

Pecyn Dogfennau



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

DYDD MAWRTH, 26 TACHWEDD 2019

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

YR WYF DRWY HYN YN EICH GALW I FNYNCHU CYFARFOD
O'R **PWYLLGOR CRAFFU POLISI AC ADNODDAU** SYDD I'W
GYNNAL YN Y **SIAMBR, NEUADD Y SIR, CAERFYRDDIN, AM
2.00 YP AR DYDD LLUN, 2AIL RHAGFYR, 2019** ER MWYN
CYFLAWNI'R MATERION A AMLINELLIR AR YR AGENDA
ATODEDIG.

Wendy Walters

PRIF WEITHREDWR



AILGYLCHWCH OS GWELWCH YN DDA

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www.carmarthenshire.gov.wales

PWYLLGOR CRAFFU POLISI AC ADNODDAU 13 AELOD

GRŴP PLAID CYMRU – 6 AELOD

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

GRŴP LLAFUR – 3 AELOD

- | | | |
|----|-------------|--------------|
| 1. | Y Cyngorydd | Deryk Cundy |
| 2. | Y Cyngorydd | Kevin Madge |
| 3. | Y Cyngorydd | John Prosser |

GRŴP ANNIBYNNOL – 3 AELOD

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

GRŴP ANNIBYNNOL NEWYDD – 1 AELOD

- | | | |
|----|-------------|--------------|
| 1. | Y Cyngorydd | Jeff Edmunds |
|----|-------------|--------------|

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. PENTREF LLESIANT A GWYDDOR BYWYD LLANELLI. 5 - 14
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Mae'r dudalen hon yn wag yn fwriadol

Y PWYLLGOR CRAFFU – POLISI AC ADNODDAU 2 RHAGFYR 2019

PENTREF LLESIANT A GWYDDOR BYWYD LLANELLI

Y Pwrpas:

Bod y Pwyllgor Craffu – Polisi ac Adnoddau yn cael adroddiad diweddar / datganiad safbwynt ynghylch Pentref Llesiant a Gwyddor Bywyd Llanelli er mwyn craffu a gwneud sylwadau mewn modd effeithiol a sicrhau tryloywder ac atebolrwydd.

Ystyried y materion canlynol a chyflwyno sylwadau arnynt:

Y cynnydd a wnaed ar y Pentref o ran:

- Cynllunio a dylunio'r datblygiad
- Cyllid
- Ymrwymiad partneriaid
- Brandio

Y rhesymau:

Mae'r adroddiad diweddar hwn wedi cael ei ddwyn i sylw'r Pwyllgor Craffu – Polisi ac Adnoddau er mwyn caniatáu i'r aelodau arfer eu swyddogaeth graffu a gwneud sylwadau dyladwy.

- Sicrhau bod yr holl aelodau'n cael y wybodaeth lawn am y cynnydd o ran cyflawni Pentref Llesiant a Gwyddor Bywyd Llanelli.
- Rhoi sicrwydd bod y targedau a bennir ar gyfer darparu cyfleoedd o ran addysg, sgiliau a hyfforddiant yn cael eu cyflawni.

**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
Emlyn Dole

Y Gyfarwyddiaeth: Y
Gwasanaethau Corfforaethol /
Adfywio

Enw'r Cyfarwyddwr: Chris
Moore

Awdur yr Adroddiad: Sharon
Burford

Swyddi:

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Mae'r dudalen hon yn wag yn fwriadol

EXECUTIVE SUMMARY

POLICY & RESOURCES SCRUTINY COMMITTEE

2ND DECEMBER 2019

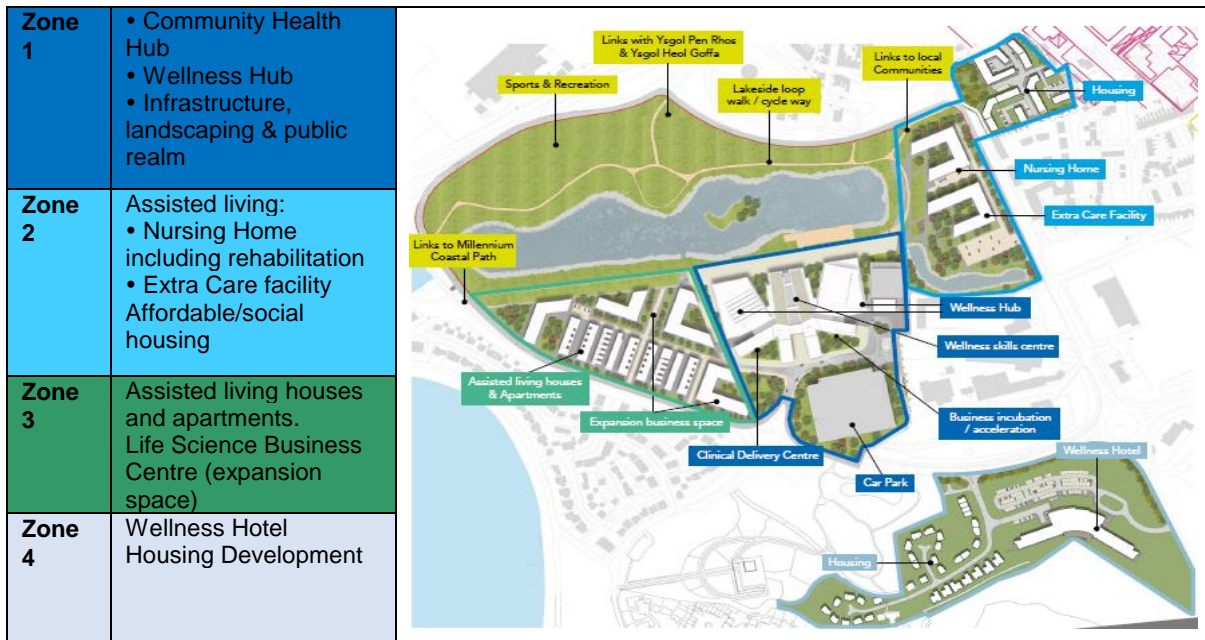
Background

The Llanelli Wellness Village (The Village) is a landmark development forming the largest single site development proposed for Carmarthenshire. The Village is a c. £200m development located across 86 acres of brownfield land and will co-locate public (local government, health board) academia, private and voluntary sectors and create an environment for leisure, education, research and development, business incubation and health promotion. In summary the Village will create:

- £199.5 million of infrastructure including research and business development facilities, a learning academy, a state of the art care home and assisted living and rehabilitation centre, a new leisure and aquatics centre with hydrotherapy pool, Wellness Hotel and outdoor leisure space
- A projected 1853 high value jobs plus community benefits
- Create £467 million GVA by 2034
- A multidisciplinary community health and care facility linked to the health board services.

Planning & Design Development

The Village development comprises a series of individual parcels of land each with specific and interconnected use. These have been designated as zones to which can be delivered together or separately.



Outline planning for the Village was approved by Planning Committee in January 2019 and, following additional flood modelling requested by National Resources Wales, consent was formally awarded on 6th August 2019. Welsh Government confirmed that they did not intend to call in the application and subsequently removed the 'stop notice'.

ARUP have been commissioned to develop the design for the first Zone of the Village. This commissioning has been approved throughout by Executive Board. In the meeting of October 21st Executive Board recommended to proceed to complete the detailed design development work (RIBA Stage 3). Zone one comprises the leisure (dry and wet) and City Deal (education/business development/clinical delivery) these elements are being brought together into a 'Street' design to optimise opportunities and efficiencies through integration of services.

As part of their RIBA Stage 3 commission, Arup along with cost consultants Gleeds, have also compiled a Procurement and Contract Strategy to provide an options appraisal on the optimal procurement solution for the Village in respect of the appointment of a principal construction contractor. The strategy takes into consideration key procurement criteria identified by the Council, including the need to maximise community benefits and achieve cost certainty, an acceptable distribution of risk and value for money and was developed following a procurement workshop with members of the Authority's Procurement Team. A summary of key milestones are set out below:

Key Milestones – Zone 1	Target Date
Completion of RIBA Stage 3	Q1 2020
Procurement of works tender exercise	Q1 2020
Contractor award and start on-site	Q3 2020

In addition, the Village is one of the first projects in the UK to be awarded full funding (£60,000) by the Department for Business, Energy and Industrial Strategy to undertake a heat network feasibility study. This funding recognises the potential value of the project within the local area and the council's commitment to become a zero-carbon authority by 2030. The study will look at optimising energy use and recovery at the Village and upon completion could be used as a demonstrator site/project.

Funding

A financial appraisal of the project has been undertaken and confirms the investability, with reasonable confidence, of the whole project. A Memorandum of Information has now been completed and has been submitted to a range of potential investors to generate interest from financial institutions. The optimum funding solution for the Authority will be determined through this process. Through initial discussions it has become apparent that the interest in the project is significantly higher as a consequence of the clear Local Authority lead.

The City Deal business case has been taken off hold and has now been redrafted to reflect the new funding and partnering arrangements. An update presentation was made to informal Swansea Bay City Board Economic Strategy Board in July and Joint Committee in October. The proposed timeline is now to submit the business case including the appropriate commitment from partners, formally to Joint Committee in December and, on approval, to Welsh and UK Governments.

On 21st October, Executive Board recommended to:

- delegate authority to the Chief Executive and Director for Corporate Services in consultation with the Leader, to submit the FBC once a higher education partner has been confirmed
- endorse the direct approach to the financial markets.

Partner Commitment

Following 'in principal' approval from Executive Board on 3rd December 2018 to submit the Full Business Case to UK and Welsh Government, Executive Board Members requested that officers explore alternative delivery methods to develop the project. In line with this request the Full Business Case now sets out the revised delivery model, specifically that CCC is the clear lead body for the project, with no external partners to drive any alternative objectives the Authority is fully enabled to manage all objectives and deliverables. The City Deal elements of the Village will be delivered by the Authority with lease agreements to be formed with tenants who will 'anchor' the health, education and business/research components.

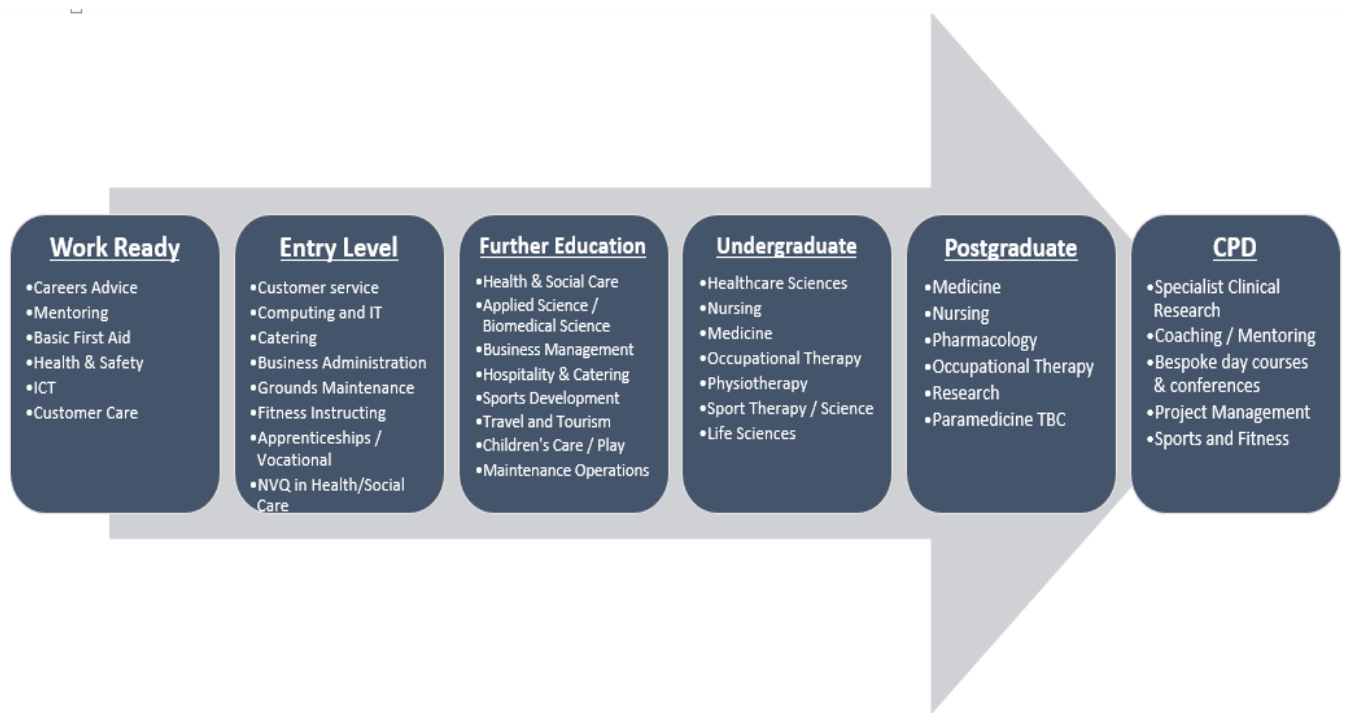
Health

To deliver the objectives of the project, Hywel Dda UHB have been engaged throughout the design development and business planning stages to ensure that the space reflects the needs and operational requirements. Hywel Dda UHB has through its Public Board in January 2019 confirmed its commitment to deliver services in the Village.

Academic/Research Partners

Due to the matters that have arisen with Swansea University, CCC has had to revert to inception stage discussions with a new Higher Education institution. Discussions are ongoing and positive and are progressing through the institution's formal governance structure. Once approved, financial/heads of terms agreements will be confirmed.

In addition to higher education provision, formal meetings have been held with a range of education partners, including further education and work-ready programmes. The work has focussed on the development of a pipeline for training focussed on meeting the key local skills gaps from work-ready through entry level to postgraduate opportunities and continuing professional development. In summary:



Brand Positioning Exercise

A branding positioning exercise has been undertaken by Heavenly Group Limited, an international brand and marketing consultancy. Through this exercise views have been sought from a wide range of stakeholders including Council Members and Officers, proposed tenants, representatives from Health, Academia and the community. The new brand was approved at Executive Board in October and is reflective of local place and history. Subsequent work is now underway to further develop the brand identity, including logo and promotional materials. It is aimed to launch the brand in the new year.

DETAILED REPORT ATTACHED?

NO

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
YES	YES	YES	YES	YES	YES	YES

1. Policy, Crime & Disorder and Equalities

- The project will be compliant with policy and will meet all governance criteria agreed as part of the Swansea Bay City Deal programme.
- The Full Business Case outlines strategic alignment across the Authority, partners, and relevant Regional and National Strategic Policies and Plans.
- Crime and disorder are key considerations of the project and the site aims to achieve the 'Secure by Design' standard.
- Any partners operating onsite will be expected to comply with the Council's Welsh Language Standards – be that contractors and/or tenants from the public, private or third sector. Practical support will be provided through the Council's teams in order to support this compliance.
- Work undertaken between the Authority and Health partners to ensure highest standards of accessibility. This is an implicit need due to the inclusion of a hydrotherapy pool and delivery of therapeutic services delivered within a community environment. Wider accessibility criteria will be met to promote use of facilities across all abilities.
- All procurement will be undertaken in compliance with the County Council contract procedure rule and European legislation.

2. Legal

A comprehensive overview of the legal advice obtained was included within the Executive Board report in October. This confirmed the Authority's approach to commission of the design development work and in relation to the redesign of the work with respect to engagement with academic partners.

3. Finance

Public and private capital (provided through financial institutions) is required to deliver the Wellness Village as a whole

- Business case to draw down of £40m of City Deal money has been prepared to reflect the new structure for delivery of the project. The Business Case also reflects revised partnership arrangements to deliver education and research-based business development. The academic arrangements will include more entry level training opportunities along with higher professional medical and care courses these will be delivered through broader academic partnerships and form a 'pipeline' for career development.
- The Authority has engaged an independent consultant to undertake the development of a financial plan for the project and develop the business case rather than through the appointment of a development partner to broker the investment. Invitations to express interest in funding the project have been issued to the financial market.
- The overall investment summary for the project is set out as follows.

LAND USE	GROSS INTERNAL AREA (m ²)	INDICTATIVE BUILD COSTS	FINANCE STREAM
Community Health Hub, comprising: <ul style="list-style-type: none"> • Business Acceleration • Wellbeing Skills Centre • Clinical Delivery Centre 	13,128	£40.0m (20%)	City Deal
Expansion Life Science Business Centre (latter phase development)	10,000 (max spec for outline planning)	£25m (12.5%)	Public/Private
Wellness Hub	9,249	£25m (12.5%)	CCC
Nursing Care and Residential Rehab Unit	8,206	£42.1m (21%)	CCC & Private/NHS to potentially operate
Assisted Living (inc. extra care facility and individual dwellings)	16,463		Private
Wellness Hotel	5,500	£11.5m (6%)	Private
Open market residential	6,600	£10.9m (5.5%)	Private
Affordable/Social housing	3,600	£5.5m (3%)	TBD
Infrastructure	-	£15m (7.5%)	CCC/Private
Sub-total		£175m	
Land value		£12m (6%)	
Affiliated financial costs*		£12.5m (6.3%)	
Total Investment		c. £199.5m	

4. ICT

A Full Digital Strategy is in development.

Discussions underway to agree the infrastructure requirements, liaison in place with planning and design consultants to reflect current requirements and the future proofing of the whole site. Considerations include:

- Two feeds onto site – one into zone one and a second into the assisted living site for resilience – these two will be linked to each other by fibre connections to enable switching. To achieve highest resilience one feed would be from Llanelli and the other from Carmarthen
- Potential to put a ring ducting to enable subsequent stage connectivity
- Potential to build in masts e.g. as part of screening of car park
- Tenant responsibility for cyber security
- Flexibility for the business development elements to ensure adaptability of facilities

5. Risk Management Issues

- Risk strategy and appropriate mitigation planning is maintained across all elements of the project work stream, procurement and planning.
- The development of the delivery structure will be subject to legal scrutiny and therefore the Council's risk exposure will be mitigated
- Key risks include:
 - The enforcement of strict pre-election protocol (Purdah) may have a consequential impact on the approval and/or funding process for City Deal projects
 - Project delay remains a risk
 - A risk remains that the new Higher Education partner does not sign a formal agreement to deliver the required training elements.

6. Physical Assets

A range of new physical assets will be developed as set out within the outline planning application. Zone 1 elements are currently being taking forward during the design development stage.

7. Staffing Implications

- The Wellness Village will bring about positive impacts on employment and staffing – it is projected to create 1,853 jobs by 2034.
- No adverse impacts are expected on existing staffing.
- Possible recruitment of additional staff and provision of training opportunities to meet identified skills shortages in health and care professions.
- Anticipated to provide supported work placements from the local community, links to be investigated with local schools.

