	Fixed Term	Total	
	£m	£m	£m	%	£m	£m	£m	%
Banks and 100% wholly owned Subsidiaries	19.00	0.58	19.58	45	12.00	0.57	12.57	30
Building Societies	0.00	0.00	0.00	0	0.00	7.00	7.00	17
Money Market Funds	10.00	0.00	10.00	23	7.00	0.00	7.00	17
Local Authorities	0.00	14.00	14.00	32	0.00	15.00	15.00	36
TOTAL	29.00	14.58	43.58	100	19.00	22.57	41.57	100

Investments on call are available immediately on demand. Fixed term investments are fixed to a maturity date. The current longest investment is maturing on 30th November 2018.

The £41.57m includes £0.57m (14.25% of original claim) invested in Kaupthing Singer and Friedlander which has been reduced from the original £4.0m by distributions.

During the period the total investments made by the Council and repaid to the Council (turnover) amounted to £681.61m. This averaged approximately £26.07m per week or £3.72m per day. A summary of turnover is shown below:

	£m
Total Investments 1st April 2018	43.58
Investments made during the period	339.80
Sub Total	383.38
Investments Repaid during the period	(341.81)
Total Investments 30th September 2018	41.57

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

The benchmark return for the London money market is the "7 day LIBID rate". For 2018-2019 the Council has compared its performance against this "7 day LIBID rate". For the period under review the average "7 day LIBID rate" was 0.44% whereas the actual rate the Council earned was 0.59%, an out performance of 0.15%.

This outperformance can be quantified to £54k additional interest earned compared to the "7 day LIBID rate".

The gross interest earned on investments for the period amounted to £0.206m.

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

5. Update on the investments with Kaupthing Singer & Friedlander (KSF)

In August 2018 the Council received a seventeenth dividend from the Administrators. This equated to 0.25p in the £ and amounted to £10k principal.

As at 30th September 2018 the sum of £3.43m principal and £210k interest had been received from the Administrators, which equates to 85.75% of the claim submitted. The Administrators' estimate of total dividends payable to non-preferential creditors remains at 86.25%.

A court hearing in July 2018 extended the term of the administration to the 7th October 2021. This is the fourth extension to the administration.

A further update will be provided in future reports.

6. Security, Liquidity and Yield (SLY)

Within the Treasury Management Strategy Statement for 2018-2019, the Council's investment priorities are:

- Security of Capital
- Liquidity and
- Yield

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

Attached at Appendix 1 is the Investment Summary and Top 10 Counterparty Holdings (excluding the £0.57m in KSF) as at 30th September 2018.

7. Borrowing

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

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

The total loans at 1st April 2018 and 30th September 2018 are shown in the following table:

Loans	Balance at 01.04.18 £m	Balance at 30.09.18 £m	Net Increase/ (Net Decrease) £m
Public Works Loan Board (PWLB)	392.11	385.42	(6.69)
Market Loan	3.00	3.00	0.00
Salix, Invest to Save, HILS & TCL	4.74	4.68	(0.06)
TOTAL	399.85	393.10	(6.75)

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

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

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

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

7.1 New Borrowing

No new loans were borrowed during the period.

7.2 Interest Paid

Interest paid on loans during the period was:

PWLB Interest Paid £m	Market Loan Interest Paid £m	Total Interest Paid £m
8.50	0.07	8.57

8. Rescheduling and Premature Loan Repayments

The current economic climate and the consequent structure of interest rates meant that no rescheduling opportunities arose during the period and there were no premature loan repayments.

9. Leasing

No leases were negotiated during the period 1st April 2018 to 30th September 2018.

B. PRUDENTIAL INDICATOR REPORT

1. Prudential Indicators

As part of the 2018-2019 Budget and the Treasury Management Policy and Strategy 2018-2019, the Council adopted a number of Prudential Indicators. These Indicators are designed to ensure that any borrowing or other long-term liabilities entered into for capital purposes were affordable, sustainable and prudent.

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

1.1 Affordability Prudential Indicator

1.1.1 Ratio of Financing Costs to Net Revenue Stream

The indicator set for 2018-2019 in the Budget was:

	2018-2019 %
Non-HRA	5.15
HRA	34.39

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

1.2 Prudence Prudential Indicators

1.2.1 Capital Financing Requirement (CFR)

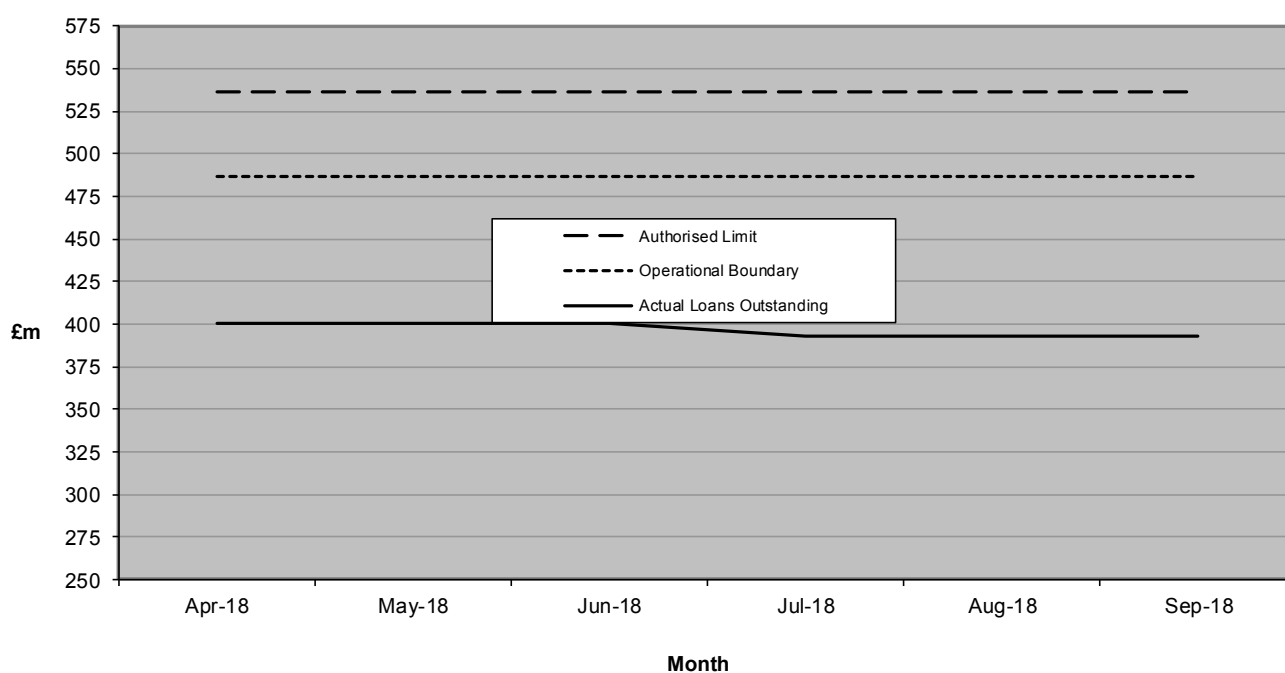
The Director of Corporate Services reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator.