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)

Cllr Jane Tremlett and Carmarthenshire Disability Partnership engaged as part of design development process; feedback sought on accessibility and inclusive layouts.

2. Community / Town Council N/A

3. Relevant Partners

Third sector information event held 07/10/19 with c. 15 third sector organisations in attendance. Consultation survey issued to explore opportunities for joint working and/or co-location at the Village.

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

**PWYLLGOR CRAFFU POLISI AC ADNODDAU
2 RHAGFYR 2019**

**ADRODDIAD MONITRO ABSENOLDEB SALWCH - HANNER
BLWYDDYN CHWARTER 2 2019/20**

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 2019/20 ynghyd â chrynodeb o gamau gweithredu.

Y Rhesymau:

Mae'r Pwyllgor wedi gofyn bod adroddiadau hanner blynyddol/blwyddyn lawn 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
Cynghorydd Mair Stephens**

Y Gyfarwyddiaeth

Prif Weithredwr

**Enw Pennaeth y
Gwasanaeth:**

Paul Thomas

Awdur yr Adroddiad:

Ann Clarke

Swydd:

Prif Weithredwr Cynorthwyol

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Mae'r dudalen hon yn wag yn fwriadol

EXECUTIVE SUMMARY
POLICY AND RESOURCES SCRUTINY COMMITTEE
02.12.19

SICKNESS ABSENCE MONITORING REPORT
HALF YEAR/Q2 2019/20

Purpose:

To receive sickness absence performance report prior to consideration by Policy & Resources Scrutiny Committee 2nd December 2019. To review half year sickness absence departmental performance against targets to maintain focus on continuous improvement.

This performance report provides corporate and departmental performance data and information on sickness absence for the cumulative period Q2 2019/20 financial year. It also summarises a number of actions the People Management Division are leading alongside Departmental responsibilities to support and maintain a continuous reduction in the level of sickness absence.

Policy & Resources Scrutiny Committee has requested that half /full EOY reports are provided to its members to allow them to fulfil their scrutiny role and the attached report will be presented on 2nd December 2019.

Departmental sickness absence performance targets have been in place for reporting years 2017/18, 2018/19 and 2019/20 and are reviewed annually based on the performance of the preceding 3 years. Policy & Resources Scrutiny Committee monitor performance against the agreed targets as one of a range of qualitative and quantitative performance measures.

None of the five department have met their Q2 2019/20 performance targets.

Members of the Challenge & Review Attendance Forum chaired by Cllr. Mair Stephens, Deputy Leader with Cllr. Giles Morgan, Chair of P&R Scrutiny, have recommended that for consistency Departmental performance targets are included as a performance measure within all Departmental and Divisional business plans.

Table 1: Current Departmental Absence Targets

As a reminder targets were set with reference to performance during 3 preceding reporting periods by weighted average less 5% to enable each department to contribute towards improvement to meet the Authority's overall performance target of 9.6. Whilst there has been improvement during 2018/19 the Authority target of 9.6 was not been achieved and performance has declined during the first 2 quarters of 2019/20.

Department	Current target FTE days lost by average FTE employee headcount	Q2 2019/20	Target performance met?
Chief Executives	3.6	3.8	No
Communities	4.8	6.5	No
Corporate Services	2.5	3.1	No
Education & Children	3.7	3.8	No
Environment	4.7	5.3	No
Authority	4.0	4.62	No

DETAILED REPORT ATTACHED? YES

IMPLICATIONS

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

Signed: Paul Thomas Assistant Chief Executive (PMP)

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

1. Policy, Crime & Disorder and Equalities

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

3. Finance

Related costs of Overtime, replacement costs and sickness pay.

7. Staffing Implications

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

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)** Not applicable
- 2. Community / Town Council** Not applicable
- 3. Relevant Partners** Not applicable
- 4. Staff Side Representatives and other Organisations** Not applicable

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

THERE ARE NONE

Policy & Resources Scrutiny Committee

People Management: Sickness Absence Monitoring Report – Half year 2019/20

2nd December 2019



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 2019/20

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 2019/2020 is 9.63 FTE.

In June 2017 departmental targets were also agreed to support a reduction in sickness absence and these targets have been maintained for 2019/20. 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 2019/20 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 to date during 2019/20 supporting in the following areas:

a. Improved corporate working

Since the start of the Corporate Health and Wellbeing project the Wellbeing Co-ordinators have been working with DMTs and managers to develop wellbeing action plans using qualitative and quantitative data and health and wellbeing information from the specific service areas. The plans have been finalised and implemented and as a consequence health and wellbeing has been prioritised by leaders, managers and staff and a key message at conferences, staff briefings and health events led by each Director.

The data within this half year report demonstrates an increase in sickness absence rates within 2 out of the 3 departments funding the initiative with no departments meeting performance target.

b. Health & Wellbeing Project

The Health and Wellbeing Project which is funded by 3 departments, Communities, Environment and Education & Children. There are now two Health and Wellbeing Coordinators, one part-time who has been spending one day a week on each of the

three departments and funding has been agreed to extend the project for two years and will cover all departments.

The Health and Wellbeing project's overall aim is to improve the health and wellbeing of employees by ensuring they have access to health and wellbeing resources and advice. A selection of proposed interventions are being trialled whilst also looking at employees' working environment and how these contribute to an improvement in the overall culture of the department and our organisation towards health and wellbeing.

The effectiveness of the proposed interventions to improve employees' individual health and wellbeing are being monitored to evaluate the impact on overall employee wellbeing, improved productivity and reduction in sickness absence.

As part of this project we have undertaken the following activities:

Corporate

- The current network of volunteer Health and Wellbeing Champions has now gone from 15 to 50 champions being recruited across the authority. The official launch of these new champions was made by the Chief Executive on the 19th November.
- The Champions have attended a day's induction training session where they covered health topics such as Physical Activity, Nutrition, Smoking and Alcohol; MECC training which equips them to have effective conversations with colleagues relating to their health and wellbeing. The Champions across the Authority continue to be directed by the Health and Wellbeing Coordinators working from the health events calendar to promote and raise awareness of various monthly health topics.
- Since the last report the authority's champions have continued to assist with the delivery of wellbeing initiatives across the authority, organising walks and promoting events. A 'None to Run' running group has been set up in Llanelli that has gone from 5 members of staff to around 25 with several members regularly running outside of the group, doing park runs and entering events when they have never run before. Additional walking/ running groups have started up and are regularly occurring across the authority in locations such as Parc Myrddin, Spilman Street and Ty Elwyn/Llanelli Town Hall. They have also facilitated events such as fruit smoothie taster sessions, Cycle to Work day activities, healthy eating days, and a 'Let's Talk About Menopause' session. We have also shared our good practice Menopause Guides for Managers and Employees with our HRD colleagues via the WLGA
- Health and Wellbeing presentations have been undertaken at various 'Stress and Mental Health Management' briefings across the departments.
- Monthly health promotion initiatives on various health and wellbeing topics to raise awareness and engage employees to think about their own health and wellbeing. Blood pressure checks, Breast Cancer awareness sessions, Ovarian Cancer awareness sessions, Tea & Talk Mental Health awareness sessions, walking/step challenges and hydration challenges have all been organised and

delivered to coincide with health promotion awareness days/months. Prostate Cancer awareness talks have also been arranged during November.

- Health and wellbeing presentations have been delivered as part of the IOSH course.
- A corporate Wellbeing questionnaire has been produced and will be promoted to all employees. Working with the Corporate Management Team, results of this will be reviewed and analysed.
- General health and wellbeing presentations have been delivered to both Audit and Procurement teams.

Targeted

- Sickness absence and other data has been analysed and an option paper for determining actions and priorities to improve employee health and wellbeing has been produced for each of the three departments.
- Raising the profile of the project through attending various DMTs and Business Management Team (BMT) meetings, People Manager Events, the Corporate Employee Relations Forum with Trade Unions, Heads of Services and their managers and various teams 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.
- Some work has commenced in other departments as mentioned above.
- Continue working with multidisciplinary teams and business partners to understand qualitative information alongside the quantitative data and to put in place suitable support and interventions, which will ultimately lead to improved attendance.

Environment

- Environment option paper produced, presented and agreed at DMT.
- Property action plan produced and agreed at BMT.
- Waste & Environmental Services Action Plan discussed at BMT, recommendations for changes made and will be taken back to BMT.
- Highways & Transport Action Plan drafted and discussed with Head of Service, draft to be taken to BMT for discussion.
- Draft Environment Action Plan produced and sent to Director.
- Business Support Action Plans are in draft.
- As part of the action plans, stretch and strength sessions began in Trostre 3 times a week and Parc Myrddin once a week to target Musculoskeletal in operational and office based staff as well as improving mental health within Business Support. The aim of the project is to help staff to stretch out tight muscles and mobilise and strengthen joints to reduce current and future.
- Baselines were undertaken to measure the success of strength sessions with the aim of reducing musculoskeletal absence from work. Outcomes, results and feedback have been reviewed over the last 6 months. So far those attending have found it very beneficial for both their body and mind and are learning techniques they can use outside the sessions.

- Strength and stretching reviews undertaken; Positive feedback continues from those who are attending.
- Previous report noted more work needs to be done to ensure the operational staff are attending with the aim of reducing joint pain, reduce chance of injuries and delay or even prevent joint issues. This should in turn support staff to remain fit and in work, reduce incidence and duration of sickness, lengthen working lives and enable staff to enjoy a healthy retirement when they chose to retire.
- First 'tool box talk' has now been completed for operational staff within Property Maintenance.
- Plans for additional strength and stretching session in Cillefwr depot is underway.
- Property Maintenance MMT attended and actions produced including attendance at tool box talks and office staff days.

Communities

- Following the Communities Options paper, a Pilot Project was developed to trial targeted interventions with individuals in job roles with higher rates of sickness absence.
- The Health and Wellbeing (H&WB) Pilot Study is part of the Communities departments drive to help improve the health and wellbeing of our employees. The aim is to provide employees within the pilot study to have access to H&WB resources and professional advice that will enable them to work healthier and happier. The desired outcome of the study is to prove that with regular targeted H&WB interventions employees can improve their feeling of wellness, both physically and mentally whilst in work and at home in a sustainable way. Eventually it is hoped that we will be able to extend the study and roll out the interventions to all employees within the department.
- 5 service areas were chosen based on sickness absence data and to lead by example: one care home, one domiciliary care team, DMT plus other managers, a group of business support staff and one day care centre. In all, 95 employees received baseline lifestyle readings and set lifestyle goals. Feedback from staff during and following the baselines was positive once the process had been explained fully. It was also agreed for each team to try and have a team level goal such as 'a daily mile'. 3 months into the project, each employee has been loaned a Garmin activity tracker. Reviews are also underway to provide an update on how staff are getting on and review their goals. Readings will be monitored over the next 6 months.
- Results from the first set of reviews (conducted at the 6-month mark) were positive. Generally, staff are being more active, particularly walking more at lunch times or at home and although some have not lost weight, have reduced cm off their waist. Some have lost a significant amount of weight. Most staff can also now do more sit-stands meaning their leg strength and endurance has improved. All of this will help to reduce risks of serious health issues and functional mobility issues.

Below are a few of the headline results from the reviews and Fitrockr. Many of the results indicate improvement. The results show;

- an increase in self-reported amount of time sitting;
- an increase in self-reported time walking (periods of 10 mins or more);
- Y Plas are currently doing the most steps on average per day (although this is taken from 3 staff members), and Manor Rd next. Dom Care are on average doing the least steps;
- an increase in the duration standing on one leg, both with eyes open (25.4 to 28.7 secs) and closed (8.5 to 9.5 secs);
- an increase in the number of sit-stands completed across all teams, with the average increasing from 13.5 to 19;
- the average no. of hours sleep has increased from 6.3 to 6.7 hours a night. The amount of staff achieving 7-8 hours' sleep has increased from 44% to 54%;
- 80% of staff rated their health as Excellent, very good or Good, compared to 70% in the baselines;
- there has been an overall decrease in BMI and waist circumference;
- a decrease in muscular skeletal disorders since the baseline, with the largest being a 15% decrease in problems with backs and 10% hips and legs, with a 33% decrease in MSD issues overall;
- when looking at the stress, there has been a reduction in staff feeling nervous or stressed. When asked 'In the last month, how often have you found that you could not cope with all the things that you had to do?', again there has been an improvement;
- an increase in water consumption from an average of 4.3 to 5.7 glasses of water per day and been an increase in the amount of fruit and veg consumed (6 to 7.3 portions);
- there has been no difference in the number of smokers. There were 5 smokers who didn't complete that section, so it is unclear whether they are still smoking;
- there has been a decrease in the number of staff stating that they consume over 14 units of alcohol a week in most areas apart from Business Support.
- The average rate towards achieving their goals was 48.8%.
- The second review period (conducted at the 9-month mark) is underway and will be completed by mid-November.
- An evaluation focus group has been created to assist with and feedback on the review process.
- Feedback and recommendations are gathered from staff and discussed with management in order to link into the projects overall objectives of improving individual staff wellbeing, the working environment and the overall culture of the organisation, and the departments towards health and wellbeing.
- Communities department hosted a 'Staff Wellbeing Achievements' ceremony, to recognise their staff's efforts throughout the year.

Education & Children

- Education & Children option paper has been presented to DMT and follow up meetings have been undertaken with Access to Education and Children's

Services. Meetings are currently being planned with some on their managers and teams with the highest sickness absence to discuss and start drafting action plans.

- A joint meeting was held between Catering and Cleaning to see whether there was any way of working to support these staff with similar challenges.
- Meetings held with special schools to discuss the Health & Wellbeing project going forward.
- Meeting held with some Head teachers who have implemented positive wellbeing initiatives so that good practice can be shared.
- Health checks undertaken in some schools.
- Meetings held with all Children Services managers to look at sickness absence data and possible health and wellbeing related interventions.
- Health and Wellbeing presentation delivered at function group meeting
- Action plan created for Catering division.

Schools

- An option paper has been compiled through analysis of sickness absence and other data, for determining a list of priority schools to embark on a pilot project aimed to improve the health and wellbeing of employees.
- The options paper was presented at Education and Children DMT and was approved.
- Introductory meetings have been held with the pilot schools, which includes Ysgol Rhydygors, and the first stage of the pilot project has commenced which includes staff surveys, creating a staff wellbeing policy and creating wellbeing action plans for each school.
- Schools Health and Wellbeing group has been established bringing in various key officers to include HR, challenge advisors, project link officers, health and safety to ensure all relevant information is accessible when meeting with schools and developing the action plans.
- The Health and Wellbeing Champions scheme has been promoted to schools and information distributed.
- Health and Wellbeing presentation was carried out to New and Acting Heads.
- Attendance and presentations at Primary and Secondary Heads meetings and healthy schools' conferences.
- Two Wellbeing Support Practitioners have attended Canolfan Bro Tywi for two group sessions.
- Occupational Health will be attending Heol Goffa in November for their annual Health Day which includes, BMI, Height, Weight, Blood Pressure testing, Glucose and Cholesterol testing as well as information and advice on healthy lifestyles.
- A Schools Staff Wellbeing Conference is being organised for January 2020, where a Wellbeing Coordinator will present as part of the conference.

c. Mental Health Awareness

To support managers in managing staff attendance, mental health awareness development has commenced for managers and employees to

supplement the existing e-learning modules. This includes corporate and grant funding for the following:

- Managing Mental Health in the Workplace briefings for our people managers commenced November 2019;
- Mental Health First Aid Training, 3 levels of training, suitable for staff across all departments commences January 2019;
- We are in the process of recruiting a Mental Health Co-ordinator to develop a project delivery and sustainable development plan prioritising CCCs high risk areas in the first instance. Funded for 12 months to raise the profile of the support and initiatives, coordinate staff awareness events, communicate to all staff groups, develop resources and signposting.
- Invitations have been circulated to members for Mental Health First Aid Training;
- We are refreshing our Time to Change pledge in February 2020;
- Stress and Mental Health Management briefings will be rolled out across the Environment department

d. Review of the Sickness Absence Policy and Procedures

The Sickness Absence Policy has been reviewed and consulted with our recognised trades union representatives and departmental management teams. The feedback from this consultation exercise with our recognised trades unions and manager is currently being evaluated and the policy being revised prior to consideration by CMT and Executive Board Member.

Key change recommended are as follows:

- Move to a fixed 3 month review period for 1st/2nd Attendance Management Meeting (AMM) with the flexible review period of up to 3 months for the 3rd and final AMM ;
- Recommendation to reduce the subsequent monitoring period from 6 months to 4 months, with the exception of cases where an employee develops a pattern of dropping out of formal process only for sickness absence to become a concern again;
- Inclusion of paragraph on how pregnancy related absence is managed, ie. continuing with the informal Return to Work and Employee Support Meetings but excluding pregnancy related absence from any formal absence management triggers as pregnancy is a protected characteristic and any detriment to a woman as a consequence is automatically unfair and discriminatory legally;
- Inclusion of paragraph on managing work related accidents and incidents;
- Inclusion of paragraph on managing mental health in the workplace;
- Live hyperlinks to all associated policies and guides;
- Strengthening the emphasis on wellbeing support available to support and improve regular attendance;
- Updated paragraph on managing ill-health retirement;

- Clarity on the interaction between short term and long term sickness absence and the need to seek up to date Occupational Health advice where the absence reason changes due to a disability and the employee being maintained at the same stage of the process until such time as advice has been received on reasonable adjustments and these are implemented where practicable.

e. Challenge & Review Attendance Forum

Continuing 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 and Senior Managers to maintain a high profile on attendance management, to discuss performance in relation to sickness absence and what strategies have been or could be utilised to seek improvement.

All 22 Heads of Service have attended the forum to discuss performance in relation to sickness absence to maintain progress and profile of positive attendance management. Progress update reports have been requested from the first five Heads of Service that attended the forum and will be reviewed on receipt by the panel.

A report detailing the findings and key recommendations at a corporate, managerial and operational level is being finalised to be discussed at Heads of Service Forum. One key recommendation made is for Heads of Service to lead the development of a strategy to reduce sickness absence. People Management will provide advice and support to enable it to fulfil this objective.

f. Resourcelink Reporting Service (RRS)

Development work for the launch of a new reporting tool within Resourcelink known as RRS is continuing. This tool will provide the facility for all users to run reports direct from My View (our online employee system). The reports will therefore be available to Managers on demand and be based on real time data. Attendance management information is an essential part of the suite of reports that will be available via this system. These reports are therefore being prioritised for inclusion. Pilot tests are currently underway with a view to full implementation by the end of the year. Once available it will provide a valuable additional source for sickness absence data to supplement our performance management information.

g. Purchase of Additional Annual Leave Scheme

The Purchase of Additional Annual Leave Scheme was adopted by Executive Board on 1st April 2019 and fully launched to our staff during October 2019 following a pilot period to test procedures.

By introducing this scheme, the Authority will generate salary and employers national insurance savings in a creative and financially manageable way whilst complementing the range of supportive policies and benefits available to employees. This scheme will assist employees in balancing work and home life by providing greater flexibility in respect of planned time off work and may contribute to a reduction in levels of sickness absence as experienced by other local authorities who have implemented a purchase of additional leave policy.

There may be instances for example where a member of staff:

- is planning a special event or trip;
- would benefit from additional leave to balance personal circumstances, e.g. caring responsibilities at a particular time;
- simply would like more annual leave.

This scheme does not replace or restrict the discretion of line managers to grant paid or unpaid leave in line with the provisions of the Time Off Policy or other flexible working policies and procedures.

Since the launch date in October 2019 the Attendance Team has received a large number of enquiries about the scheme and as at the date of writing the report 15 applications had been received and all had been approved.

h. Management of Stress for People managers

Continued the role out of stress management briefings to managers using the Health & Safety Executive Stress Management Tool and linking in with Sickness Absence and Management of Mental Health policies. Focus over the last six months has been supporting managers in Information Technology & Corporate Policy and Regeneration and preparation for delivery within Environment.

A Managing Stress in the workplace E-learning module which will be accessible to all staff is being developed.

i. 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.

92 out of 96 CCC primary schools now participate in the scheme and the attendance team maintain regular communication with those that are yet to join to encourage their participation. This compares to 60 original entrants in 2017/18 and 78 during 2018/19.

The current ledger position of income and predicted expenditure is estimating that the scheme will be in a positive financial position at outturn for the 2019/20 financial

year. This is dependent on sickness absence levels during the last two quarters of the financial year.

j. 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, all school, primary, secondary and special school level to inform CMT, DMTs, BMT's and Governing Bodies to enable improved performance monitoring and action planning.

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

k. Email etiquette

At P&R Scrutiny on 13th June 2019 members made reference to the need to discourage or even prevent the sending of work related emails outside normal working hours and particularly late at night or early morning in view of concerns that this could be stressful for both the sender and the recipient.

This matter has been discussion with departmental Health & Wellbeing project teams and model health and wellbeing behaviours developed:

- Only sending emails inside period of contractual hours / flexi-time period;
- Not regularly working outside of contractual hours / flexi-time period;
- Holding walking meetings;
- Having periods of standing in meetings;
- Taking phone calls standing;
- Taking at least 30 minute lunch breaks, ensuring you leave your desk (driving to another meeting doesn't count!);
- Eating a healthy lunch;
- Bringing fruit/vegetables and healthy dip to meetings instead of biscuits;
- Having caffeine free drink options at meetings;
- Trying to get out for a walk a couple of times a week;
- Allowing enough time between meetings to ensure don't have to rush;
- Be regularly active in and outside of work – ideally at least 150 minutes moderate exercise;
- Not smoking or visibly smoking if you are a smoker;
- Drinking plenty of water (at least 1.5 litres a day);
- Establish a positive working environment

As a result of comment/observations from P&R Committee, IT Services have developed guidance for Microsoft Outlook users which is published on the intranet on how to turn off notifications within outlook on all devices and other tips on managing communication.

Has this made a difference?

Table 1: Departmental performance ranking Q2 2019/20

Performance indicates that no department has met their 2019/20 Q2 target. As the agreed targets have been set to support a reduction against previous 3 year average performance by 5%, 2019/20 Q2 result should ideally be below the seasonally adjusted targets for all departments.

The Q2 figure for the whole Authority of 4.62 is above the 2018/19 Q2 result of 4.20. There has been an increase of 0.42 FTE days lost by average employee FTE headcount. (see Table 1).

Department	Average Employee FTE Headcount	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	FTE Days Lost by Average Employee FTE Headcount	Ranking	2018-19 Q2 Performance		Target	On Target?
Corporate Services	204.2	264.1	379.0	643.1	3.1	1	3.4	-0.3	2.9	No
Chief Executives	404.0	562.6	952.6	1515.2	3.8	2	3.6	0.2	2.8	No
Education & Children	3191.7	4999.1	7235.5	12234.6	3.8	2	3.6	0.2	3.7	No
Environment	882.3	1380.9	3312.0	4692.9	5.3	4	5.3	0.0	4.6	No
Communities	1371.0	3146.9	5759.6	8906.5	6.5	5	5.3	1.2	4.8	No
Authority	6053.2	10353.6	17638.7	27992.3	4.62		4.2	0.4	4.00	No

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 2014/15 (not shown on graph). Since then the trend line indicates an annual increase in 2015/16 and 2016/17 but a slight decrease in 2017/18. The Q2 2018/19 was the best level achieved since 2014/15. However, the Q2 2019/20 result indicates an upward trend compared to the last 3 reporting years.

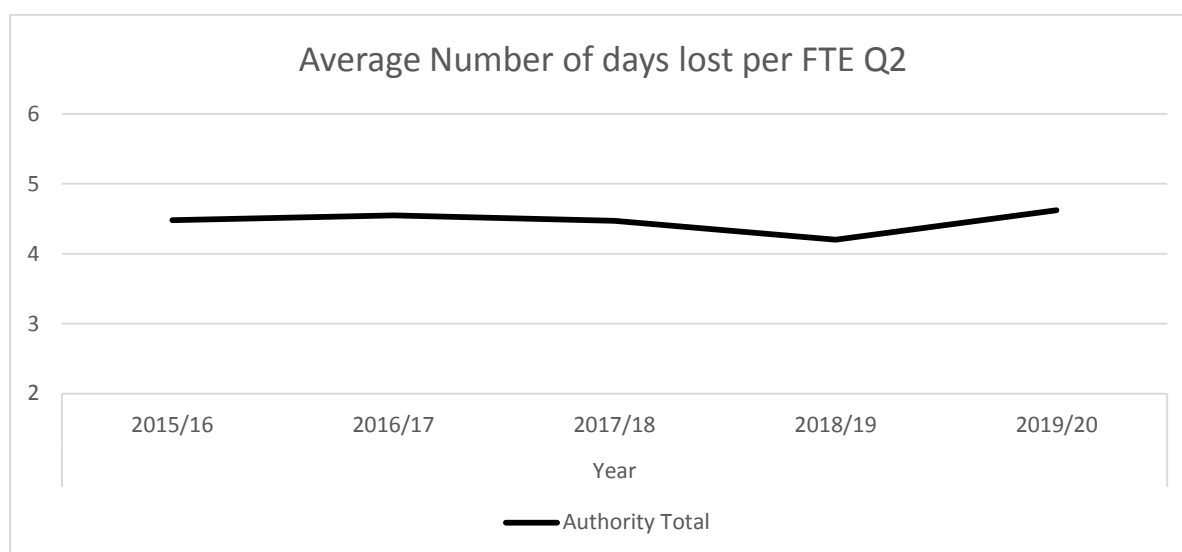


Table 3: Performance of Divisions that attended the C&R Attendance Forum

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 previously 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 attended the C&R Attendance forum to discuss divisional progress to ensure all services are contributing towards a reduction in the level of absence.

It can be seen in the table that some Divisions, such as Waste & Environment, show a trend of consistently improving performance over the last 3 years. This is particularly encouraging for the Waste & Environment Division as it has traditionally had very high absence levels (In 2017/18 quarter 2 absence levels were 8.9 days per FTE). In most Divisions performance is more mixed reflecting the fact that managing sickness absence is challenging and requires constant vigilance and intervention if performance is to improve.

In some Divisions, e.g. Integrated Services, Leisure and Highways & Transportation, the trend is less encouraging as performance has been consistently declining over the last 3 years. These are all large Divisions with significant proportions of employees working in the field and non-office based staff. When interpreting this data please note the number of employees in each Division varies greatly so at times performance can be skewed by the small number of employees located in a particular Division.

Overall 13 Divisions have improved in performance between 2018/19 and 2019/20 and 19 Divisions show a decline in performance.

Division	2017-18 Q2 FTE days lost by avg FTE Headcount	2018-19 Q2 FTE days lost by avg FTE Headcount	2019/20 Q2					FTE Days Lost by Average Employee FTE Headcount	Difference (YR ON YR 18/19 TO 19/20)
			Average Employee FTE Headcount	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days			
Regeneration	3.7	3.7	191.9	271.3	609.8	881.1	4.6	0.9	
People Management	2.1	3.3	89.6	129.2	164.0	293.2	3.3	0.0	
Administration and Law	1.8	1.8	44.7	32.5	34.0	66.5	1.5	-0.3	
ICT & Corporate Policy	3.1	4.6	76.8	129.6	144.8	274.4	3.6	-1.0	
Chief Executives Total	2.3	3.4	404.0	562.6	952.6	1515.2	3.8	0.4	
Education and Inclusion Services	6.3	4.9	98.9	103.9	119.9	223.8	2.3	-2.6	
Children Services	4.3	4.1	370.0	716.5	1190.1	1906.6	5.2	1.1	
Secondary Schools	3.5	3.1	1022.9	1803.8	1905.3	3709.1	3.6	0.5	
Primary Schools	3.7	3.4	1289.1	1570.0	2923.9	4493.9	3.5	0.1	
Special Schools	8.2	5.3	91.5	275.3	201.6	476.9	5.2	-0.1	
School Effectiveness	2.5	0.1	18.7	0.0	0.0	0.0	0.0	-0.1	
Curriculum & Wellbeing	3.7	4.7	121.6	142.2	221.1	363.3	3.0	-1.7	
Access to Education	5.7	5.1	176.6	387.4	673.6	1061.0	6.0	0.9	
Education & Children Total	4.0	3.6	3191.7	4999.1	7235.5	12234.6	3.8	0.2	
Finance	2.9	3.7	100.3	123.0	68.0	191.0	1.9	-1.8	
Revenues and Financial Compliance	3.9	2.7	101.9	141.1	311.0	452.1	4.4	1.7	
Corporate Services Total	3.4	3.2	204.2	264.1	379.0	643.1	3.1	0.0	
Leisure	5.3	5.4	238.6	380.7	1140.9	1521.6	6.4	1.0	
Business Support & Service Improvement	6.8	4.1	114.2	323.6	727.7	1051.3	9.2	5.1	
Mental Health & Learning Disability	4.1	6.8	224.6	438.4	843.8	1282.2	5.7	-1.1	
Homes & Safer Communities	6.2	5.2	646.2	1866.6	2441.2	4307.8	6.7	1.4	
Integrated Services	3.2	4.6	108.3	114.1	606.0	720.1	6.6	2.0	
Regional Collaboration	0.0	0.2	6.0	0.0	0.0	0.0	0.0	-0.2	
Commissioning	4.0	3.4	21.4	6.0	0.0	6.0	0.3	-3.1	
Performance Analysis & Systems Team	-	0.6	9.6	17.5	0.0	17.5	1.8	1.3	
Communities Total	5.3	5.3	1371.0	3146.9	5759.6	8906.5	6.5	1.2	
Business Support & Performance	9.5	5.6	58.3	134.5	204.0	338.5	5.8	0.2	
Waste and Environmental Services	8.9	6.9	189.4	363.4	620.5	983.9	5.2	-1.7	
Property	5.3	6.1	274.4	322.8	1140.0	1462.8	5.3	-0.7	
Highways and Transport	4.6	4.6	275.3	437.8	1151.5	1589.3	5.8	1.2	
Planning Services	2.3	1.0	77.0	105.4	155.0	260.4	3.4	2.4	
Business & Development	2.6	0.0	7.0	17.0	41.0	58.0	8.3	8.3	
Environment Total	5.8	5.3	882.3	1380.9	3312.0	4692.9	5.3	0.1	
Authority Total	4.47	4.2	6053.2	10353.6	17638.7	27992.3	4.62	0.4	

[Table 4: Impact of targeted interventions to support schools in managing sickness absence](#)

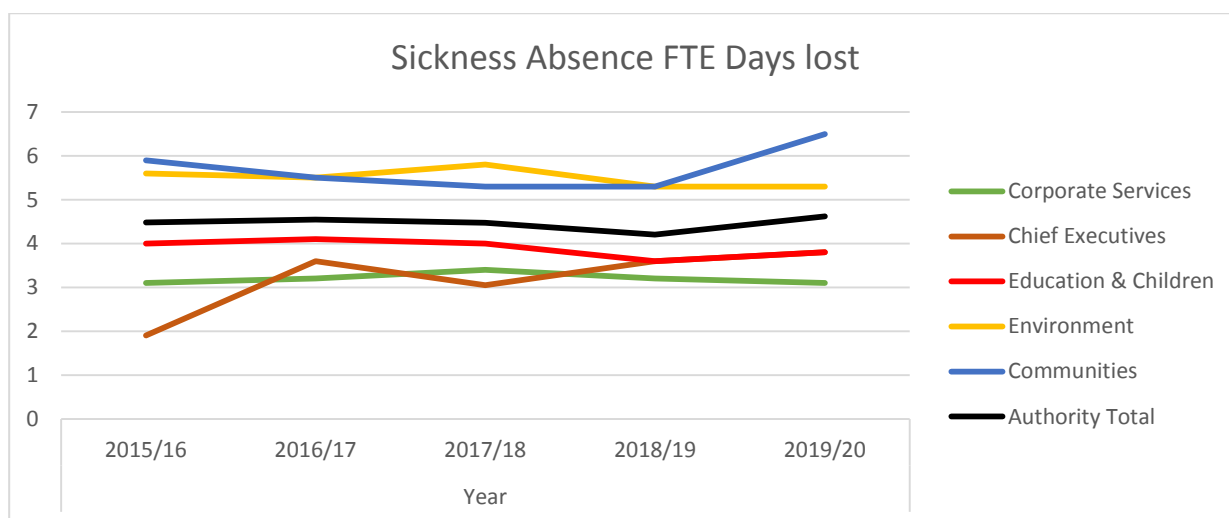
The table below compares the performance of CCCs primary, secondary and special schools between Q2 2017/18, 2018/19 and 2019/20. In the special school sector following a large increase in 2018/19 there has been a slight decrease of 0.2 FTE days. Unfortunately, there is a significant increase of 0.6 FTE days lost by average FTE headcount in the secondary sector and a marginal increase of 0.1 FTE days in the primary school sector. However there has been improved recording and reporting of sickness in this area as a consequence of the work of the Schools' Staff Absence Scheme so we are now more confident that this is a true reflection of the absence level within school sector. The People Management Division continued to support schools during 2019/20 to secure continued and sustained improvement.

Division	2017-18 Q2 FTE days lost by avg FTE	2018-19 Q2 FTE days lost by avg FTE	2019/20 Q2					Difference (YR ON YR 18/19 TO 19/20)
			Employee FTE	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	FTE Days lost by Employee FTE	
Secondary Schools	3.7	3.2	1,018.87	1,803.82	2,021.54	3,825.36	3.8	0.6
Primary Schools	3.8	3.4	1,275.67	1,570.04	2,945.71	4,515.75	3.5	0.1
Special Schools	3.7	5.5	89.97	275.34	201.61	476.95	5.3	-0.2

[Table 5: Departmental Analysis](#)

When departmental performance is compared to that of the previous year (Table 1) only 1 Department has improved absence levels: Corporate Services. However, performance is at the same level in the Environment department which is encouraging as Q1 indicated a slight increase in absence levels. However more needs to be done if targets are to be met.

Quarter 2	Year				
Department	2015/16	2016/17	2017/18	2018/19	2019/20
Corporate Services	3.1	3.2	3.4	3.2	3.1
Chief Executives	1.9	3.6	3.1	3.6	3.8
Education & Children	4	4.1	4	3.6	3.8
Environment	5.6	5.5	5.8	5.3	5.3
Communities	5.9	5.5	5.3	5.3	6.5
Authority Total	4.48	4.55	4.47	4.2	4.62



The service areas with the greatest variance (decrease - /increase +) compared to Q2 2019/20 are:

Department	Division	Difference
Education & Children	Education and Inclusion Services	-2.6
Corporate Services	Finance	-1.8
Environment	Waste and Environmental Services	-1.7
Education & Children	Curriculum & Wellbeing	-1.7
Communities	Mental Health & Learning Disability	-1.1
Chief Executives	ICT & Corporate Policy	-1.0
Communities	Leisure	1.0
Education & Children	Children Services	1.1
Environment	Highways and Transport	1.2
Communities	Homes & Safer Communities	1.4
Corporate Services	Revenues and Financial Compliance	1.7
Communities	Integrated Services	2.0
Environment	Planning Services	2.4
Communities	Business Support & Service Improvement	5.1

* Service areas listed above are those with over 50 FTE

Table 6: Cost of Absence

The table below illustrates the cost of occupational sick pay for Q1 to Q2 cumulatively in each year since 2017/18. This excludes additional costs that may be incurred by divisions in particular those delivering e.g. Overtime costs, agency costs; other replacement costs.

Occupational Sick Payments (OSP)			
Quarters 1 and 2	Year		
Department	2017/18	2018/19	2019/20
Corporate Services	43,940	52,517	48,548
Chief Executives	128,806	145,224	156,268
Education & Children*	1,369,257	1,264,732	1,413,730
Environment	384,448	394,162	411,832
Communities	729,114	713,782	849,441

Authority Total	2,655,565	2,570,417	2,879,819
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* Including schools

[Table 7: Occupational Health Appointment Data](#)

Fig.1

Number of Employees seen at the Occupational Health Centre			
Department	Number of Employees Attended Q2 Cumulative		
	2017/18	2018/19	2019/20
Chief Executives	37	50	46
Communities	251	310	305
Corporate Services	23	11	26
Environment	320	489	389
Education & Children	257	283	281
External	131	130	281
Total	1019	1273	1325

The table above indicates the number of employees being referred and supported by the Occupational Health 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/appointments are not included in the table below above). As can be illustrated by the data above (Fig.1) there has been a 4% increase in the total number of employees seen at the Centre in Q2 2019/20 compared to Q2 2018/19.

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.

Fig.2

Number of Appointments Attended at the Occupational Health Centre			
Department	Number of Appointments Q2 Cumulative		
	2017/18	2018/19	2019/20
Chief Executives	88	128	126
Communities	465	625	616
Corporate Services	58	12	71
Environment	413	581	547
Education & Children	522	760	775
External	153	155	357

Total	1699	2261	2492
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The table above indicates the total number of Appointments attended at the Occupational Health Centre. These further sessions referenced above are included in the table above (Fig.2).