	2018-2019 Estimate £m	As at 30.09.18 £m	2018-2019 Forecast £m
Capital Financing Requirement			
CFR – non housing	271	271	275
CFR – housing	142	142	142
CFR - housing subsidy buy-out	74	74	74
Total CFR	487	487	491

1.2.2. Authorised Limit and Operational Boundary

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

	Authorised Limit for External Debt		Operational Boundary for External Debt	
	2018-2019 Estimate	2018-2019 Forecast	2018-2019 Estimate	2018-2019 Forecast
	£m	£m	£m	£m
	Borrowing	535.5	535.5	486.9
Other Long-Term Liabilities	0.5	0.5	0.1	0.1
Total	536	536	487	487



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
	£m	£m	£m	£m	£m	£m
Authorised Limit	536	536	536	536	536	536
Operational Boundary	487	487	487	487	487	487
Loans Outstanding	400	400	400	393	393	393

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

2.1 Treasury Management Prudential Indicators

2.1.1 Interest Rate Exposure

Position as at 30th September 2018:

	Fixed Interest Rate £m	Variable Interest Rate £m	TOTAL £m
Borrowed	390.10	3.00	393.10
Invested	(22.57)	(19.00)	(41.57)
Net	367.53	(16.00)	351.53
Limit	467.00	47.00	
Proportion of Net Borrowing Actual	104.55%	(4.55)%	100.00%
Limit	125.00%	5.00%	

The authority is within limits set by the 2018-2019 indicators.

2.1.2 Maturity Structure Of Borrowing

	Structure at 30.09.18 %	Upper Limit %	Lower Limit %
Under 12 months	0.07	15	0
12 months to 2 years	1.35	25	0
2 years to 5 years	7.52	50	0
5 years to 10 years	10.17	50	0
10 years to 20 years	18.41	50	0
20 years to 30 years	20.61	50	0
30 years to 40 years	23.89	50	0
40 years and above	17.98	50	0

The authority is within the limits set by the 2018-2019 indicators.

2.1.3 Maximum principal sums invested longer than 365 days

	2018-2019 £m
Limit	10
Actual as at 30 th September 2018	NIL

3. Conclusion

For the period 1st April 2018 to 30th September 2018 the actual Prudential Indicators to be monitored by the Executive Board are within the limits set by the Budget 2018-2019 and the Treasury Management Policy and Strategy 2018-2019. This is also true for the indicators being monitored by officers.

Investment Summary as at 30th September 2018

Carmarthenshire County Council

Totals		
Total	£41,000,000	
Calls & MMFs	£19,000,000	46%
Fixed Deposits	£22,000,000	54%
Specified	£41,000,000	100%

Weighted Average		
Yield		0.72%
Maturity (Days)		
Total Portfolio	Total Portfolio	17.39
Long Term		
Short Term		
AAA	-	1.00
AA	F1	40.67
A	F1	5.05
BBB	F2	0.00
CCC	C	0.00

Risk Factors		
< 1 year	£526	0.001%
1 - 2 years	£0	0.000%
2 - 3 years	£0	0.000%
3 - 4 years	£0	0.000%
4 - 5 years	£0	0.000%
Total Portfolio	£526	0.001%

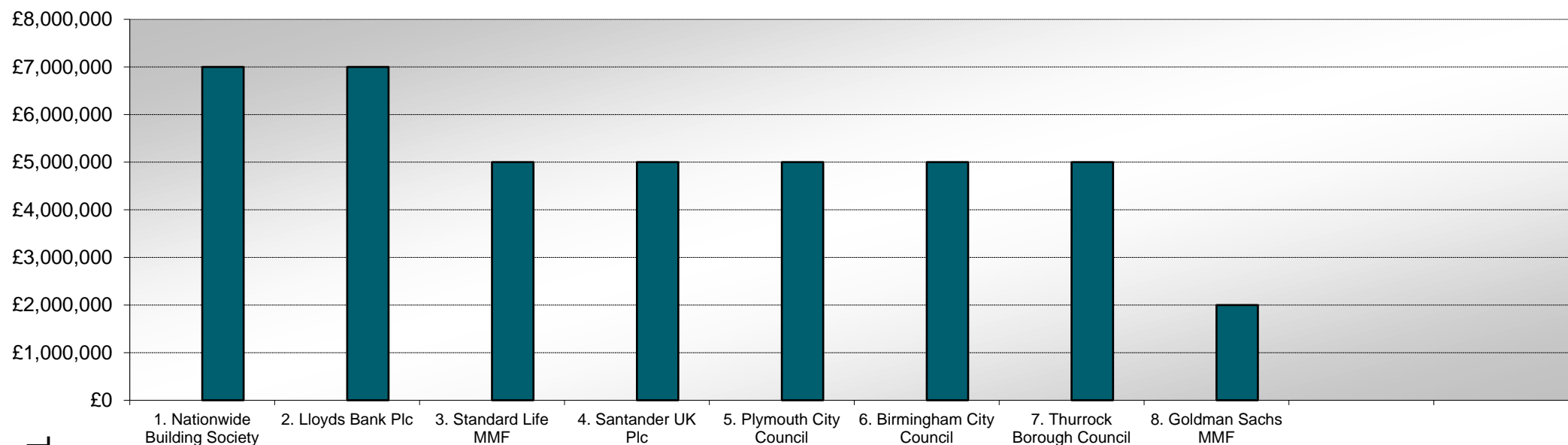
Maturity Structure		
< 1 Week	£19,000,000	46%
< 1 Month	£12,000,000	29%
2 - 3 Months	£10,000,000	24%
3 - 6 Months	£0	0%
6 - 9 Months	£0	0%
9 - 12 Months	£0	0%
12 Months+	£0	0%
Total	£41,000,000	100%

Mae'r dudalen hon yn wag yn fwriadol

Top 10 Counterparty Holdings

Carmarthenshire County Council

Counterparty	Principal	% of Total Holding	WAM (Days)	WAYield	WADefault
1. Nationwide Building Society	£7,000,000	17.07%	12	0.60%	0.003%
2. Lloyds Bank Plc	£7,000,000	17.07%	1	0.80%	0.000%
3. Standard Life MMF	£5,000,000	12.20%	1	0.66%	0.000%
4. Santander UK Plc	£5,000,000	12.20%	1	1.00%	0.000%
5. Plymouth City Council	£5,000,000	12.20%	50	0.72%	0.002%
6. Birmingham City Council	£5,000,000	12.20%	61	0.80%	0.003%
7. Thurrock Borough Council	£5,000,000	12.20%	11	0.53%	0.001%
8. Goldman Sachs MMF	£2,000,000	4.88%	1	0.64%	0.000%



Mae'r dudalen hon yn wag yn fwriadol

POLICY & RESOURCES SCRUTINY COMMITTEE
5th DECEMBER 2018

**EXPLANATION FOR NON-SUBMISSION
 OF SCRUTINY REPORTS**

ITEM	RESPONSIBLE OFFICER(S)	EXPLANATION	REVISED SUBMISSION DATE
September 2018 PSB minutes	Gwyneth Ayers	The November PSB meeting was cancelled and therefor the September minutes will not be approved until the PSB meeting on 14 January 2019.	6 th February 2019



Mae'r dudalen hon yn wag yn fwriadol

PWYLLGOR CRAFFU POLISI AC ADNODDAU 5ED RHAGFYR 2018

DIWEDDARAF AM WEITHREDIADAU AC ATGYFEIRIADAU'R PWYLLGOR CRAFFU POLISI AC ADNODDAU

Ystyried y materion canlynol a chyflwyno sylwadau arnynt:

- Hoelio sylw ar y cynnydd sy'n cael ei wneud mewn perthynas â'r camau, y ceisiadau neu'r atgyfeiriadau a gofnodwyd yng nghyfarfodydd blaenorol y Pwyllgor.

Rhesymau:

- Er mwyn i'r aelodau gyflawni eu dyletswyddau craffu mewn perthynas â monitro perfformiad.

Angen cyfeirio'r mater at y Bwrdd Gweithredol / Cyngor er mwyn gwneud penderfyniad: NAC OES

Aelod y Bwrdd Gweithredol sy'n gyfrifol am y Portffolio: *DDIM YN BERTHNASOL*

<p>Y Gyfarwyddiaeth: Prif Weithredwr</p> <p>Enw Pennaeth y Gwasanaeth: Linda Rees-Jones</p> <p>Awdur yr adroddiad: Martin S. Davies</p>	<p>Swyddi:</p> <p>Pennaeth Gweinyddiaeth a'r Gyfraith</p> <p>Swyddog Democrataidd</p>	<p>Rhifau Ffôn / Cyfeiriadau E-bost:</p> <p>01267 224010 lrjones@sirgar.gov.uk</p> <p>01267 224059 MSDavies@sirgar.gov.uk</p>
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EXECUTIVE SUMMARY

POLICY & RESOURCES SCRUTINY COMMITTEE 5TH DECEMBER 2018

Policy & Resources Scrutiny Committee Actions and Referrals Update

During the course of a municipal year, several requests for additional information are made by the Committee in order to assist it in discharging its scrutiny role. The attached report provides members of the Committee with an update on the progress made in relation to these requests.

DETAILED REPORT ATTACHED?	YES
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IMPLICATIONS

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

Signed: Linda Rees-Jones Head of Administration & Law

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

CONSULTATIONS

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

Signed: Linda Rees-Jones Head of Administration & Law

1. Local Member(s) – N/A
2. Community / Town Council – N/A
3. Relevant Partners – N/A
4. Staff Side Representatives and other Organisations – N/A

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

THESE ARE DETAILED BELOW:

Title of Document	File Ref No. / Locations that the papers are available for public inspection
P&R Scrutiny Committee Reports and Minutes	Meetings held up to July 2015: http://www.carmarthenshire.gov.wales/home/council-democracy/committees-meetings/agendas-minutes-(archive)/ Meetings from September 2015 onwards: http://democracy.carmarthenshire.gov.wales/ieListMeetings.aspx?CommitteeId=170

Environmental and Public Protection Scrutiny Committee Actions 2017-2018

Ref No	Meeting Date	Recommendation / Action / Referral	Description	Progress Update	Member / Officer	Status
P&R 020-17/18	21st March 2018	ACTION	CORPORATE ENFORCEMENT POLICY • A concern was expressed that the penalties in themselves were not high enough to be a deterrent. The Environmental Protection Manager stated that she could provide details of the number of fines issued. She agreed also to look into a suggestion that enforcement officers should be less visible and attired in plain clothes;	Update required	Sue Watts	Outstanding
P&R 001-18/19	14th June 2018	Recommendation	SICKNESS ABSENCE MONITORING REPORT - END OF YEAR 2017/18 UNANIMOUSLY RESOLVED 5.1 that that comparators be shown as percentages in future reports; 5.2 that arrangements be made for a further Member Development Session on Sickness Absence Monitoring with a view to members being apprised of the type of sickness data circulated to Departmental Management Teams.	The session has been arranged for 2nd October 2018..	Paul Thomas / Cheryl Reynolds	Completed
P&R 002 18/19	14th June 2018	ACTION	Carmarthenshire Public Services Board Annual Report 2016-17 The Corporate Policy and Partnership Manager agreed to circulate dates of future PSB meeting with a view to each member indicating their preference for attending as an observer. committee.	Dates circulated to Members	Gwyneth Ayers	Completed
P&R 003 18/19	19TH July 2018	ACTION	Draft - Carmarthenshire County Council's Annual Report 2017/18 The Economic Development Manager agreed to ascertain the number of apprenticeships, graduates etc taken on under the Work Ready Project	Information e mailed to Members 1/11/18	Helen Morgan	Completed
P&R 004 18/19	19TH July 2018	ACTION	Draft - Carmarthenshire County Council's Annual Report 2017/18 The Head of Homes and Safer Communities agreed to provided details of the fuel clubs	Details of fuel clubs have been provided.	Jonathan Morgan	Completed
P&R 005 18/19	19TH July 2018	ACTION	Draft - Carmarthenshire County Council's Annual Report 2017/18 Officers agreed to look into the possibility of arranging a seminar to update members on issues relating to Universal Credit and the Authority's Action Plan	Universal Credit Action Plan being considered by Council wide Anti-Poverty Group at end of September to confirm best way to communicate action plan to members	Jonathan Morgan	Completed

Environmental and Public Protection Scrutiny Committee Actions 2017-2018

Tusalen 2018

P&R 006 18/19	19TH July 2018	ACTION	Draft - Carmarthenshire County Council's Annual Report 2017/18 Officers agreed to look at ways of ensuring that the Authority's Christmas Hamper service was not overwhelmed due to increased need;	Noted	Jonathan Morgan	Completed
P&R 004 18/19	19TH July 2018	ACTION	Draft - Carmarthenshire County Council's Annual Report 2017/18 The Head of Financial Services agreed to provide details of where the £54m budget reductions had been made over the last 5 years	information e mailed to members 5/10/18	Randall Hemingway	Completed
P&R 008 18/19	11th October 2018	ACTION	QUARTERLY TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT 1ST APRIL 2018 TO 30TH JUNE 2018 The Head of Financial Services agreed to ascertain for how much longer the administration of Kaupthing Singer & Freidlander was likely to continue and also whether Carmarthenshire County Council had ever borrowed money from any other local authorities.	Following a court hearing in July, the term of the administration currently lasts until October 2021, however this is the fourth such extension, so there is the potential for further extensions which increases the chances of recovering monies.	Randall Hemingway	Completed
P&R 009 18/19	11th October 2018	ACTION	REVENUE & CAPITAL BUDGET MONITORING REPORT 2018/19 • The Head of Financial Services, in response to a question, agreed to ascertain the full extent of the Environment Department's reserves;	Update required	Randall Hemingway	Outstanding
P&R 010 18/19	11th October 2018	Recommendation	REVENUE & CAPITAL BUDGET MONITORING REPORT 2018/19 UNANIMOUSLY RESOLVED that those Scrutiny Committees which have projects/schemes within their remit which rely on Local Health Board contributions be urged to ensure that any outstanding contributions due from the Board are received.	E-mail sent to Scrutiny Chairs and Vice Chairs 31/10/18	Martin Davies	Completed
P&R 011 18/19	11th October 2018	ACTION	QUARTER 1 - 1ST APRIL TO 30TH JUNE 2018 DEPARTMENTAL PERFORMANCE MONITORING REPORT • The Economic Development Manager agreed to circulate statistics demonstrating Llanelli Hwb's contribution to tackling poverty	Update required	Helen Morgan	Outstanding