The totals include Statutory Health Surveillance appointments to the nurse.

As can be illustrated by the data above (Fig.2) there has been a 10% increase in the total number of appointments to the Occupational Health Centre during cumulative period Q1 – Q2 2019/20 compared to 2018/19.

Over the last two years there has however been a 46.67% increase in total number of appointments at the Occupational Health Centre.

Appointments 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 Appointments Attended the Occupational Health Centre Q2 Cumulative 2017/18						
Department	Appointment Reason					Totals
	OHA	OHP	All WSS Appts	H/S	*Other	
Chief Executives	17	15	55	0	1	88
Communities	102	67	272	2	22	465
Corporate Services	8	5	43	0	2	58
Environment	50	37	110	215	1	413
Education & Children	120	60	327	0	15	522
External	26	31	28	67	1	153
Total	323	215	835	284	42	1699

Fig.4

Breakdown: Total Number of Appointments Attended the Occupational Health Centre Q2 Cumulative 2018/19						
Department	Appointment Reason					Totals
	OHA	OHP	All WSS Appts	H/S	*Other	
Chief Executives	24	11	88	0	5	128
Communities	128	74	390	14	19	625

Corporate Services	3	1	1	0	7	12
Environment	47	51	96	379	8	581
Education & Children	104	56	580	2	18	760
External	37	37	31	40	10	155
Total	343	230	1186	435	67	2261

Fig.5

Breakdown: Total Number of Appointments Attended the Occupational Health Centre Q2 Cumulative 2019/20						
Department	Appointment Reason					Totals
	OHA	OHP	All WSS Appts	H/S	*Other	
Chief Executives	21	9	92	0	4	126
Communities	136	62	387	7	24	616
Corporate Services	11	5	53	0	2	71
Environment	53	38	180	269	7	547
Education & Children	111	54	590	0	20	775
External	121	58	92	70	16	357
Total	453	226	1394	346	73	2492

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

Percentage of employees who have attended Occupational Health in Q1-Q2

Following the request from P&R scrutiny committee the following table below shows the percentage breakdown of employees that have attended the Occupational Health Centre per department.

Percentages are based on overall headcount (October 2019)

Department	OHA	OHP	Wellbeing Support Service (Initial Assessment)	Health Surveillance	Other	Total
Chief Executives	4.9%	2.1%	4.2%	0%	1.2%	12.4%
Communities	7.9%	3.6%	4.5%	0.8%	1.4%	18.2%
Corporate Services	5.1%	2.3%	3.7%	0	0.9%	12%
Environment	4.5%	3.3%	2.7%	32.8%	0.6%	43.9%
Education & Children	2.5%	1.2%	2.2%	0	0.45	6.35%

As shown in the above table the Environment department have the highest number of employees who attend Occupational Health, this is due to their mandatory Health Surveillance which employees are required to undertake based on risk assessment.

Without Health Surveillance, the Environment department have 11.1% of employees accessing our services for sickness absence reasons and support.

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:

	2017/18 EOY	2018/19 EOY	2019/20 Q2
Ill Health Capability	59	52	18
Ill Health Capability – Tier 1	7	9	14
Ill Health Capability – Tier 2	-	1	-
Ill Health Capability – Tier 3	1	1	1
Total	67	63	33

Quarter 2 figure indicates that end of year figure will be on a par with previous years.

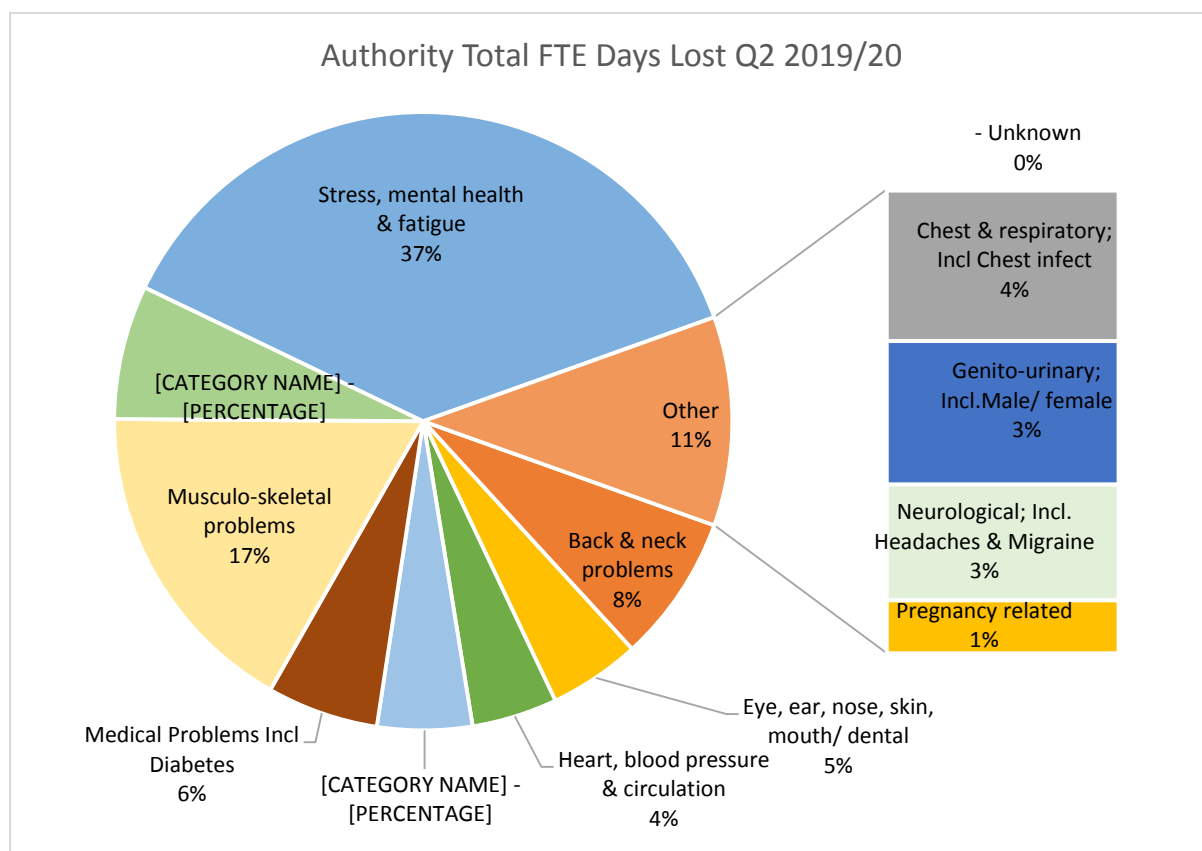
Table 9: Causes of absence – half year cumulative Q2 EOY 2019/20

Stress, mental health & fatigue is the most common cause of absence within the authority (37%) followed by musculoskeletal problems (17%). 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 (5%) compared to (9%) at Q4 2018/19 and this will impact on percentage variations between reporting periods.

The CIPD Health & Wellbeing at Work report published in May 2018 focusing on the public sector has found that more organisations include mental health amongst the most common reason for short and long term absence. Over half of respondents confirmed that reported mental health conditions had increased. A fifth of respondents confirmed that stress and mental health is the primary cause of long term absence and a third include stress in the top three causes of absence.

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.

It is acknowledged that current recording of reasons has limitations and development work is ongoing to review and rationalise the system and codes used to provide more effective management information.



The percentages displayed below relate to the category stress, mental health & fatigue only. In this instance stress, mental health & fatigue is 37% of all Authority sickness absence. Of the 37% stress constitutes 55%. (Stress is 20% of all sickness absence).

Stress, mental health & fatigue - expanded reasons

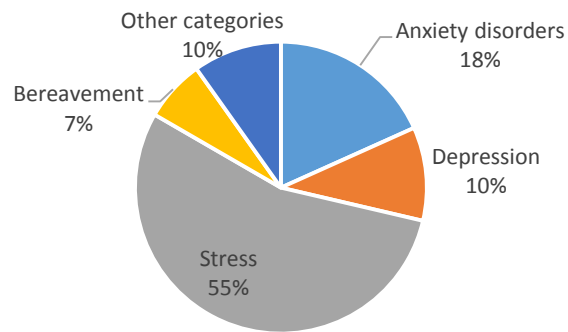


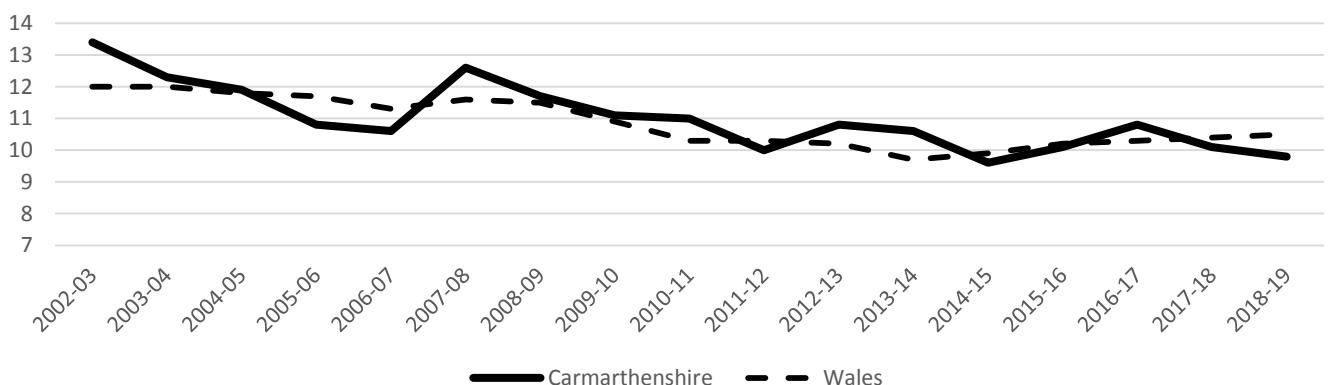
Table 10: Comparative sickness absence performance indicator

Carmarthenshire directly employs approximately 7,200 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 2018/19 was published in September 2019. This is audited end of year data. In comparison to all other welsh authorities Carmarthenshire ranks 7th out of the 23. This is a marked improvement to previous years as we ranked 10th in 2017/18 and 15th in 2016/17. As an Authority we are now placed towards the top end of the second quartile whereas we were close to the median in 2017/18 and in the 3rd quartile in 2016/17.

Carmarthenshire CC Number of working days lost to sickness absence lost compared to All Wales figure



	All staff					
	Number of working days lost to sickness absence per employee					
Local Authority	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	2018/19 Quartiles
Denbighshire	8.3	8.5	8.7	8.4	8.3	1
Merthyr Tydfil	6.7	6.6	5.5	7.8	8.7	
Powys	7.4	10.6	9	9.7	9.1	
The Vale of Glamorgan	9.4	9.6	8.8	10.1	9.1	
Pembrokeshire	10.2	-	10.5	10.2	9.3	
Gwynedd	8.6	8.4	9	8.7	9.5	
Carmarthenshire	9.6	10.1	10.8	10.1	9.8	2
Neath Port Talbot	9.4	9.7	9.9	9.5	9.8	
Conwy	10.9	10.3	11.3	9.7	10.1	
Newport	9.6	10.1	9.8	10.1	10.1	
Isle of Anglesey	11.5	12	9.8	10	10.3	
Flintshire	10.6	10.5	9.8	8.9	10.5	3
Wales	9.9	10.2	10.3	10.4	10.5	
Ceredigion	8.9	-	10.4	13.6	10.9	
Swansea	9.6	10.2	9.7	10.8	11	
Torfaen	10.6	10.1	10.8	11.1	11.2	
Caerphilly	10.7	11.7	12.2	12.3	11.3	4
Wrexham	11.9	11.9	11.3	10.9	11.5	
Cardiff	10.1	9.6	10.8	11.3	11.5	
Monmouthshire	9.8	11.6	11.5	10.9	11.5	
Bridgend	10.8	10.7	10.7	10.8	11.9	
Blaenau Gwent	11.5	11.3	12.5	11.2	12.7	

NHS Wales benchmarking data

Below is benchmarking data relating to 11 NHS organisations in Wales shown as a percentage. Data is extracted from the NHS Electronic Staff Record. Sickness absence rates by quarter for the period April 2018 to March 2019 and calculated by dividing the total number of sickness absence days by the total number of available days for each organisation.

- 4% is equivalent to 9 FTE days lost.
- 5% is equivalent to 11.25 FTE days lost.
- 6% is equivalent to 13.5 FTE days lost.
- 7% is equivalent to 15.75 days lost.

	Apr-Jun 2018	Jul-Sep 2018	Oct-Dec 2018	Jan-Mar 2019
	%	%	%	%
All Wales	6.87	6.84	7.51	7.43
Betsi Cadwaladr University LHB	5.17	5.61	6.12	6.27
Powys Teaching LHB	5.4	5.86	6.11	6.06
Hywel Dda University LHB	4.68	5.07	5.78	5.67
Abertawe Bro Morgannwg University LHB	4.8	5.14	5.57	5.57
Cwm Taf University LHB	4.63	5	5.41	5.43
Aneurin Bevan University LHB	4.34	4.88	5.43	5.28
Cardiff & Vale University LHB	4.7	4.53	4.98	5.22
Public Health Wales NHS Trust	4.38	4.56	4.51	4.63
Velindre NHS Trust	3.79	4.06	4.1	4.28
Welsh Ambulance Services NHS Trust	3.96	3.85	3.9	3.77
Health Education and Improvement Wales	.	.	1.68	2.86

Benchmarking with English Unitary Authorities 2017/18 (This is the latest data available)

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 in the earlier table includes teachers.
- During 2017/18, 23 of 52 English Unitary Authorities participated in the survey question relating to sickness absence;
- The average number of days lost per FTE published for 2017/18 was 9.6 per employee. 2018/19 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 11: 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 2017 and published in 2018 and approximately 600 employers participated from all industry sectors. 2019 data is pending publication and will be reported in 2019/20 once published.

Among the survey respondents that provided data on absence rates, the national average stood at 2.8% of working time in 2017, 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 2017, 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 2018/19 figure of 9.83 FTE days lost per employee as a percentage of working time lost is 4.35%.

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	End of Year 2018/19
Care services/ Housing association	11.3 7.9	Homes and Safer Communities (includes Care & Support)	13.8	11.6
IT services	4.0	Information Technology	9.9	13.8
Transport distribution & storage	7.8	Transportation & Highways	10.6	11.3
Hotels, catering and leisure	5.3	Access to Education (includes Catering) Leisure	12.8 10.6	12.9 11.2
Professional Services (accountancy, advertising, consultancy)	5.9	Finance Revenues & Compliance People Management Admin & Law	5.0 7.2 7.6 6.5	5.7 8.3 9.2 4.5
Media (Broadcasting and Publishing)	4.4	Media and Marketing	13.2	9.4

Data Summary Profile: Property Division

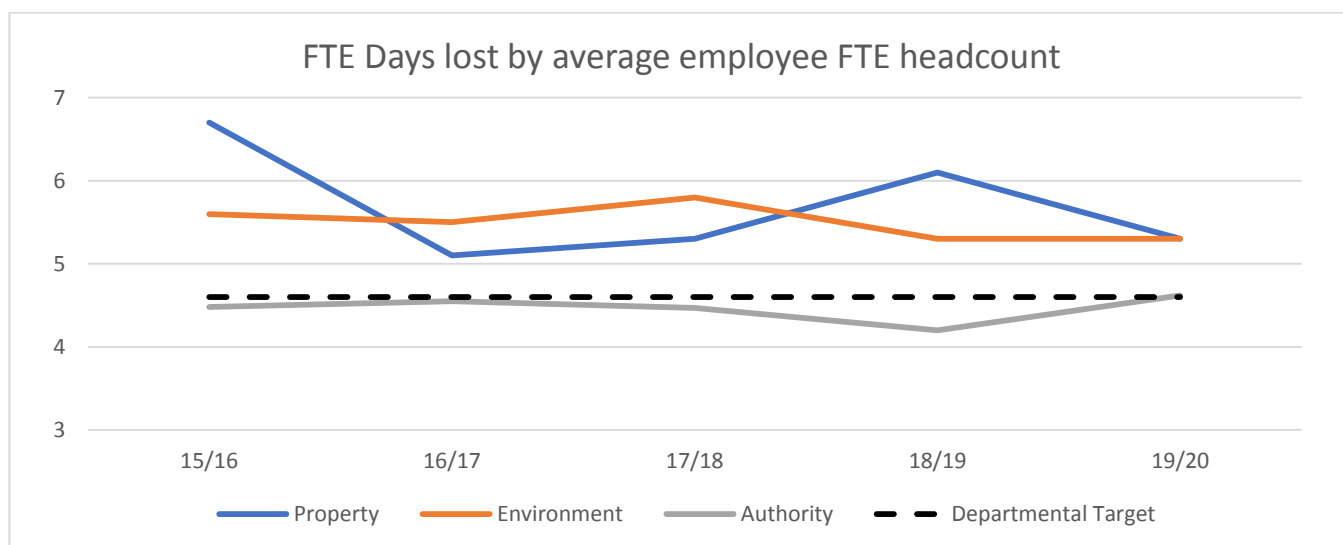
1. Absence Performance:

1.1. Absence Levels

FTE Days lost @Q2 by avg. employee headcount	5.3 days
Ranking	24th out of 35 Divisions
Performance & Ranking at q2 previous year	6.1 days, 33 rd out of 35
Departmental performance Q2 19/20	5.3 days
Departmental target 19/20	4.6 days

Absence levels are well above the departmental target and at the lower end of the divisional rankings (in the third quartile). The year on year ranked position has however improved.

1.2. Absence Trends



The performance trend over the last 5 years shows that absence levels have improved since 2015/16 and the most recent year on year improvement is encouraging compared to the trend in the previous years. However, the performance is consistently well above the departmental target and needs to improve significantly if this is to be met.