Environmental and Public Protection Scrutiny Committee Actions 2017-2018

P&R 012 18/19	11th October 2018	ACTION	QUARTER 1 - 1ST APRIL TO 30TH JUNE 2018 DEPARTMENTAL PERFORMANCE MONITORING REPORT • The Assistant Chief Executive [People Management Performance] agreed to ascertain from the Director of Environment the implications of a single strategic site for the delivery of depot provision;	Update required	Paul R. Thomas	Outstanding
P&R 013 18/19	11th October 2018	ACTION	QUARTER 1 - 1ST APRIL TO 30TH JUNE 2018 DEPARTMENTAL PERFORMANCE MONITORING REPORT • The Assistant Chief Executive [People Management Performance] agreed to ascertain whether the Authority had panels of the type used on Grenfell Tower on any of its buildings;	Update required	Paul R. Thomas	Outstanding
P&R 014 18/19	11th October 2018	ACTION	QUARTER 1 - 1ST APRIL TO 30TH JUNE 2018 DEPARTMENTAL PERFORMANCE MONITORING REPORT •The Corporate Policy and Partnership Officer advised that Councillors would be provided with information on where residents requiring assistance could be referred to for help following the introduction of universal credit.	Update required	Gwyneth Ayers	Outstanding
P&R 015 18/19	11th October 2018	Recommendation	QUARTER 1 - 1ST APRIL TO 30TH JUNE 2018 DEPARTMENTAL PERFORMANCE MONITORING REPORT UNANIMOUSLY RESOLVED that update reports on asset transfer and agile working be included in the Committee's forward work programme.	Corporate Asset Management Plan and Office Accommodation Programme Update included in Forward Work Programme for 11th January 2019.	Jonathan Fearn	Completed
P&R 016 18/19	11th October 2018	ACTION	COMPLAINTS & COMPLIMENTS ANNUAL REPORT 2017/18 • The Corporate Policy and Partnership Officer agreed to ascertain if there was a policy with regard to anonymous complaints and whether the Authority was charged for each complaint referred to the Ombudsman or whether the Authority paid an annual fee. She also agreed to provide information on the number of serial complainants	Update required	Gwyneth Ayers	Outstanding

Tudalen 205

Environmental and Public Protection Scrutiny Committee Actions 2017-2018

Tudalen 206

P&R 17 18/19	11th October 2018	ACTION	COMPLAINTS & COMPLIMENTS ANNUAL REPORT 2017/18 • The Corporate Policy and Partnership Officer agreed to convey to the Contact Centre Manager concerns with regard to longer call-response times being experienced by some callers	Update required	Gwyneth Ayers	Outstanding
P&R 18 18/19	11th October 2018	ACTION	COMPLAINTS & COMPLIMENTS ANNUAL REPORT 2017/18 • The Corporate Policy and Partnership Officer agreed to explore the possibility of including, within the Annual report, complaints and compliments to 'providers' of services on behalf of the Authority, for example within the social care sector	Update required	Gwyneth Ayers	Outstanding
P&R 019 18/19	11th October 2018	ACTION	CARMARTHENSHIRE PUBLIC SERVICES BOARD (PSB) MINUTES - MAY AND JULY 2018 The Corporate Policy and Partnership Officer agreed to convey to the PSB a concern regarding the lack of detail provided by the Health Board with regard to the proposed hubs model for the delivery of health, social care and voluntary services	Update required	Gwyneth Ayers	Outstanding

POLICY & RESOURCES SCRUTINY COMMITTEE

5TH DECEMBER 2018

FORTHCOMING ITEMS FOR NEXT MEETING TO BE HELD ON 11TH JANUARY 2019

In order to ensure effective Scrutiny, Members need to be clear as to the purpose of requesting specific information and the outcome they are hoping to achieve as a consequence of examining a report. Limiting the number of agenda items may help to keep meetings focused and easier to manage.

Proposed Agenda Item	Background	Reason for report
		<p>What is Scrutiny being asked to do? <i>e.g. undertake a full review of the subject? Investigate different policy options? Be consulted on final proposals before decision making? Monitor outcomes /implementation?</i></p> <p><i>If the item is for information or for noting, can the information be provided in an alternative format i.e. via email?</i></p>
Corporate Asset Management Plan and Office Accommodation Programme Update	Following the Corporate Assessment report undertaken by Wales Audit Office, a six monthly update to members on progress in relation to the actions contained within the plan was agreed.	To undertake a review of progress, in accordance with the Corporate Assessment. Changes since the last report include a new Office Accommodation Programme.
3-year Revenue Budget Strategy Consultation 2018/19 to 2020/21	This item will provide members with an opportunity to consider and comment on the budget settlement, departmental service budgets and efficiency savings proposals.	To undertake consultation with the Policy & Resources Scrutiny Committee on the 3-year Revenue Budget Strategy.
5-year Capital Programme Consultation 2019/2020 to 2023/24	This item will provide members with an opportunity to consider and comment on the draft five-year capital programme.	To undertake consultation with the Policy & Resources Scrutiny Committee on the five year Capital Programme.
Chief Executives & Corporate Services Business Plans 2019/20	This item will enable the Committee to consider and comment on the Chief Executive's & Corporate Services Department Business Plan 2019-20 relevant to its remit.	To enable the committee to undertake its monitoring role of the Chief Executive's & Corporate Services Departments which fall within its remit.

The following documents are attached for information:-

- (1) The latest version of the Education & Children Scrutiny Committee's Forward Work Programme;
- (2) The latest version of the Executive Board's Forward Work Programme.

Items circulated to the Committee under separate cover since the last meeting:

Date Circulated via email	Item	Reason for circulation
31/10/18 to Scrutiny Chairs and Vice Chairs 31/10/18	UNANIMOUSLY RESOLVED that those Scrutiny Committees which have projects/schemes within their remit which rely on Local Health Board contributions be urged to ensure that any outstanding contributions due from the Board are received.	Requested at meeting held on 11/10/18

Policy & Resources Scrutiny Committee – Forward Work Programme 2018/19

11 th January 2019	6 th February 2019	20 th March 2019	26 th April 2019	13 th June 2019	
3-year Revenue Budget Strategy Consultation 2018/19 to 2020/21	Treasury Management Policy & Strategy 2019/20	Budget Monitoring 2018/19 (Q3) (Revenues & Capital)	January 2019 PSB minutes	Carmarthenshire Well-being Plan Annual Report 2018-19 & PSB Update	
5-year Capital Programme Consultation 2019/2020 to 2023/24	Treasury Management 2018/19 (Q4)	Performance Monitoring 2018/19 (Q3)			
Chief Executives & Corporate Services Business Plans 2019/20	September 2018 PSB minutes	Actions & Referrals Update			
Corporate Asset Management Plan and Office Accommodation Programme Update					

Exec. Board Meetings: 17th December; 21st January 2019; 4th February [Budget]; 4th March; 1st April.

Council Meetings: 12th December; 9th January 2019; 13th February; 20th February [Corp. Budget]; 6th March [Tax]; 10th April.

Mae'r dudalen hon yn wag yn fwriadol

EXECUTIVE BOARD FORWARD WORK PROGRAMME 2018/19/20 as at 30th July 2018

Introduction

This plan is published to encourage and enable greater understanding between the Executive, all Councillors, the public and other stakeholders. It assists the Scrutiny Committees in planning their contribution to policy development and holding the executive to account.

The plan gives the public and stakeholders a chance to see the forthcoming major decisions to be made by the Executive Board and the County Council over the next 12 months. It is reviewed and published quarterly to take account of changes and additional key decisions.

WORKING DRAFT

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 2018/19/20
as at 30th July 2018**

CHIEF EXECUTIVES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
QUARTERLY PERFORMANCE REPORT	Wendy Walters Director of Regeneration & Policy	HR	All	N/A	N/A
DISPOSALS POLICY	Wendy Walters, Director of Regeneration & Policy/ Jason Jones			Sept	
EQUALITIES REPORT	Wendy Walters, Director of Regeneration & Policy/ Gwyneth Ayres	Housing	July	July	

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 2018/19/20
as at 30th July 2018**

CHIEF EXECUTIVES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
COMPLAINTS AND COMPLIMENTS ANNUAL REPORT	Wendy Walters	Deputy Leader	All Sept		
ENVIRONMENT SCRUTINY TASK AND FINISH REPORT 'To review the current provision for the maintenance of highway hedgerows and verges'.	Chair of Environment Scrutiny Committee	Environment		Oct 2018	
SICKNESS ABSENCE UPDATE	Paul R Thomas	Deputy Leader	June – monitoring report		
PAY POLICY STATEMENT 2019	Paul Thomas Assistant Chief Executive	Deputy Leader	N/A	N/A	MARCH
TRANSFORMATION INNOVATION AND CHANGE ANNUAL REPORT	Jon Owen – TIC MANAGER	Deputy Leader	OCT	OCT 18	

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 2018/19/20
as at 30th July 2018**

CHIEF EXECUTIVES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
WELLBEING OBJECTIVES	Wendy Walters Director of Regeneration and Policy	Communities and Rural Affairs			
ANNUAL REVIEW OF THE CONSTITUTION - CRWG	Linda Rees Jones Head of Administration & Law	N/A CRWG - FEB		APRIL	May AGM
ANNUAL PROGRESS REPORT - DIGITAL TRANSFORMATION STRATEGY 2017-2020	Noelwyn Daniel Head of ICT	Deputy Leader	APRIL	MAY	

WORKING DRAFT

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 2018/19/20
as at 30th July 2018**

CHIEF EXECUTIVES					
Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
WELSH LANGUAGE ANNUAL REPORT	Wendy Walters, Director of Regeneration & Policy/Gwyneth Ayres	Culture, Sport & Tourism	June	July	
ANNUAL REVIEW OF COUNCILLORS' & CO-OPTED MEMBERS' ALLOWANCES SCHEME	Gaynor Morgan Democratic Services		Democratic Services Cttee MARCH 2019		May 2019 AGM
WELSH GOVERNMENT CONSULTATION DOCUMENTS	Wendy Walters Director of Regeneration & Policy	Deputy Leader	If applicable	If applicable	If applicable
REVIEW OF COMMUNITY COUNCIL BOUNDARIES & ELECTORAL ARRANGEMENTS	Wendy Walters, Director of Regeneration & Policy	Resources	As and when required		

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 2018/19/20
as at 30th July 2018**

CHIEF EXECUTIVES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
REVIEW OF THE CONSTITUTION (LEGISLATION CHANGES) - CRWG	Linda Rees Jones Head of Administration & Law	N/A CRWG - FEB	N/A	AS AND WHEN REQUIRED	AS AND WHEN REQUIRED
CONFERENCE APPLICATIONS/REPORTS	Gaynor Morgan Democratic Services Manager	Leader	N/A	N/A	N/A
FORWARD WORK PROGRAMME AND UPDATE QUARTERLY	Gaynor Morgan Democratic Services Manager	Business Manager		APRIL OCT	
CITY DEAL UPDATE (INCLUDING LIFE SCIENCE & WELLNESS PROJECT	Wendy Walters Director of Regeneration and Policy	Leader			
RURAL AFFAIRS TASK GROUP REPORT	Wendy Walters Director of Regeneration & Policy/Gwyeth Ayres	Communities & Rural Affairs			

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 2018/19/20
as at 30th July 2018**

COMMUNITY SERVICES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny or other Cttee	Date to Executive Board	Date to County Council
ANNUAL REPORT OF THE DIRECTOR OF SOCIAL SERVICES	Silvana Sauro	SC&H	04/07/18 Joint SC&H & E&CS	30/07/18	10/10/18
NON RESIDENTIAL CHARGES 2019-2022	Lyn Walters/ Rhys Page	SC&H		TBC	
REVISED CHARGING POLICY (pre consultation)	Lyn Walters/ Rhys Page	SC&H			
REVIEW OF LICENSING AND GAMBLING POLICIES	Jonathan Morgan (Emyr Jones)	Public Protection	01/10/18 E&PP & Licensing C'ttee 24/10/18	19/11/18	12/12/18
ENVIRONMENTAL PROTECTION SERVICE DELIVERY PLAN	Jonathan Morgan (Sue Watts)	Public Protection	E&PP 01/10/18	22/10/18	NO
TENANT VISION ENGAGEMENT PLAN (PRE CONSULTATION)	Jonathan Morgan (Les James)	Housing		?	No

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 2018/19/20
as at 30th July 2018**

COMMUNITY SERVICES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny or other Cttee	Date to Executive Board	Date to County Council
HOMELESSNESS STRATEGY	Jonathan Morgan	Housing	Community 04/10/18	22/10/18 or 19/11/18	14/11/18 or 12/12/18
UNIVERSAL CREDIT ACTION PLAN	Jonathan Morgan	Housing	Community 04/10/18	22/10/18	
CHS+ DELIVERING WHAT MATTERS BUSINESS PLAN	Jonathan Morgan	Housing	Yes Community Jan 2019	Yes	Yes

WORKING DRAFT

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 2018/19/20
as at 30th July 2018**

CORPORATE SERVICES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
BI-MONTHLY REVENUE AND CAPITAL BUDGET MONITORING REPORTS	Chris Moore Director of Corporate Services	RESOURCES	N/A	APRIL JUNE SEPT NOV JAN MARCH	N/A
QUARTERLY TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT	Chris Moore Director of Corporate Services	RESOURCES	N/A	JULY OCT JAN	N/A
ANNUAL TREASURY MANAGEMENT & PRUDENTIAL INDICATOR REPORT	Chris Moore Director of Corporate Services	RESOURCES	N/A	JULY	
RESERVES STRATEGY	Chris Moore Director of Corporate Services	RESOURCES		OCT	N/A
5 YEAR CAPITAL PROGRAMME	Chris Moore Director of Corporate Services	RESOURCES	ALL DEC/ JAN	NOV	N/A