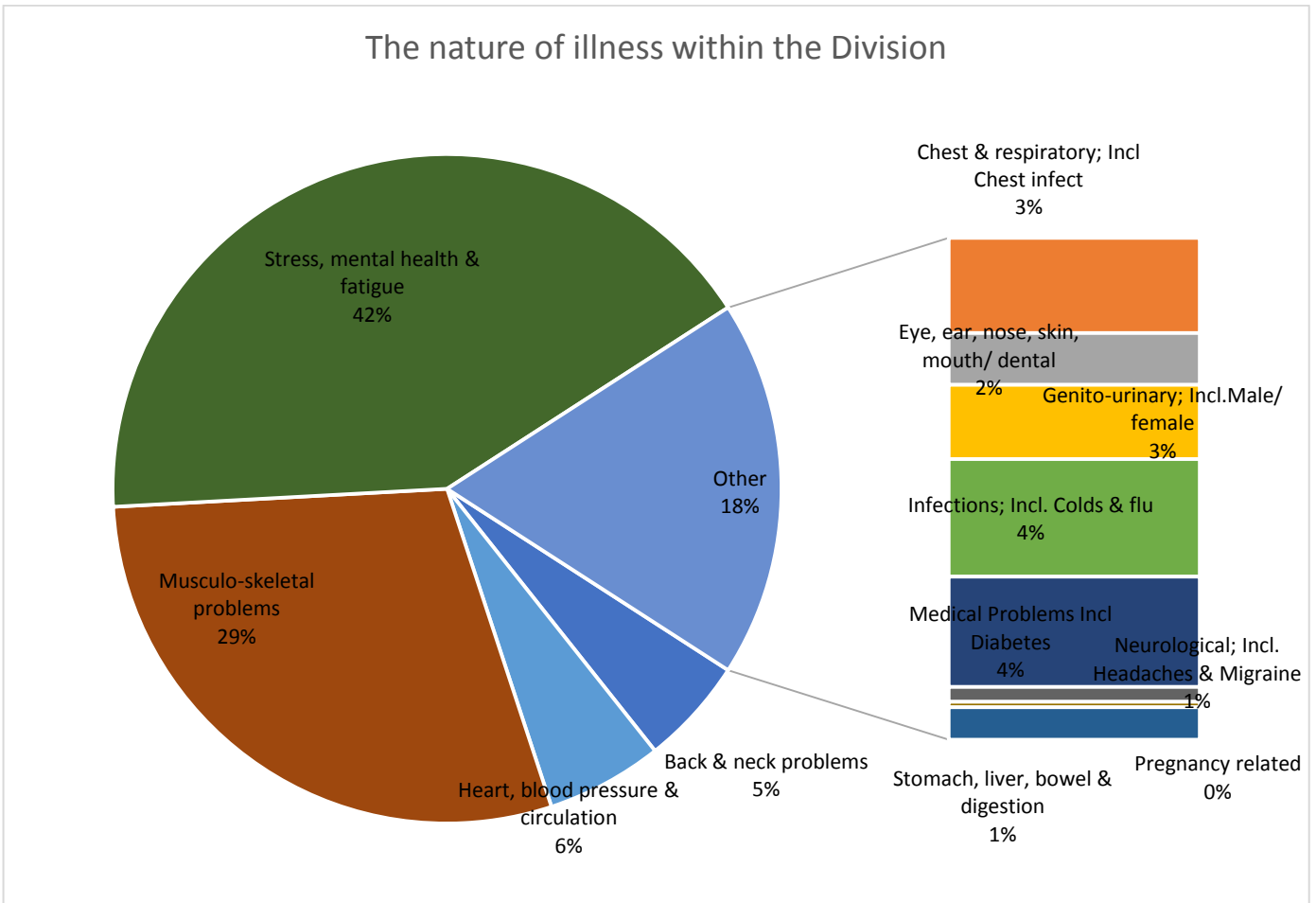
1.3. Detailed Data

Section	FTE	Short Term	Long Term	Total Days lost	FTE Days lost	Rank	Prev. Yr	Yr:Yr Difference
Property (Other)	3.00				0.0	1	0.0	0.0
Facilities	11.41	2.00		2.00	0.2	35		
Estates	3.00				0.0	1	9.3	
Property Design	26.00	9.00	85.00	94.00	3.6	83	0.1	3.5
Cleaning	99.44	89.59	457.44	547.03	5.5	111	8.7	-3.2
Operational	116.52	222.16	620.00	842.16	7.2	140	6.8	0.4
Compliance	7.80				0.0	1	1.7	-1.7
Property Total	267.16	322.75	1,162.44	1,485.19	5.6	115	6.2	-0.6
Property - Adjusted PI Figure*	274.35	322.80	1,140.00	1,462.80	5.3			

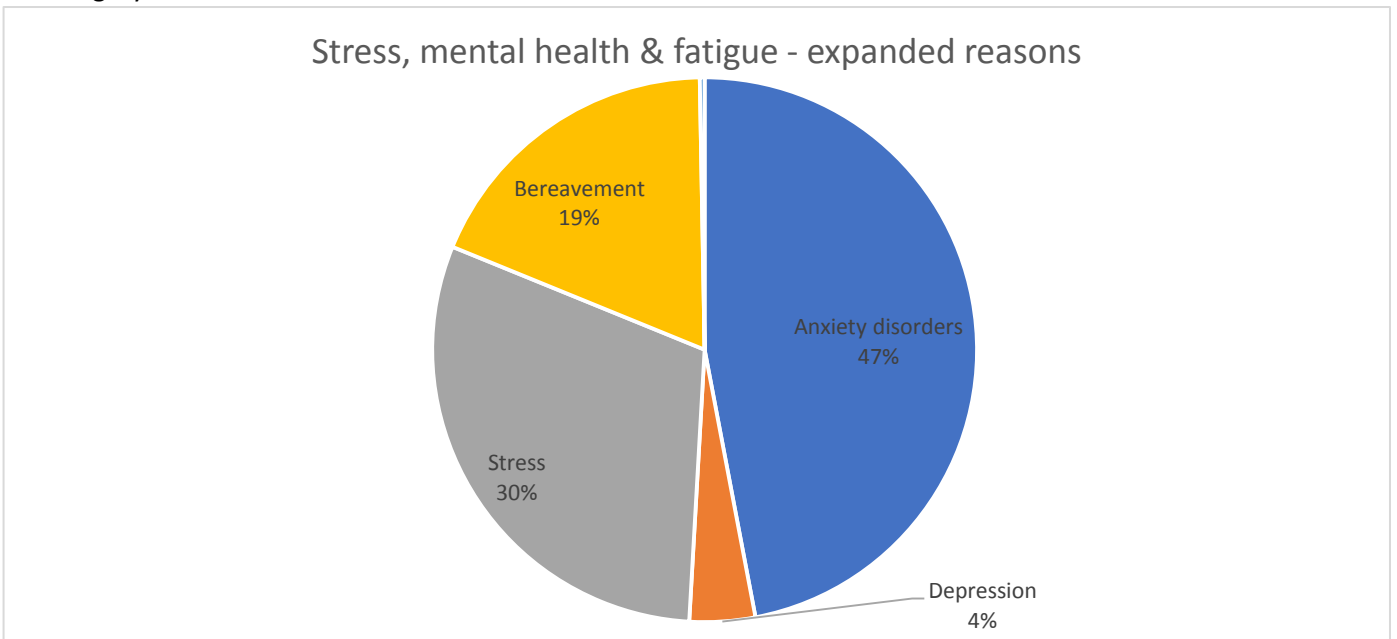
*Adjusted figure refers to PAM calculation set by Welsh Government that requires FTE to be calculated as an average of the start of the period (1/4/19) and end (Q2 30/9/19) plus removal of any long term sickness cases serving notice.

Of the sections where year on year comparisons are available there has been mixed performance: Cleaning which has a large number of employees has improved significantly whereas performance in Property Design has done the reverse. Due to the large number of employees in the Operational Section a decline of 0.4 days is also significant

1.4. Absence Reasons



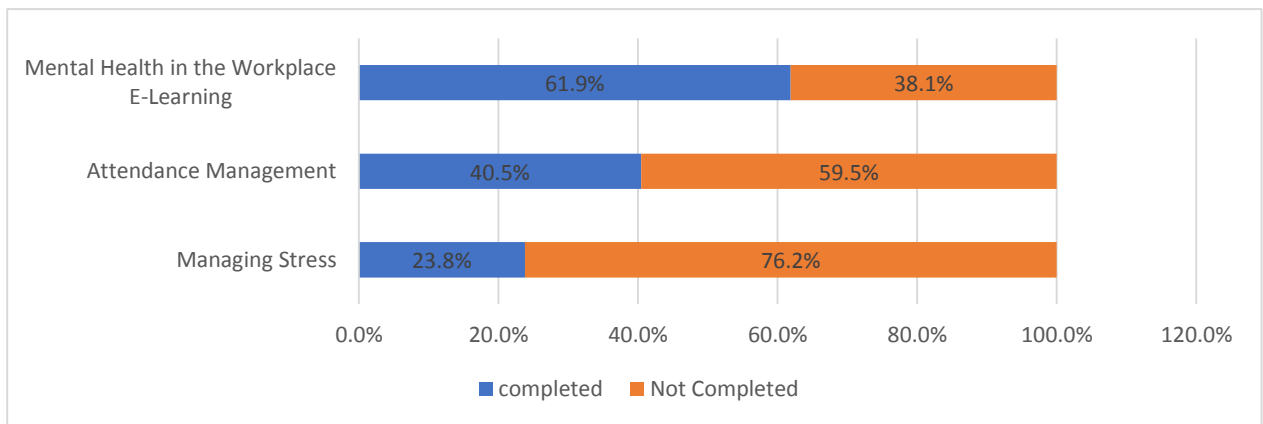
The main reason for absence is Stress mental health & fatigue. The more detailed reasons for absence in this category are shown below.



1.5. Attendance Management Training

KEY LEARNING SUMMARY 30/09/2019	Number of People Managers	Managing Stress		Attendance Management		Mental Health	
		Number completed & %					
PROPERTY DIVISION	41	0	0%	17	40%	26	63%
Cleaning	2	0	0%	1	50%	1	50%
Compliance	4	0	0%	0	0%	3	75%
Facilities	1	0	0%	2	100%	2	100%
Operational	21	0	0%	9	43%	12	57%
Property Design	9	0	0%	4	44%	7	78%
Unknown	3	0	0%	1	33%	1	33%

With regard to Managing Stress learning – 10 people Managers have completed training but not within the last 5 years.



2. Other People Management performance data

2.1. Turnover

The turnover rate within the Property Division when viewed over a 2 year period is around 4.6%. This compares to a whole authority figure of 7%.

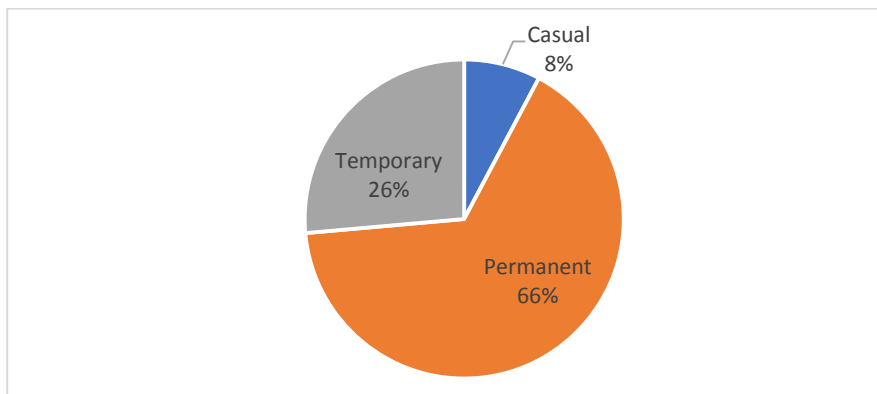
2.2. Vacant Posts

There are currently 78 vacant posts in the Property Division and 368 which are occupied. The high level of vacant posts is due to the fact that there has been a major restructuring exercise is ongoing.

2.3. Agency usage

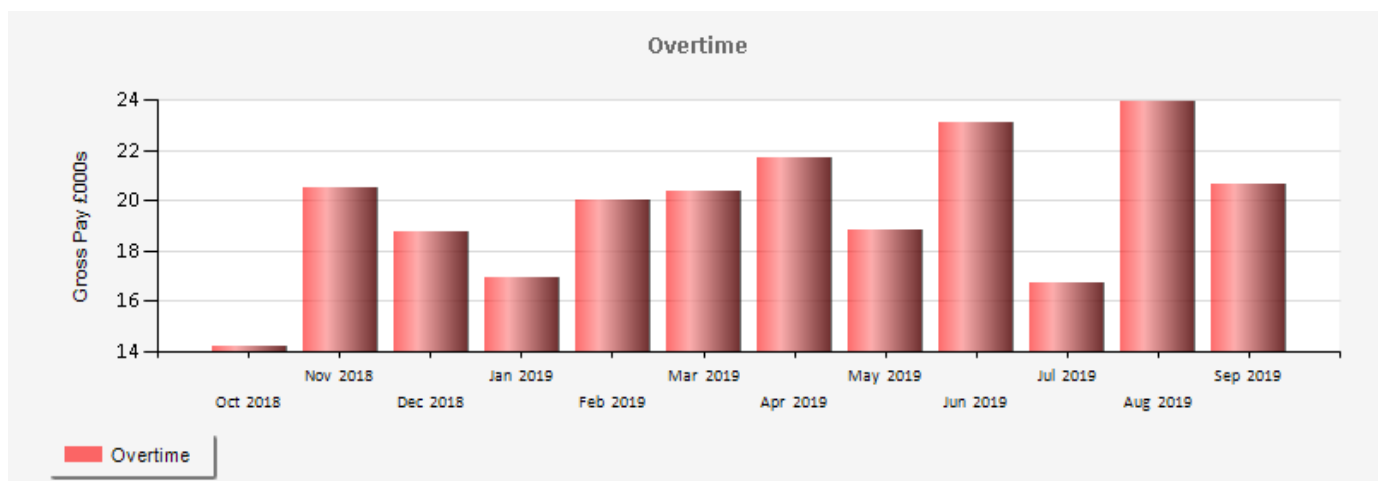
The Property Division uses 3 main agencies. Expenditure via the Authority’s approved agency (Ranstad) has amounted to approximately £13,000 to the end of quarter 2. An additional £50,000 has been spent via Hays and Reed employment agency. Expenditure averages £10,450 per month.

2.4. Casual workforce



The percentage of permanent staff is slightly lower than the whole authority figure which is 82%.

2.5. Overtime Levels



Overtime levels show that the expenditure varies from just over £14,000 per month to almost £24,000.

2.6. Occupational Health Appointments

Property 18-19	Q1	Q2	TOTALS
Wellbeing Support Service Initial Appts (=Number of employees)	2	2	4
Total Wellbeing Support Sessions	2	11	13
OH Advisor Appointments	9	7	16
OH Consultant	1	1	2
OH Physician	8	6	14
IHR - Dr Evans	1	0	1
Chair Assessment	0	1	1
TOTALS	23	28	51

Property 19-20	Q1	Q2	TOTALS
Wellbeing Support Service Initial Appts (=Number of employees)	2	3	5
Total Wellbeing Support Sessions	13	15	28
OH Advisor Appointments	7	7	14
OH Consultant	0	0	0
OH Physician	4	4	8
IHR - Dr Evans	0	0	0
Chair Assessment	1	1	2
TOTALS	27	30	57

* Due to restructures in some department, information on occasions does not automatically update on the Confidential Occupational Health system. We work with IT/HR where required to rectify this. These statistics are as accurate as possible.

2.7. Health and Safety reported Accidents & Incidents

Property	Q1	Q2	Totals
H&S Reported Accidents/Incidents (Employee)			
Road Traffic Collision	1	0	1
Contact with Object/Vehicle	1	1	2
Fall From a Height	1	1	2
Manual Handling/Musculoskeletal Related	1	0	1
Totals	4	2	6

Data Summary Profile: Integrated Services Division

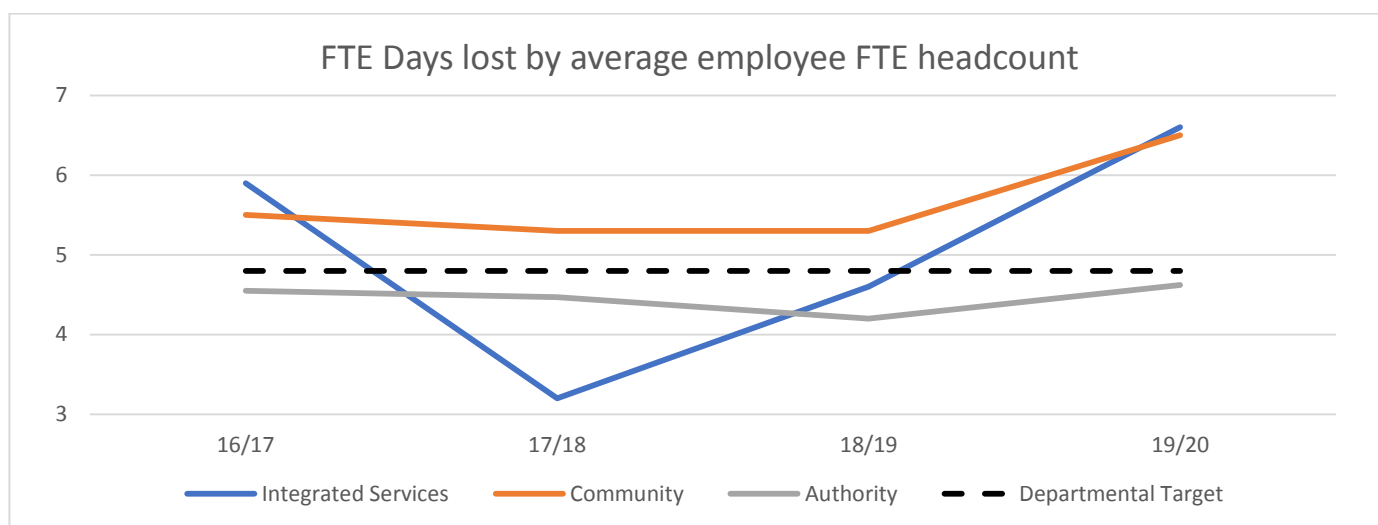
1. Absence Performance:

1.1. Absence Levels

FTE Days lost @Q2 by avg. employee headcount	6.6 days
Ranking	31st out of 35 Divisions
Performance & Ranking at q2 previous year	4.6 days, 33 rd out of 35
Departmental performance Q2 19/20	6.5 days
Departmental target 19/20	4.8 days

Absence levels are well above the departmental target and are amongst the highest in the Authority.

1.2. Absence Trends



The performance trend over the last 4 years shows that absence levels have increased each year since 2017/18. The absence level is consistently above the departmental target and needs to improve significantly if this is to be met.