WORKING DRAFT

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 2018/19/20
as at 30th July 2018**

CORPORATE SERVICES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
5-YEAR CAPITAL RECEIPT STRATEGY	Wendy Walters, Director of Regeneration & Policy	RESOURCES	n/a	n/a	n/a
COUNCIL TAX SETTING REPORT	Chris Moore Director of Corporate Services	RESOURCES	n/a	n/a	march
COUNCIL TAX BASE	Chris Moore / John Gravelle	RESOURCES	N/A	NOV	MARCH
Council Tax Reduction Scheme	Chris Moore / John Gravelle	RESOURCES	N/A	N/A	JAN
BUDGET STRATEGY (Revenue and Capital)	Chris Moore Director of Corporate Services	RESOURCES	ALL DEC/ JAN	NOV	N/A
HIGH STREET RATE RELIEF	Chris Moore /John Gravelle	RESOURCES	N/A	End May/ early June	N/A
RISK STRATEGY	Chris Moore / Helen Pugh	RESOURCES	TBC – Audit Committee		

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 2018/19/20
as at 30th July 2018**

CORPORATE SERVICES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
FINANCIAL PROCEDURE RULES	Chris Moore / Helen	RESOURCES	TBC – Audit Committee		
BUDGET OUTLOOK (Revenue and Capital)	Chris Moore Director of Corporate Services	RESOURCES	ALL DEC/ JAN	NOV	N/A
TREASURY MANAGEMENT POLICY AND STRATEGY	Chris Moore Director of Corporate Services	RESOURCES	N/A	FEB	FEB
FINAL BUDGET	Chris Moore Director of Corporate Services	RESOURCES	N/A	FEB	FEB
HOUSING REVENUE ACCOUNT BUDGET AND RENT SETTING REPORT	Chris Moore Director of Corporate Services	RESOURCES	HOUSING	FEB	FEB
BUDGET OUTLOOK	Chris Moore Director of Corporate Services	RESOURCES	N/A	JULY/SEPT	N/A

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 2018/19/20
as at 30th July 2018**

EDUCATION & CHILDREN

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
MODERNISING EDUCATION PROGRAMME - QUARTERLY PROGRESS REPORTS	Simon Davies - Modernisation Services Manager	E&C	N/A	N/A	N/A
ACCOMMODATING LOOKED AFTER CHILDREN – COMMISSIONING & COSTS	Stefan Smith - Head of Children's Services	E&C			
CSSIW INSPECTION, EVALUATION & REVIEW OF LOCAL AUTHORITY SERVICES	Jake Morgan – Director of Communities	E&C/SC&H			
SCHOOL VISITS REPORT	Andi Morgan – Interim Head of Education Services	E&C			
ESTYN REPORT – ANNUAL SYNOPSIS	Andi Morgan – Interim Head of Education Services	E&C			

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 2018/19/20
as at 30th July 2018**

ENVIRONMENT					
Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
FLOOD RISK MANAGEMENT PLAN	Ruth Mullen Director of Environment / Ainsley Williams Head of Waste & Environmental Services	Environment		July 18	
LDP ANNUAL MONITORING REPORT	Ruth Mullen Director of Environment / Llinos Quelch Head of Planning	Deputy Leader	Special Community Scrutiny	24th Sept	10th Oct
PARKING STRATEGY	Ruth Mullen Director of Environment / Steve Pilliner Highways & Transport	Environment	30th July		

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 2018/19/20
as at 30th July 2018**

ENVIRONMENT

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
HIGHWAYS DESIGN GUIDE	Ruth Mullen Director of Environment / Steve Pilliner Highways & Transport	Environment		Oct 18	
WASTE DISPOSAL CONTRACT AWARD	Ruth Mullen Director of Environment / Ainsley Williams Head of Waste & Environmental Services	Environment			

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 2018/19/20
as at 30th July 2018**

ENVIRONMENT					
Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
ANNUAL MONITORING REPORT PLANNING	Ruth Mullen Director of Environment / Llinos Quelch Head of Planning	Deputy Leader		24/09	10/10
LDP PREFERRED STRATEGY	Ruth Mullen Director of Environment / Llinos Quelch Head of Planning	Deputy Leader	22/10	14/11	
ROWIP	Ruth Mullen Director of Environment / Steve Pilliner Highways & Transport	Environment			

Mae'r dudalen hon yn wag yn fwriadol

Dydd Iau, 11 Hydref 2018

YN BRESENNOL: Y Cynghorydd A.G. Morgan (Cadeirydd)

Y Cynghorwyr:

S.M. Allen, K.V. Broom, T.A.J. Davies, H.L. Davies, J.K. Howell, G.H. John, K. Madge, A.S.J. McPherson (yn lle D.C. Evans), J.G. Prosser a D.E. Williams

Hefyd yn bresennol:

Y Cynghorydd C.A. Campbell, Yr Aelod o'r Bwrdd Gweithredol dros Gymunedau a Materion Gwledig;

D.M. Jenkins, Yr Aelod o'r Bwrdd Gweithredol dros Adnoddau;

Roedd y Swyddogion canlynol yn bresennol yn y cyfarfod:

N. Daniel, Pennaeth T.G.Ch;

R. Hemingway, Pennaeth y Gwasanaethau Ariannol;

P.R. Thomas, Y Prif Weithredwr Cynorthwyol (Rheoli Pobl a Pherfformiad);

G. Ayers, Rheolwr Polisi Corfforaethol a Phartneriaeth;

R. Edgecombe, Rheolwr y Gwasanaethau Cyfreithiol;

H. Morgan, Rheolwr Datblygu Economaidd;

J. Williams, Swyddog Diogelwch TG;

R. James, Swyddog Cynllunio Perfformiad a Busnes;

M.S. Davies, Swyddog y Gwasanaethau Democrataidd.

Y Siambr, Neuadd y Sir, Caerfyrddin: 10.00 am - 11.45 am

1. YMDDIHEURIADAU AM ABSENOLDEB

Derbyniwyd ymddiheuriadau am absenoldeb gan y Cynghorwyr F. Akhtar, D.C. Evans ac C. Jones.

2. DATGANIADAU O FUDDIANNAU PERSONOL GAN GYNNWYS UNRHYW CHWIPAU PLEIDIAU A RODDIR MEWN YMATEB I UNRHYW EITEM AR YR AGENDA

Y Cyngorydd	Rhif y Cofnod	Y Math o Fuddiant
K. Madge	Datganiad Cyffredinol	Ei ferch yn gweithio i'r Gwasanaethau Cymdeithasol.

3. CWESTIYNAU GAN Y CYHOEDD (NID OEDD DIM WEDI DOD I LAW)

Nid oedd cwestiynau gan y cyhoedd wedi dod i law.

4. ADRODDIAD CHWARTEROL YNGYLCH RHEOLI'R TRYSORLYS A DANGOSYDD DARBODAETH EBRILL 1AF 2018 I MEHEFIN 30AIN 2018

Bu'r Pwyllgor yn ystyried yr Adroddiad Chwarterol ynghylch Rheoli'r Trysorlys a Dangosyddion Darbodaeth am y cyfnod 1 Ebrill 2018 - 30 Mehefin 2018 a oedd yn nodi gweithgareddau rheoli'r trysorlys a ddigwyddodd yn ystod chwarter cyntaf y flwyddyn yn unol â Pholisi a Strategaeth Rheoli'r Trysorlys 2018-2019 a fabwysiadwyd gan y Cyngor ar 21 Chwefror 2018.

Cytunodd Pennaeth y Gwasanaethau Ariannol i ganfod pa mor hir yr oedd y gwaith o weinyddu Kaupthing Singer & Freidlander yn debygol o barhau, ac a oedd Cyngor Sir Caerfyrddin erioed wedi cael benthg arian gan unrhyw awdurdod lleol arall.

PENDERFYNWYD YN UNFRYDOL gymeradwyo'r adroddiad.

5. ADRODDIAD MONITRO CYLLIDEB CYFALAF A REFENIW 2018/19

Bu'r Pwyllgor yn ystyried yr adroddiad monitro a amlinellai'r sefyllfa gyllidebol ynghylch blwyddyn ariannol 2018/19 fel yr oedd ar 30 Mehefin 2018. Roedd yr adroddiad yn cynnwys:

- Adroddiad Monitro Cyllideb Gorfforaethol yr Awdurdod (Atodiad A);
- Cyllideb Refeniw Adran y Prif Weithredwr a'r Gwasanaethau Corfforaethol (Atodiad B);
- Monitro Rhaglen Gyfalaf Gorfforaethol 2017/18 (Atodiad C);
- Monitro Rhaglen Gyfalaf Gorfforaethol 2017/18 – y prif amrywiannau (Atodiad D);
- Cynlluniau Adran y Prif Weithredwr a'r Gwasanaethau Corfforaethol 2017/18 (Atodiad E).

Codwyd y materion canlynol wrth ystyried yr adroddiad:

- Mewn ymateb i gwestiwn, cytunodd Pennaeth y Gwasanaeth Ariannol i ganfod maint adnoddau Adran yr Amgylchedd;
- Mynegwyd pryder nad oedd cyfraniad y Bwrdd Iechyd Lleol at gyllid teiran Uned Breswyl Garreglwyd wedi dod i law hyd yn hyn. Mewn ymateb, dywedodd Pennaeth y Gwasanaethau Ariannol yr eir ati i geisio'r cyfraniad, yn ogystal â nifer o gyfraniadau dyledus eraill gan y Bwrdd Iechyd Lleol.
- Codwyd y mater o 'swyddi heb eu cyllido' eto a dywedodd y Prif Weithredwr Cynorthwyol [Rheoli Pobl a Pherfformiad] fod hyn, yn Adran y Prif Weithredwr, yn gysylltiedig â'r ffaith bod yr unigolyn wedi aros yn y swydd ar ôl diwedd contract cyfnod penodol. Ychwanegodd na fyddai unrhyw orwariant gan y byddai'r arian yn cael ei adennill drwy gytundeb lefel gwasanaeth;
- Mewn ymateb i gwestiwn, dywedodd y Rheolwr Datblygu Economaidd nad oedd y gorwariant o ran y Goleudy'n gysylltiedig â chostau glanhau ychwanegol, fel y nodir yn yr adroddiad, a chytunodd i ganfod y rheswm gwirioneddol.

PENDERFYNWYD YN UNFRYDOL

5.1 nodi'r adroddiad;

5.2 bod y Pwyllgorau Craffu hynny sydd â phrosiectau/cynlluniau yn eu meysydd gorchwyl sy'n dibynnu ar gyfraniadau'r Bwrdd Iechyd Lleol yn cael eu hannog i sicrhau bod unrhyw gyfraniadau dyledus gan y Bwrdd yn dod i law.

6. ADRODDIAD MONITRO PERFFORMIAD CORFFORAETHOL CWARTER 1 - 1AF EBRILL I'R 30AIN O FEHEFIN 2018

Bu'r Pwyllgor yn ystyried adroddiad a oedd yn rhoi trosolwg ar y cynnydd a wnaed gogyfer â'r camau gweithredu a'r mesurau yn y Strategaeth Gorfforaethol Newydd

2018-2023 i gyflawni'r Amcanion Llesiant ar gyfer 2018/19 dyddiedig 30 Mehefin 2018 ac a oedd wedi'u dadansoddi gan y Pwyllgor Craffu.

PENDERFYNWYD YN UNFRYDOL nodi'r adroddiad.

7. ADRODDIAD MONITRO PERFFORMIAD ADRANNOL CWARTER 1 - 1AF EBRILL I'R 30AIN O FEHEFIN 2018

Ystyriodd y Pwyllgor adroddiad a oedd yn manylu ar y cynnydd a wnaed gogyfer â'r camau gweithredu a'r mesurau yn y Strategaeth Gorfforaethol Newydd ar gyfer 2018-2023 i gyflawni'r Amcanion Llesiant ar gyfer 2018/19 a oedd yn berthnasol i faes gorchwyl y Pwyllgor, dyddiedig 30 Mehefin 2018.

Rhodddwyd sylw i'r materion/sylwadau canlynol wrth drafod yr adroddiad:-

- Cytunodd y Rheolwr Datblygu Economaidd i ddsbarthu'r ystadegau sy'n dangos cyfraniad Hwb Llanelli at y gwaith o drechu tlodi;
- Nododd er nad oedd nifer y diwrnodau a gollwyd oherwydd absenoldeb salwch fesul gweithiwr yn cydymffurfio â'r targed ar gyfer Chwarter 1, roedd y canlyniad yn well na'r hyn a gafwyd am yr un cyfnod y llynedd, ac roedd y swyddogion wedi ymgysylltu ag awdurdodau lleol eraill i gael gwybod am yr arferion gorau;
- Cytunodd y Prif Weithredwr Cynorthwyol [Rheoli Pobl a Pherfformiad] i gael gwybod gan Gyfarwyddwr yr Amgylchedd am oblygiadau safle strategol unigol ar gyfer darparu depos;
- Cytunodd y Prif Weithredwr Cynorthwyol [Rheoli Pobl a Pherfformiad] i ganfod a oedd paneli o'r fath a ddefnyddiwyd ar Dŵr Grenfell ar unrhyw adeiladau a oedd gan yr Awdurdod;
- Mewn ymateb i gwestiwn, dywedodd y Swyddog Polisi Corfforaethol a Phartneriaeth y byddai'r Cynghorwyr yn cael gwybodaeth am y lleoedd y gellid atgyfeirio preswylwyr iddynt er mwyn cael cymorth ar ôl i Gredyd Cynhwysol gael ei gyflwyno.