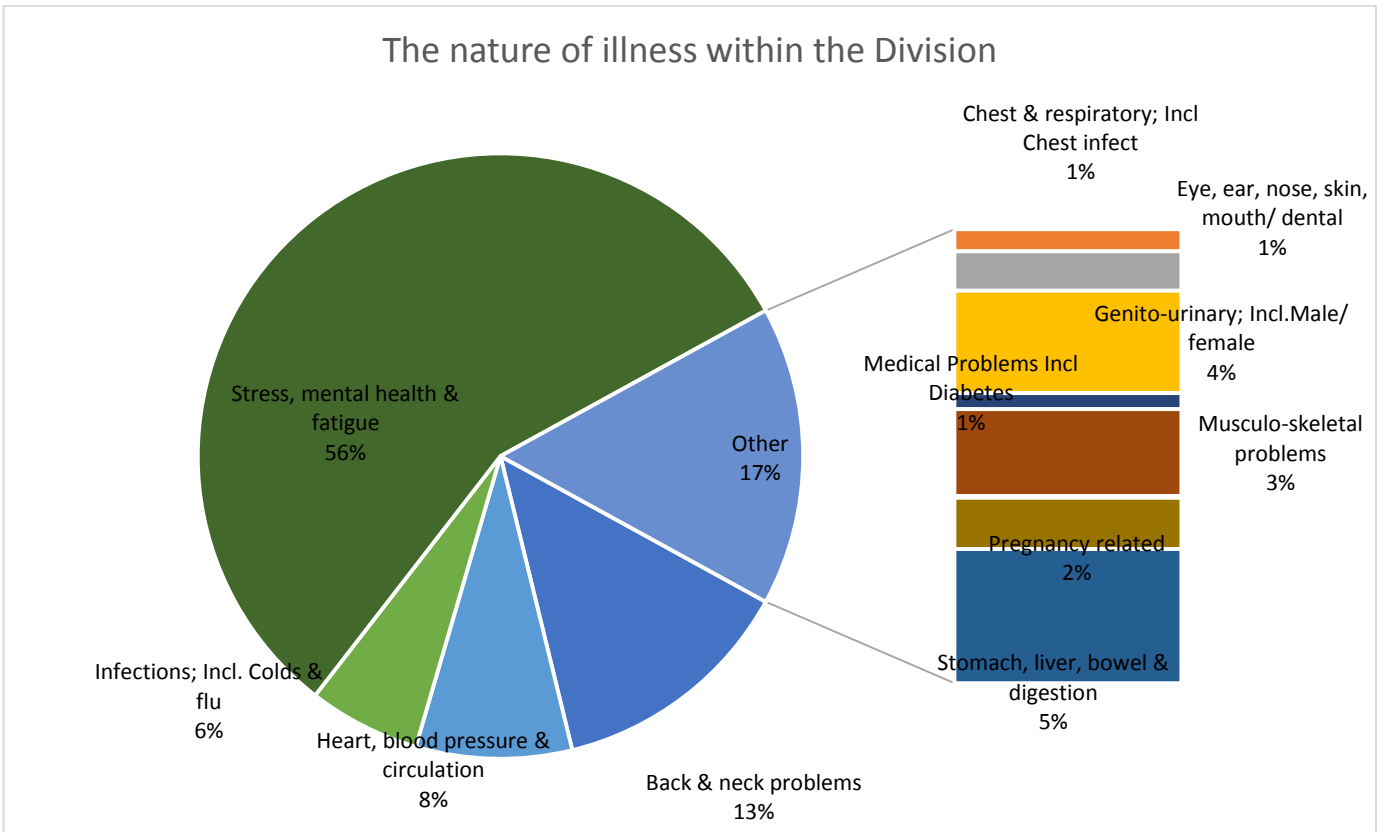
1.3. Detailed Data

Section	FTE	Short Term	Long Term	Total Days lost	FTE Days lost	Rank	Prev. Yr	Yr:Yr Difference
Integrated Services (Other)	9.11	2.00	76.00	78.00	8.6	148	1.8	6.8
Occupational Therapy	9.12				0.0	1	0.0	0.0
Tywi Teifi & Taf (Locality)	40.93	93.12	141.00	234.12	5.7	117	6.2	-0.5
Llanelli Area (Locality)	25.19	15.00	208.00	223.00	8.9	149	9.7	-0.9
Amman Gwendraeth Area (Locality)	26.38	4.00	181.00	185.00	7.0	138	4.8	2.2
Integrated Services Total	110.73	114.12	606.00	720.12	6.5	128	5.8	0.7
Integrated Services Total- Adjusted PI Figure	108.32	114.10	606.00	720.10	6.6			

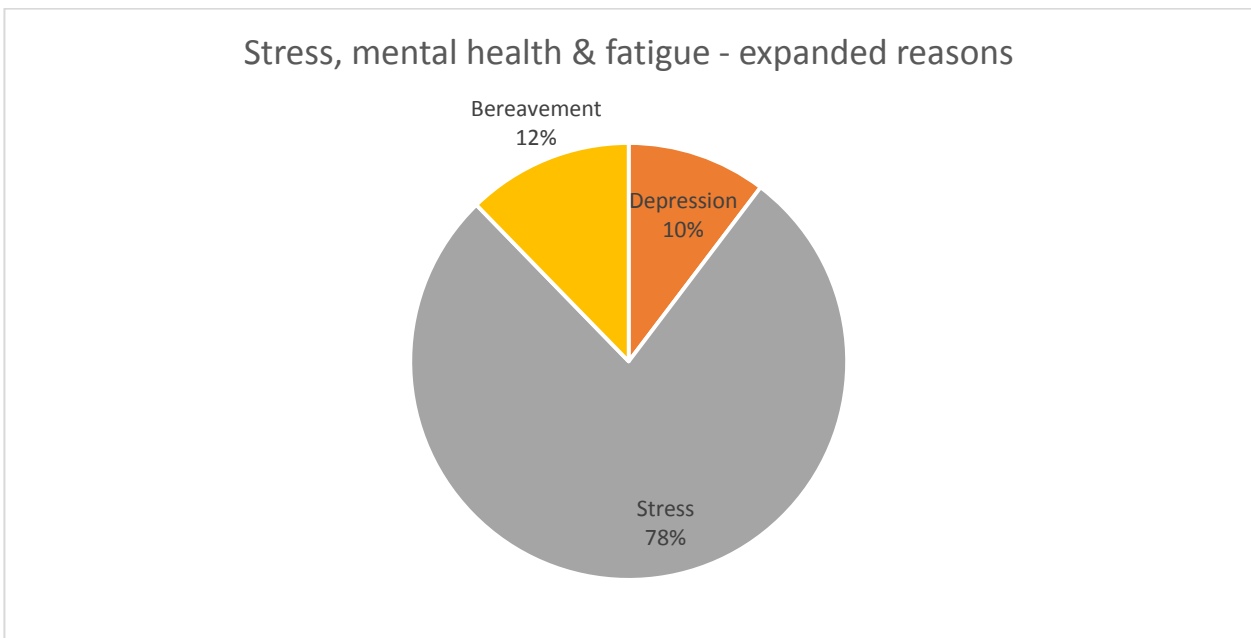
* Adjusted figure refers to PAM calculation set by Welsh Government that requires FTE to be calculated as an average of the start of the period (1/4/19) and end (Q2 30/9/19) plus removal of any long term sickness cases serving notice.

Performance across the sections is mixed. There are significant levels of long term sickness in most and as the number of employees in each is low this has a significant impact on the results.

1.4. Absence Reasons



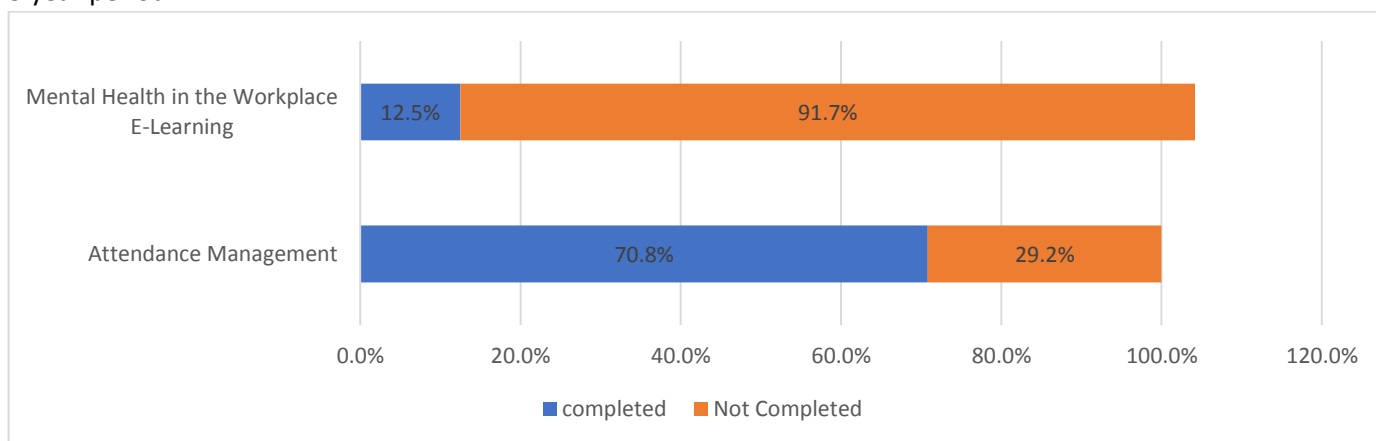
The main reason for absence is Stress mental health & fatigue. The more detailed reasons for absence in this category are shown below.



1.5. Attendance Management Training

KEY LEARNING SUMMARY 30/09/2019	Number of People Managers	Managing Stress		Attendance Management		Mental Health	
		Number completed and %					
INTEGRATED SERVICES DIVISION	24	0	0%	17	71%	3	13%
Section Blank (Integrated Services)	4	0	0%	2	0%	0	0%
Amman Gwendraeth Area (Locality)	5	0	0%	4	0%	0	0%
Llanelli Area (Locality)	6	0	0%	4	33%	2	33%
Occupational Therapy	2	0	0%	0	0%	0	0%
Tywi Teifi & Taf (Locality)	7	0	0%	7	14%	1	14%

With regard to the Managing Stress learning – 2 Managers have completed the training but not within the last 5 year period.



2. Other People Management performance data

2.1. Turnover

The turnover rate within the Division is around 2.8%. This is much lower than the whole authority figure of 7%.

2.2. Vacant Posts

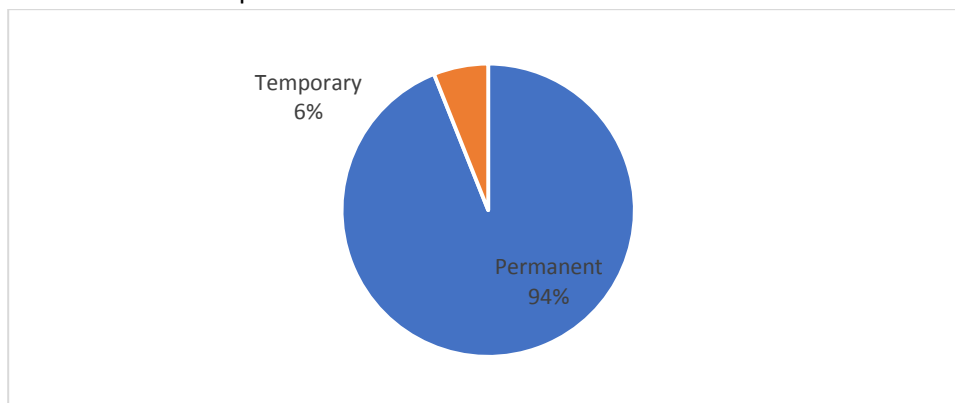
There are currently 26 vacant posts in the Division. This compares to 108 which are occupied.

2.3. Agency usage

There has been no agency usage within the Division via the approved agency supplier during the year to date.

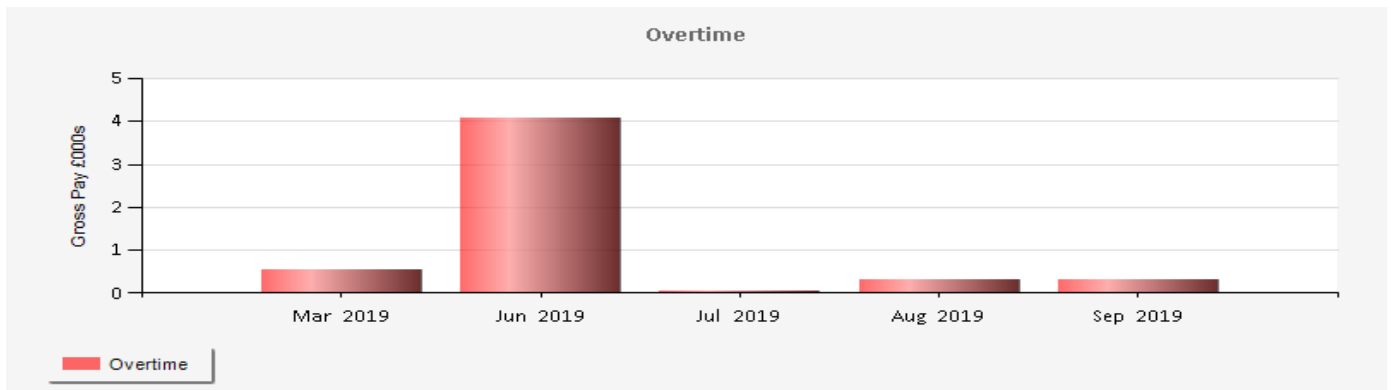
2.4. Casual workforce

The workforce composition is shown in the chart.



The percentage of permanent staff is higher than the whole authority figure which is 82%.

2.5. Overtime Levels



Overtime levels have varied greatly over the period shown but with the exception on June 2019 is less than £1,000.

OCCUPATIONAL HEALTH APPOINTMENTS

Integrated Services 18-19	Q1	Q2	TOTALS
Wellbeing Support Service Initial Appts (=Number of employees)	6	2	8
Total Wellbeing Support Sessions	11	9	20
OH Advisor Appointments	4	7	11
OH Consultant	1	0	1
OH Physician	3	0	3
IHR - Dr Evans	0	1	1
Chair Assessment	2	1	3
TOTALS	27	20	47

Integrated Services 19-20	Q1	Q2	TOTALS
Wellbeing Support Service Initial Appts (=Number of employees)	2	2	4
Total Wellbeing Support Sessions	15	9	24
OH Advisor Appointments	4	5	9
OH Consultant	0	1	1
OH Physician	0	2	2
IHR - Dr Evans	0	0	0
Chair Assessment	2	0	2
TOTALS	23	19	42

** Due to restructures in some department, information on occasions does not automatically update on the Confidential Occupational Health system. We work with IT/HR where required to rectify this. These statistics are as accurate as possible.*

HEALTH AND SAFETY REPORTED ACCIDENT/INCIDENTS

Integrated Services	Q1	Q2	Totals
H&S Reported Accidents/Incidents (Employee)	0	0	0
Totals	0	0	0

**PWYLLGOR CRAFFU POLISI AC ADNODDAU
2AIL RHAGFYR 2019**

**RHAGLEN TRAWSNEWID I WNEUD CYNNYDD (TIC)
ADRODDIAD BLYNYDDOL 2018/19**

Yr argymhellion / penderfyniadau allweddol sydd eu hangen:

Ystyried Adroddiad Blynyddol Rhaglen TIC 2018/19 a chyflwyno sylwadau arno.

Derbyn cyflwyniad sy'n amlinellu ffordd ymlaen arfaethedig ar gyfer y Rhaglen TIC yn dilyn adolygiad diweddar o'r rhaglen.

Y Rhesymau:

- Mae'r Adroddiad Blynyddol hwn yn gyfle i edrych yn ôl ar waith y Rhaglen Trawsnewid i Wneud Cynnydd yn ystod y flwyddyn ddiwethaf ac i roi sylw i'r hyn a gyflawnwyd ers i'r Rhaglen ddechrau.

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

YR AELOD O'R BWRDD GWEITHREDOL SY'N GYFRIFOL AM Y PORTFFOLIO: Y Cynghorydd Mair Stephens, Dirprwy Arweinydd - Rheolwr Busnes y Cyngor, T.I.C. (Trawsnewid i Wneud Cynnydd), Adnoddau Dynol, Rheoli Perfformiad, Archwilio Cymru, Hyfforddiant, TGCh a Chynllunio Strategol.

Y Gyfarwyddiaeth:

Y Prif Weithredwr

Enw'r Gyfarwyddwr:

Paul R Thomas

Awdur yr Adroddiad:

Jon Owen

Swydd:

Prif Weithredwr Cynorthwyol

Rheolwr Rhaglen TIC

Rhifau Ffôn: / Cyfeiriadau E-bost:

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EXECUTIVE SUMMARY
POLICY & RESOURCES SCRUTINY COMMITTEE
2ND DECEMBER 2019

TRANSFORM, INNOVATE & CHANGE (TIC) PROGRAMME
ANNUAL REPORT 2018/19

- The ‘Transform, Innovate and Change’ programme was launched during 2012 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 since its inception. 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 nearly £20m of gross efficiency savings, including cashable savings, estimated costs avoided, increased productivity or income collected/secured.
- There will also be a presentation outlining a proposed way forward for the TIC Programme following a recent review of the programme.
- The appointment of a new Chief Executive has provided an opportunity to undertake a review of the TIC work programme with a view to enabling the programme to assist in supporting on key corporate priorities.
- The review involved discussions with the Chief Executive, EB Board Member, Directors, members of the TIC Programme Board and TIC Team and representatives from TIC projects and reviews.

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

Signed: Paul R Thomas (Assistant Chief Executive)

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

3. 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, nearly £20m of gross efficiency savings.

CONSULTATIONS

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

Signed: Paul R Thomas (Assistant Chief Executive)

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

Transform, Innovate & Change (TIC) Programme

Annual Report 2018/19



INVEST
Value Gwella
CUSTOMERS Creative
Gwerthfawrogi
Gwranddo Collaborate
Effeithlonrwydd
CWSMERIAID Efficiency
Listen Empower
Creadigol Cydweithio
BUDDSODDI Challenge Improve
Herio Grymuso

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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.

The Transform, Innovate and Change (TIC) programme is aimed at thinking differently, acting differently and therefore delivering differently. The programme started in 2012 and encourages a customer perspective to be developed that has the potential to deliver financial efficiencies, service improvement and identify opportunities to work collaboratively with other public sector partners through transformational projects in order to deliver efficiency savings.

To date it has helped to identify and support the delivery of nearly £20m savings in terms of cash and avoided costs.