PENDERFYNWYD YN UNFRYDOL

7.1 bod yr adroddiad yn cael ei dderbyn;

7.2 bod adroddiadau diweddarau ynghylch trosglwyddo asedau a gweithio ystwyth yn cael eu cynnwys ym mlaenraglen waith y Pwyllgor.

8. POLISI DIOGELEDD GWYBODAETH

Bu'r Pwyllgor yn ystyried Polisi Diogelwch Gwybodaeth arfaethedig a oedd yn cynnwys elfennau allweddol o'r Polisi Rheoli Mynediad a'r Polisi Hawlfreintiau, Dyluniadau a Phatentau a oedd ar waith yn yr Awdurdod yn flaenorol. Byddai'r polisi newydd yn gyfle i rannu'r wybodaeth ac ar yr un pryd sicrhau diogelwch y wybodaeth a'r asedau caledwedd. Hefyd, roedd yn rhoi diffiniadau clir o'r rolau a'r cyfrifoldebau a ddisgwylir gan aelodau staff, rheolwyr llinell a Phenaethiaid Gwasanaethau o ran diogelwch gwybodaeth, a'r rôl y byddai'r Gwasanaethau TGCh yn ei chyflawni i gynorthwyo â hyn.

PENDERFYNWYD cymeradwyo'r Polisi Diogelwch Gwybodaeth.

9. ADRODDIAD BLYNYDDOL CWYNIION A CHANMOLIAETH 2017/18

Bu'r Pwyllgor yn ystyried Adroddiad Blynyddol Cwynion a Chanmoliaeth y Cyngor ar gyfer 2017/18, a oedd yn manylu ar y canlynol:

- nifer y cwynion yr ymchwiliwyd ac ymatebwyd iddynt rhwng Ebrill 2017 a Mawrth 2018 fesul adran;
- ystadegau o ran y negeseuon a gafwyd gan y Tîm Cwynion, ac a ailgyfeiriwyd. Roedd y rhain yn ymwneud ag ymholiadau a cheisiadau am gymorth a oedd, unwaith y'u cyflwynwyd, yn cynnig y cyfle i geisio datrys anawsterau cyn i gwynion gael eu cyflwyno;
- cwynion ynghylch unrhyw faterion o ran cydraddoldeb neu'r iaith Gymraeg;
- cwynion yr oedd yr Ombwdsmon yn penderfynu arnynt;
- dadansoddiad o gwynion a chanmoliaeth fesul adran.

Rhodddwyd sylw i'r materion canlynol wrth drafod yr adroddiad:-

- Cytunodd y Swyddog Polisi Corfforaethol a Phartneriaeth i ganfod a oedd polisi ynghylch cwynion di-enw ac a oedd yr Awdurdod yn talu am bob cwyn a atgyfeirir i'r Ombwdsmon neu a yw'r Awdurdod yn talu ffi flynyddol. Cytunodd hi hefyd i roi gwybodaeth am nifer yr achwynwyr rheolaidd;
- eglurwyd nad oedd yr adroddiad wedi cynnwys yr hyn a ystyrir yn 'gwynion' a ddaeth drwy system ymholiadau'r aelodau er bod hyn yn cael ei ystyried ar gyfer adroddiadau yn y dyfodol;
- cytunodd y Swyddog Polisi Corfforaethol a Phartneriaeth i rannu'r pryderon ynghylch yr amserau hwy o ran ateb galwadau yr oedd rhai pobl sy'n galw yn eu profi â Rheolwr y Ganolfan Gyswilt gan fod y mater wedi'i gyfeirio at sylw rhai o'r Cyngorwyr a oedd wedi cael yr un profiad. Atgoffodd y Pennaeth TG yr aelodau fod y cyhoedd hefyd yn gallu cysylltu â'r awdurdod drwy'r cyfryngau cymdeithasol ac ar ei wefan;
- cytunodd y Swyddog Polisi Corfforaethol a Phartneriaeth i archwilio'r posibilrwydd o gynnwys cwynion a chanmoliaeth i 'ddarparu' gwasanaethau ar ran yr Awdurdod, er enghraifft yn y sector gofal, yn yr Adroddiad Blynyddol.

PENDERFYNWYD derbyn yr Adroddiad Blynyddol ynghylch Cwynion a Chanmoliaeth ar gyfer 2017/18.

10. COFNODION BWRDD GWASANAETHAU CYHOEDDUS (BGC) SIR GÂR - MAI A GORFFENNAF 2018

Bu'r Pwyllgor yn ystyried cofnodion cyfarfod Bwrdd Gwasanaethau Cyhoeddus Sir Gaerfyrddin a gynhaliwyd ar 2 Mai 2018 a 12 Gorffennaf 2018. Roedd yn ofynnol o dan Ddeddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 12 fod Pwyllgor Craffu Llywodraeth Leol penodol yn cael ei benodi i graffu ar waith y Bwrdd Gwasanaethau Cyhoeddus. Yn Sir Gaerfyrddin, penodwyd Pwyllgor Craffu – Polisi ac Adnoddau y Cyngor fel y Pwyllgor Craffu perthnasol.

Cytunodd y Swyddog Polisi Corfforaethol a Phartneriaeth i rannu pryder â'r Bwrdd Gwasanaethau Cyhoeddus ynghylch y diffyg manylion a roddwyd gan y Bwrdd lechyd o ran model arfaethedig yr hybiau i ddarparu gwasanaethau ieuchyd, gofal cymdeithasol a gwirfoddoli.

PENDERFYNWYD YN UNFRYDOL dderbyn cofnodion cyfarfodydd y Bwrdd Gwasanaethau Cyhoeddus a gynhaliwyd ar 2 Mai 2018 a 12 Gorffennaf 2018.

11. ADRODDIAD BLYNYDDOL Y PWYLLGOR CRAFFU POLISI AC ADNODDAU 2016/17

Bu'r Pwyllgor yn ystyried Adroddiad Blynyddol y Pwyllgor Craffu Polisi ac Adnoddau am flwyddyn y cyngor 2017/18 a oedd yn rhoi golwg gyffredinol ar waith y Pwyllgor gan gynnwys:-

- Trosolwg ar y Rhaglenni Gwaith Craffu
- Y materion allweddol a ystyriwyd
- Materion oedd wedi'u cyfeirio at y Bwrdd Gweithredol neu Bwyllgorau Craffu Eraill neu ganddynt
- Presenoldeb yr aelodau yn y cyfarfodydd

PENDERFYNWYD YN UNFRYDOL gymeradwyo'r adroddiad.

12. EITEMAU AR GYFER Y DYFODOL

PENDERFYNWYD YN UNFRYDOL nodi'r rhestr o eitemau ar gyfer y dyfodol a oedd i'w hystyried yn y cyfarfod nesaf ar 5 Rhagfyr 2018.

13. COFNODION - 19EG GORFFENNAF 2018

PENDERFYNWYD YN UNFRYDOL lofnodi cofnodion y cyfarfod a gynhaliwyd ar 19 Gorffennaf 2018 yn gofnod cywir.

CADEIRYDD

DYDDIAD

Mae'r dudalen hon yn wag yn fwriadol