The TIC Awards Ceremony is a great way to celebrate our staff successes and achievements in delivering change and new ways of thinking and doing. The second TIC awards award ceremony was held last October and I thank Andy Sandford of “We are Lean and Agile” for his sponsorship once again. All projects submitted for consideration illustrated that our staff have been and are incredibly innovative when given their head to introduce new and effective ways of working. 5 projects were selected as being award winners, they covered areas as diverse as Schools Sickness Absence Scheme, Digital Customer Service, Pest Control, Learning Disabilities Complex Needs Services and the Ammanford Library “Makerspace”. The overall winner was judged to be the “Makerspace” project which acted as a catalyst to breathe new life into libraries across the county by moving away from traditional thinking and introducing innovation and creativity to the heart of our communities.

TIC has also supported a key corporate initiative for Agile Working within our Digital Transformation agenda and Phase 1 of the Agile Working project has been successfully implemented. This included completion of dedicated “Touchdown” zones in all of our administrative buildings. An extensive renovation and relocation of staff teams has been undertaken following an engagement programme which has helped with the Agile Working implementation.

The TIC Schools project has identified £1.5m delivered and potential savings from a range of corporate workstreams such as copying and printing as well as telephony. The schools building cleaning service agreement has been remodelled to provide a better service at an equitable cost.

A key element of the TIC ethos is to build capacity and skills for improvement activity across the Authority. As part of this TIC continues to roll out the Institute for Continuous Improvement in Public Services accredited Academi course across the organisation. To date a total of 39 staff have either gained the accreditation, completed the Academi Wales course and are awaiting accreditation or have recently started the course. I was delighted that the TIC team were shortlisted for the Academi Wales Continuous Improvement & Change national awards in the “Promoting a better culture” category. Although we did not win, it was indeed an accolade to have been shortlisted.

I would like to say a very personal thanks to all our staff for their part in creating that “better culture” and being daring enough to try something new. I am confident that we will work together to overcome any future challenges we may face.

Introduction

This Annual Report provides an opportunity to reflect on the work of the TIC Programme over the last year.

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 over-coming barriers to change.

TIC Programme Board - membership

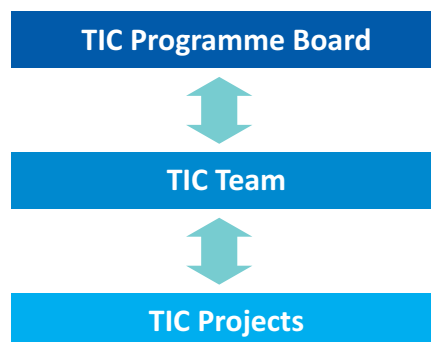
Mark James Chief Executive (Chair)	Cllr Mair Stephens*
Wendy Walters Director of Regeneration and Policy / Strategic lead for TIC	Steve Pilliner Environment Department/ Chair of Heads of Service Forum***
Chris Moore Director of Corporate Resources	Noelwyn Daniel IT Advisor
Gareth Morgans Director of Education & Children**	Llinos Quelch Chair of Heads of Service Forum***
David Astins Education & Children Department**	Deina Hockenhill Communications Advisor
Alison Wood HR Advisor	Jon Owen TIC Programme Manager
Jonathan Morgan Communities Department	Bernadette Dolan Senior TIC Officer

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

** Gareth Morgans replaced David Astins as the representative for the Education & Children Department from May 2018.

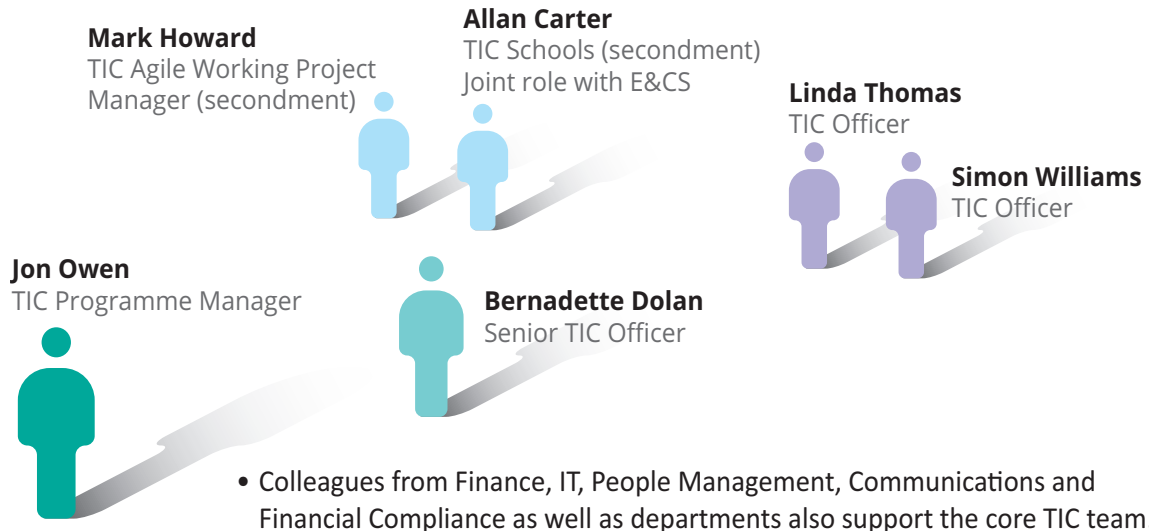
*** Llinos Quelch replaced Steve Pilliner as Chair of the Heads of Service Forum from September 2018.

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



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 focused 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 few 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, 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 is 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 is important to have a framework to help teams manage change – recognising that it is 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.

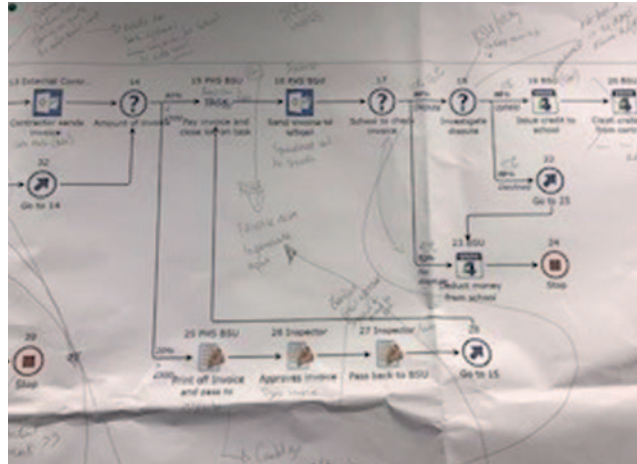


The length and depth of a TIC change management project will vary depending on the overall objective and complexity of service area. Projects can range from a half day re-check through to a 6-day full systems thinking review.

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 a

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 undergo a normative experience, and in particular, 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 of the key features of the TIC approach, is that as well as helping supporting services to identify the potential for change, it will actually provide capacity and support to make change happen, often through re-designing working practices and developing new models of service delivery.

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 2 - What did we achieve during 2018/19?

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.

- Potential efficiency savings identified and/or delivered from the wider TIC Programme to date total nearly £20m.
- Our work programme is balanced across three themes; “Big ticket” items/corporate priorities, service improvement and eliminating waste and bureaucracy as well as helping to deliver efficiency savings.
- This has been achieved by supporting more than 20 service improvement projects and reviews (new and ongoing) over the course of the last year 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 an annual corporate fund of £200k to implement more than 40 Digital Transformation projects over the last two years with a further £200k secured for 2019/20.

- 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.
- We are working with colleagues in Organisational Development to align the TIC programme with our People Strategy. Corporate Learning and Development frameworks and development opportunities have an increasingly strong emphasis on leading and managing cultural and behavioural change in line with Council priorities and the TIC programme.
- We have continued to engage with DMTs on a bi-annual basis to align the TIC programme with business planning and promote the Digital Transformation bidding process, as well as identifying further areas where TIC can make a difference.

Objective 2

The TIC programme will continue to build capacity across the organisation to lead, support and engage people to deliver transformation and change.

- We are continuing to ensure that core TIC Resources are focussed on areas where there is the potential to deliver greater efficiencies.
- We have reviewed TIC project methodology to include specific criteria and timescales for the different elements of ‘systems thinking’ reviews.
- We are continuing to offer secondments to our graduate trainees and two have recently started working part time with the team on specific projects.
- We are 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.
- We are continuing to link with the corporate leadership and management development programme and offer opportunities to lead or support specific TIC projects.
- We have strengthened the project proposal process supporting the Digital Transformation Programme.
- We have reviewed the governance arrangements for TIC projects to limit the call on key support services and avoid duplication.
- We have continued to roll out the ICIPs accredited Academi Wales course across the organisation and to date a total of 39 staff have either gained the accreditation; completed the Academi course and are awaiting accreditation; or recently started the course.

Objective 3

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

- We held a seminar about the work of the TIC Programme for elected members in October 2018. 30 members attended.
- The TIC team helped support the second TIC awards award ceremony which was held on the 3rd of October 2018. 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. Videos for each project are available on the TIC intranet pages.
- The TIC communications plan is currently being refreshed and the team has begun to develop a newsletter.
- The Council gained a silver award accreditation for the challenging 6th generation of Investor in People (IiP) in May 2018. IiP recognised the impact of TIC in their evaluation report as follows; *“Ongoing evolution of the TIC awards and the continuity of the TIC team, which has become well-embedded into the way the Council operates, is bearing fruit, with many examples of productivity and efficiency improvements as a result of TIC projects”* (Insights Assessment Report IiP).

Objective 4

Further strengthen reporting and accountability mechanisms within the TIC Programme.

- We have reviewed the governance arrangements for TIC Projects including the identification, selection, monitoring, reporting and sign off of TIC Projects.
- We have reviewed 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.
- We have reviewed the monitoring and reporting of TIC projects by introducing a traffic light system and risk monitoring.
- We continue to embed the capacity to deliver change in monitoring and reporting mechanisms to support sustainable change.
- We provide regular progress updates to the TIC Programme Board, Executive Board, Executive Board Members and the Heads of Service forum.
- We are continuing to create a greater understanding of the work of TIC with all elected members.
- We are developing measures for the TIC team and its work.

- We are 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.

- We have continued to participate in the All Wales Continuous Improvement Community (AWCIC). The team attended a national conference in Powys during September 2018 at which the team and Andy Stanford from “We are Lean and Agile” demonstrated the advantages of using the Engage software to support improvement activity.
- The team also attended the Academi Wales national conference in November 2018.
- The TIC Programme Manager has continued to meet with improvement teams from Dyfed-Powys Police, UWHDHB, Pembrokeshire and Swansea County Councils. The team will be meeting with the UWHDHB improvement team to learn more about their approach to improvement activity.
- The TIC team has been shortlisted for an AWCIC national award in the category of “Promoting a better culture” for the TIC Awards. The final will held in May 2019.

Objective 6

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.

- Discussions with colleagues from Finance and Media and Marketing are ongoing about raising the profile of TIC and seeking ideas for improvement and efficiency projects as part of the formal budget consultation process for 2020/21.
- The team is considering opportunities to extend service user involvement beyond the “check” stage of systems thinking reviews and projects.
- The Marketing and Media team will be developing a TIC presence on the Council website during the coming year.

Objective 7

Make better use of data and information to identify future TIC priorities.

- A routine spend dashboard has been developed which analyses spend over the last 8 years, highlighting areas where spend has decreased but also those where it is increasing. This will be presented to CMT and HoS to establish priority areas for further investigation.

Work programme

In total, the team has now helped support over 49 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. Cashable savings are recorded on an annual basis may have a year on year/recurring budget impact.



- **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 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 more than £4.7m financial savings. In total, the TIC Programme has helped identify nearly £20m gross savings since it was first established in 2012 (See Appendix 2).

Efficiencies delivered in 2018/19

Project	Gross Savings 18/19*	Nature of savings
Income and Charging	£1,105k	Social care debt secured £315k, recovered £790K. The additional resources in Debtors and Legal made a significant contribution to this. General debt has not been included this year due to difficulties in quantifying the figures.
Procurement	£2,919k	<ul style="list-style-type: none"> - Category management £149k savings (offset by £189k cost increases largely due to market forces outside of LA control). - MHLD Accommodation & Efficiency - £2,657k including estimated costs avoided of £1,026k and savings of £1,631k. The majority of these savings have come from better gatekeeping, increasing income from health and rightsizing packages. - NPS Agency NDE School supply costs avoided £113k.
Schools	£216k	Savings delivered include £120k printing and copying via corporate contract, £32k telephony, £21k waste and £19k text messaging.
Standby	£254k	Introduction of reduced rate from 1st April 2018.
Agile working	£147k	Reduced property running costs and staff travel.
Care Homes	£100k	Decommissioning 16 respite/convalence beds to permanent. Part delivery of PBB due to later than anticipated implementation.
Total	£4,741k	

*This does not include any additional one off or recurrent costs associated with specific projects

Future Savings Targets

Project	Gross Targeted Savings*
Agile Working	£2,286k
Fleet management staff travel	£200k
Procurement	£2,328k
SEN/LAC	£192k
Older People LA Residential Care Homes	£300k
Democratic Services paperless	£29k
Schools projected potential	£1,087k
Routine spend	£1,000k
Total	£7,422k

*This does not include any additional one off or recurrent costs associated with specific projects

Summary of TIC Savings since 2012

Gross Savings*	£k
Savings achieved in 2018/19	£4,741k
Savings achieved in previous years	£7,795k
Targeted savings in future years**	£7,422k
Total	£19,958k

*This does not include any additional one off or recurrent costs associated with specific projects

** These are subject to the projects being successfully completed

Savings Category	£k
Cashable	£14,331k
Productivity	£21k
Estimated costs avoided	£2,121k
Income	£3,485k
Total	£19,958k

Strategic Projects

Digital Transformation (DT)

This is an ambitious and wide-reaching programme which is looking to use the power of technology to drive change and transformation across the organisation. Over £400k of funding has been invested in the programme over the last 2 years with the aim of automating processes and implementing smarter systems of work which will benefit staff and our customers; a further £200k has also been allocated to support projects during 2019/20. The programme is supporting the delivery of a range of corporate and service based initiatives including the development of the new Customer Relationship Management System (CRM) and My Account facility; automating the recruitment process; the introduction of an online school payments system and the further roll out of mobile working across the organisation. Over 60 expressions of interest have been received for projects to be supported as part of the programme for 2019/20 onwards which are in the process of being prioritised by the Digital Transformation Steering Group which oversees the delivery of the project.

DT – Agile Working

The Agile Working Project aims to develop and support modern working practices that facilitate improved service delivery in the heart of the communities of Carmarthenshire, whilst allowing staff to balance work and life demands.

This year the project has delivered the following:

- Renovated Building 4 and consolidated People Management (PM) staff there.
- Over 100 staff now work from fewer than 70 desks with breakout space, meeting rooms, and new kitchen facilities.
- Achieved a rental income from the building vacated by PM.
- Moved staff from Parc Amanwy to Ty Parcyrhun and sold Parc Amanwy.
- Renovated 1st and 2nd floors of Building 2 PDS. The area is currently being used as a decant space for 3 Spilman but will be permanently occupied by staff moving from County Hall.
- Undertaken extensive staff engagements with relevant staff.
- Agreed the sale of 5-8 Spilman Street.
- 3 Spilman under development with staff occupation scheduled for mid-July.
- ICT rollout taking place on a continuous basis with just over 65% of office based staff now equipped to be agile workers.
- Feasibility study underway to determine how to make better use of space in County Hall.
 - CMT have agreed the Purpose and a vision for the development of County Hall.
- Investigating income generation opportunities at the Parc Dewi Sant site and 3 Spilman Street.



DT- Information Management

This project is looking at the way we use and store information in the council. The project covers the following areas:

- Improving the information storage infrastructure (Council File Plan, Sharepoint, Teams)
- Converting paper-based processes to electronic workflows
- Reducing printing and paper usage
- Compliance with all laws and guidance (GDPR, FOIA, records retention)

Trials have been set up to evaluate these options, and pending a successful outcome, an “invest to save” case has been provisionally approved for a dedicated post to manage the implementation of these changes.

DT - Channel Shift

Our vision in Carmarthenshire County Council includes a ‘digital self-service’ approach to customer services. This means that by 2020 the majority of our customers will easily and quickly be able to access our services at any time via digital means, and track progress once a service request has been made. They will naturally and confidently conduct their business with us via easy-to-use technologies that become preferred options over traditional means. Online transactions also provide cost savings against face-to-face or telephone contacts so improving online availability creates financial efficiency in the service.



2018/19 saw advancements through implementation of a new platform for the website, online forms & Customer Relationship Management system which will underpin all council services. Further development of “My Account” allows our citizens to view customised information on their council services and requests.

Services that have been made available online include the garden waste service, Parking Charge Notice payments, Pembrey Country Park caravan and campsite booking and provision of Welsh course materials.

DT - Financial Transactions

The project has been refocused during the last year under new Head of Financial Services. Its purpose is to undertake a review of financial transactions across the Authority with the aim of:

- Reducing transaction costs
- Improving efficiency and effectiveness

- Paying all suppliers in a timely manner whilst maintaining or improving financial controls

The Steering Group met in November 2018 and has refreshed the project plan which is focusing on automated processes such as P2P, payment options and petty cash as well as school payments methods. It has been agreed that automated payment processes and interfaces will be included in procurement exercises and terms and conditions going forward.

DT - What Wastes Your Time (WWYT)

Work has continued throughout the year to draw the “What Wastes Your Time” project to a close. There has been a big drive to improve many of our day to day transactions undertaken by managers across the Authority. This includes automating key stages of the recruitment process such as the ‘Approval to Recruit’ and ‘Create New Post’, together with automating sickness absence reporting, self-certification and return to work. A new and improved automated Occupational Health Referral form has also been rolled out. Out of the 88 issues that were identified, only a number of corporate issues remain ongoing including the improvements with our recruitment process such as the Manager’s Recruit module and the new On-Boarding process, the roll-out of a corporate pool car booking system and the process for undertaken ‘grey’ fleet driving licence checks.



TIC Schools

The TIC Schools’ Programme was established in 2017 to support our schools as education budgets come under increasing pressure whilst schools strive to maintain high quality outcomes for children and young people. The programme aims to apply the core TIC principles of collaborative working and challenging existing practices by engaging with schools to support head teachers and governing bodies in taking advantage of cost saving opportunities across a wide range of activities.



A number of work streams have been developed and whilst all are ongoing, good progress has been made. To date, the TIC Schools’ Programme has realised savings/costs avoided for the schools’ budgets of more than £820k with the potential for a further £690k (This does not take into account which financial year the realised savings relate to).

- **Secondary Benchmarking** – a benchmarking activity has been undertaken for the second year enabling secondary schools to compare with each other on a range of curriculum, financial and staffing indicators.

This has led directly to some schools being able to make savings by identifying ‘high spend’ areas and sharing in the good practice of others.

- **Development Fund** – the fund has made additional resource available for schools to bid for in order to undertake projects geared towards raising standards and where the cost can be spread over four years and repaid to the Local Authority, free of interest. In 2019, £256,000 has been granted to 16 schools to support a range of different initiatives. Ysgol Brynteg, Llanelli has purchased new ICT resources that were previously leased and even with the repayments to the LA, the school is saving more than £12,000 per year compared to their previous lease charges.

- **Energy Efficiency** – 17 schools are progressing with the Welsh Government supported Re:Fit strategy. School buildings will be receiving the most modern energy efficient adaptations, including LED lighting and solar PV cells on an ‘invest to save’ basis to provide immediate and guaranteed savings on energy costs. The combined annual energy savings to these schools is guaranteed to be worth in excess of £130k, as well as improving the school environment and helping to reduce its carbon footprint, which in turn, supports the Council’s ambition to be carbon neutral by 2030.



- **Collaborative Procurement** – schools are benefitting from significant cost savings that can be achieved through accessing preferential Council contracts with suppliers in a wide range of service and procurement. The vast majority of schools are now part of the corporate arrangement with Konica-Minolta for their printing and photocopying and are collectively saving £212k per year, whilst around three quarters of schools have switched their telephone service to Adept Telecom, with a combined saving of over £43k. Schools are also now accessing cheaper framework pricing with Lyreco for stationery, Cwm Environmental Ltd for waste and recycling and for text messaging services through Teacher Centre.

- **Service Reviews** – a review of the Schools’ Cleaning Service has now been completed and a new, remodelled SLA and pricing structure distributed to schools. Schools will benefit from an improved and more bespoke service and a more consistent and transparent basis for charging. Reviews are ongoing with Schools’ Property Services and Grounds Maintenance with a view to providing schools with improved and more cost effective service delivery.



- **Newsletter** – an updated newsletter has been produced and sent out to all head teachers and school governors in the county, outlining the opportunities for schools to make efficiencies.

Income and Charging

This is an on-going strategic project which is reviewing the authority’s approach to the setting of fees and charges, together with reviewing the robustness and effectiveness of income collection and debt recovery processes.

In 2015, the review identified that the outstanding debt level for the Authority was £2.4m (plus £1.8m social care related debt), but that there was insufficient resource to proactively pursue all of this debt. An “Invest to Save” bid was approved which identified that an investment in staffing resource in the Council’s Debtors and Legal Services functions (£300k over two years) could recover a net additional £200k of debt over that period. At the end of the two year period, the ‘Invest to Save’ initiative had recovered/secured an additional £1.9m of debt and this led to funding being allocated to employ the additional staffing resource on a permanent basis. A further £1.1m debt has been recovered/secured during 2018/19 to which the additional resource made a significant contribution. There will be a further opportunity to review the approach and resource allocated to support the recovery of the Council’s debt as this will form part of a ‘Systems Thinking’ review of the end to end Debtors process which will be undertaken in May 2019.

Over the next year, the project will also take the opportunity to undertake a further review of the authority’s approach to the setting of fees and charges and whether it’s adhering to the principles set out in the Council’s Income and Charging Policy in relation to areas such as recovery of costs.

Procurement

The project is overseen by a Procurement Board chaired by the Director of Communities as the strategic lead. The Board has overseen the introduction of a category management approach in key areas such as building maintenance, highways and parks as well as corporate procurements and ICT. Category plans have been agreed in these areas and category managers in the Shared Service pilot with Pembrokeshire County Council have worked across both Councils to develop joint tender exercises as appropriate. The category plans for social care and waste are in their early stages of development whilst construction spend is under regional frameworks.

Monitoring of savings under the category management approach has identified nearly £150k during the year however this has been offset by cost increases of £190k due to market pressures outside of our control.

The Shared Service pilot has been evaluated, given the pilot was for 2 years from 1st June 2017 and a report is due to go to the Directors’ Joint Committee early in the new financial year.



The Board is still monitoring Schools Supply Staff costs and Mental Health Learning Disabilities Residential Placements workstreams. Significant savings or costs avoided have been identified through a variety of initiatives via the latter workstream during the year.

Standby

The sessional rate was reduced to £40 from £53 from the 1st of April 2018. This together with further changes in arrangements has delivered a significant proportion of the corporate savings target. The project is due to be signed off the TIC work programme and spend will be monitored under the Routine Spend project going forward.

Routine Spend

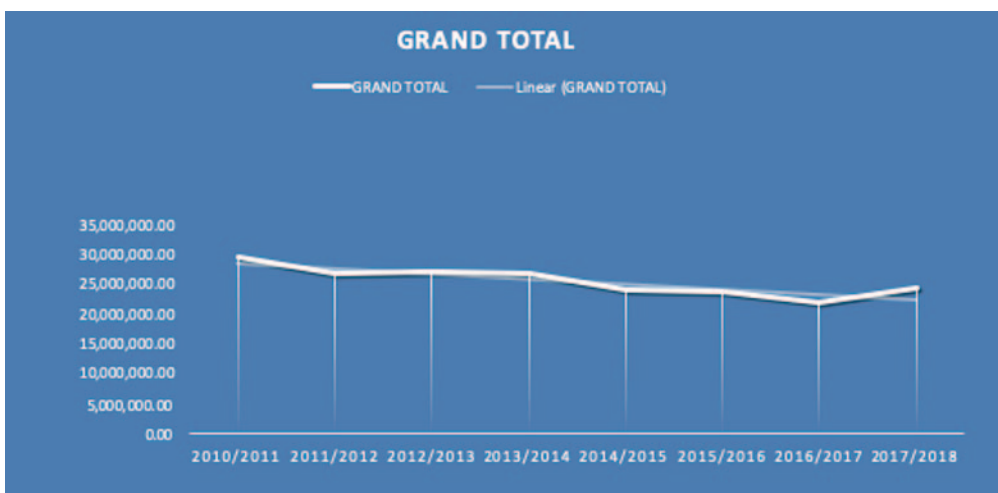
A number of areas of Council expenditure could be classed as routine or repetitive in that they are regular payments for operations which are often key in supporting the effective delivery of Council functions; these include energy costs; costs associated with staff travel, overtime and standby payments and expenditure on agency/supply workers.

In 2010, in response to the budget pressures created by austerity related Government cuts, the Council decided to raise awareness of the level of expenditure associated with a number of these areas of ‘repetitive spend’, and in some cases introduced new control measures with the aim of making financial savings.

During 2018/19, it was agreed to undertake a review of the impact of these initiatives to date with the aim of re-energising some of this work and identifying the potential to make additional financial savings.

This review covered over 30 areas of ‘routine expenditure’ and was displayed in a Dashboard Style format to assist with the identification of trends. The review identified that total expenditure in these areas had decreased by 17% between the financial years 2010/11 and 2016/17, and that there had been a net cumulative saving of over £5m over this period.

The ‘Routine Spend Dashboard’ was presented to TIC Board in November 2018 where it was agreed that this should be reported to TIC Board/CMT on a 6 monthly basis with the aim identifying areas for further review by the TIC Team.



Service improvement and efficiency projects

Learning Disabilities & Mental Health Residential Placements

The service commissioned a systems thinking review during 2017/18 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. This identified key areas for improvement in the decision making process and joint funding arrangements as well the commissioning process itself. A project delivery group including colleagues from health has been meeting regularly during the last year.

The placement agreement process has been automated and links have been made with the regional West Wales partnership to look at the MDT assessment and decision making process and joint working arrangements which is ongoing. The regional procurement hub used to commission placements has ceased operation and a specialist in-house brokerage service is being developed to streamline the commissioning process. The TIC project delivery group has also agreed measures to evaluate progress and impact following the TIC review.

Community Inclusion Learning Disabilities & Mental Health

The outcomes from the review of day services in 2016/17 were developed into a service transformation plan which the project delivery group has been overseeing. Following person centred reviews of all day care attendees which focus on outcomes for change, additional activities for individuals have been facilitated such as joining running groups, going bowling, volunteering and even wifi driving lessons.

The Cam Cyntaf pottery group was commissioned to make Gorsedd y Beirdd figurines for the 2018 National Eisteddfod as well as their Welsh Ladies. An agreement to supply Welsh and Cockle Ladies to National Trust shops has also been recently signed.



Gwyn I Wyrdd held planter making workshops at National Botanic Gardens during the summer and Welsh Government funding was secured to introduce a specialist Cycle for All scheme at Pembrey Country Park.

The staff and people who use the services won a TIC award for this project and attended the award ceremony in October 2018. Future plans to transform the service include facilitating more opportunities for community based activities, the development of community hubs which provide



specialist therapies for those with complex needs as well as developing an options appraisal for possible co-operative and social enterprise models.

Pensions

A systems review was completed in early 2018 and presentation made to TIC Board in May 2018. A project team has been established to implement the Improvement Plan, which identified a number of key issues to be taken forward ranging from rolling out a new My Pensions Online website; embedding a paperless working culture; to revisiting all workflows, guidance notes and template letters to ensure they are “fit for purpose”.



SEN/LAC transport

During 2016/17 the TIC team supported a review of the transport allocation process for Looked after Children and children/ young people with SEN. This resulted in closer working and collaboration with the teams across the Authority and some quick wins were delivered. Capacity within the Transport team has however restricted the ability to deliver the medium term and longer term improvement proposals. These included a transport application process integrated into the school admissions system and personal transport budgets for parents to take responsibility for transport which would deliver significant savings. An “invest to save” bid has therefore been put together for a project officer post to focus on the delivery of the improvement ideas identified in the review.

Democratic services

A ‘systems thinking’ review of the Council’s Democratic Services function was undertaken in November 2017 which identified a number of opportunities to adopt smarter ways of working, especially through the use of technology.



Over the course of the last year, a Project Delivery Group has been progressing a number of the improvement areas identified during the review. The team has been working with elected members to help prepare for the introduction of paperless working for democratic meetings in September

2019. This 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. The service is about to launch a pilot for online inputting of member expenses via a Self Service facility.

Capacity within the team was identified as a key issue during the review and the team has now appointed to a number of vacant posts which should put the team in a better position to support key functions such as scrutiny and the further development of systems such as Modern.Gov.

The lack of availability of appropriate meeting rooms and staff accommodation are areas that are now being prioritised via the Agile Working Project in County Hall and an engagement session was held with staff in March 2019 to help better understand service needs and priorities.

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.



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 included the need to strengthen the process for assessing 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.

The findings of the review and proposals were considered by TIC Programme Board in July 2019.

During the course of the year, the review team has sought to strengthen the governance arrangements to ensure that sufficient focus is provided to the priority improvement areas. Good progress has been made in respect of the development of consistent and robust project briefs and plans and these have been tested with project sponsors before being approved for use across the service as a whole. Priorities for the coming year will include further strengthening of the relationship with project sponsors, strengthening communications including the use of the corporate/internal website and also the use of data to evaluate the impact of the project and to support the identification of other improvement areas.

Housing repairs

Following an initial Vanguard review of the Housing Repairs service, new ways of working were identified which are now being phased in on a county wide basis. All operatives have been given hand held devices to support a more efficient repairs reporting and recording process, and are also adopting a multi-skilled approach to service delivery.

Measures indicate that the new ways of working are having a positive impact on both the quality and cost of the service. Average end to end times of emergency and urgent jobs have shown a slight improvement over the last 12 months using the new approach – 2.55 compared to 3 days. There has been a significant reduction in routine/non urgent repair response times under the new way of working to address the previous issue of tenants having to wait up to 12 months for non urgent repairs. Average costs have remained similar for urgent repairs under the new way of working, but there appears to be a significant reduction in the average cost of non-urgent repairs.



This new way of working currently covers approximately 30% of the housing stock but capacity issues have meant that opportunities to roll this approach out further across the county have been limited. It is hoped that this will be addressed following completion of the staffing re-alignment.

Housing Repairs is also a priority project within the Council’s Digital Transformation Programme; the project is looking to provide a streamlined online reporting and feedback process, with jobs being allocated directly to operative’s tablet device.

Schools admission

A review was commenced to reduce the pressure on the school admissions team through improving efficiency in the process. A systems thinking approach was taken to look at the demands and capability of the team, process analysis as well as customer and stakeholder feedback. The three person team found difficulty in committing time to the review due to the statutory demands of the school admission process which ultimately led to putting the review on hold for six months.



The positive outcome though from this was that the work already done had identified that the demands on the team required almost double the number of staff. Despite not being able to implement any improvements yet, the data and evidence gathered had been sufficient to secure a growth bid for an additional post within the team, and we will be aiming to recover the remaining deficit during 2019/20 through efficiency improvements.

Children’s respite

This transformational project aims to develop a programme of change to support the implementation of a through-age approach for children, young people and adults with disabilities and their families. It aims to stimulate discussion around “shaping-the-market” in order to develop alternative and

innovative service models for children with disabilities. This includes the development and implementation of a resource allocation system, which aims to support equitable, “outcome-focused” commissioning of services.

Care homes

The service commissioned a review of care home management to support the delivery of its savings target of £175k. A series of improvement workshops were held with the management team and some senior support workers looking at their key processes, identifying improvement areas and developing an improvement plan. A key focus was to understand bed vacancy rates across our seven care homes and current data capture processes were not adequate to provide meaningful data to allow this. Following the workshops, a spreadsheet was developed to record vacancy rates for individual beds on a daily basis and implemented across the homes.



This revealed that the greatest vacancies were in convalescence and respite beds. Consequently it was decided to decommission 16 of these beds and change them to permanent which also increases the potential to generate income. The next steps are to review core staffing levels across the homes to reduce the use of agency carers.

Planning and highways

This project is reviewing the interface between Planning Services and Highways in respect of the planning consultation process. Some of the improvement areas identified to date include: clarification of specific consultation response times for application types; strengthening document storage arrangements and reviewing consultation thresholds. One of the key outcomes to date is the agreement that Development Control Officers will be provided with appropriate training and equipment to undertake basic highway assessments.



Planning s106

The TIC Team has been working with colleagues in Planning and Legal Services with a view to improving the completion time-scales for Section 106 agreements. The team has mapped the end to end process, reviewed the level of staffing resource allocated to this function within legal services and are using monthly data reports to further strengthen case management practices. The team has also explored other options for delivering the service. A further review of the impact of these changes on determination time-scales will be undertaken in July 2019 to inform the way forward.

Planning enforcement

The service has commissioned a TIC review of the planning enforcement function to identify whether or not it is meeting its overall objectives and opportunities to develop a more efficient and effective way of working. The primary objective of the planning enforcement team is to investigate alleged breaches of planning control, acting proportionately and taking action where appropriate and expedient (having regard to planning policies above and any other material considerations). The review has started and will continue over a period of months to mitigate against impacting on the team's capacity and workload. It is focusing on:

- The views of Customers/Stakeholders to find out what's working well/ areas for improvement.
- Mapping the end to end process.
- Reviewing relevant data.
- Looking at previous cases in terms of what has gone well or not so well.

Any proposed changes to processes /protocols will be discussed with relevant stakeholders and potentially tested prior to implementation.

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.

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.



Although Demand Management is a 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.

A pilot exercise with the Environment Department's Traffic Management team was held during the year. The TIC team facilitated a series of workshops with the team which initially looked to identify all the demands coming into their service area during the course of a year and then proceeded to identify initiatives which could reduce these demands. These included improving the availability of information on the Council's website; sharing of intelligence with other Council partners and the development of policies to clarify the authority's approach to specific issues and the promotion of self-help approach with Town and Community Councils.

Housing

In October 2018, TIC were asked to undertake a demand management exercise to look at functions being carried out by the previous 'Housing Officer' role. The purpose of the review was to look at the level and nature of demands coming into those functional areas and consider whether there is sufficient capacity within those particular service areas to respond to these demands.



All teams were asked to complete a 'Demand Management Analysis' template to gather data on the following:

- Mapping out the functions/work activities undertaken by Housing Officers
- Identify the level and demand of demands being generated in the functional areas
- Identify the level of capacity (staffing resources) available to respond to the demand

We also met with teams to discuss the information provided in more detail to gain a better understanding of the type of demands coming into the service area, their opinion of the current capability to respond to demands and consider those demands that are not currently being met and the reasons why.

A follow-up workshop is scheduled to take place with the senior management team with a view to considering the findings from the demand management exercise. The aim of the workshop will be to reach a consensus on the best way to ensure they have the right resource in place at the right time to meet customer demands.

Communications

TIC Awards 2018

This year we saw a sharp increase in the number of applications we received for the 2018 TIC Awards, which gave teams the opportunity to become recognised as a Winner of a TIC award but also the opportunity to be awarded the coveted 'Overall Winner' award.

The TIC awards aim to celebrate our staff successes and achievements and to illustrate that through hard work, dedication, creativity and by critically challenging the way we do things, we can achieve great success. Opening the awards ceremony, the Chief Executive said, "I'm mindful that the events we hold continue to have a purpose and, in line with TIC ethos; we're not just doing it because we've always done it". He went on to say, "when you hear last year's winners saying "the TIC award meant a great deal to my team" and "it was great to have recognition through winning the Overall Winner award" and staff openly talking about wanting to win a TIC award, we knew we had to hold the event again this year."

This year's winners were:

The **Schools' Staff Absence Scheme Team** led by Ann Clarke. The project looked at opportunities for improving attendance levels of teacher and teaching assistants at schools whilst creating a positive culture of support in the process of helping staff to return to work.

The **Web Team** led by Ben Grice, they spoke about the Channel Shift agenda and the work that's been undertaken to revolutionise the way in which we communicate and engage with our citizens.

The **Pest Control Team** led by Sue Watts was a great example of a team that, by listening to their customers, changed their working practices which improved the customer experience and reduced wastes and costs at the same time.

The **Complex Needs Team** led by Sharon Frewin, who highlighted that new legislation has made us think differently about how we deliver our services to the vulnerable people in our community. This project focused on completely transforming the service area. This presentation also heard from Susan and Llinos, service users, on how the changes in day services have had such a positive impact on their lives.

The **Makerspace Team** led by Mark Jewell. The Team emphasised how they managed to breathe new life into libraries across Carmarthenshire. How they have moved away from traditional thinking and introduced innovation and creativity to the heart of their communities. It also illustrated the co-production between two services, as the Complex Needs Team service users have benefited from engaging with the Makerspace.

All winning teams were presented with a framed certificate and were joined by the Chief Executive, the Executive Board Member for TIC, Cllr. Mair Stephens, and their Executive Board member.



Pictured: TIC Award winners 2018

The Leader explained that, *“Before coming here today Cllr. Mair and I sat down and went through all five projects in detail and have decided that one project in particular stood out from the rest. Having listened again to the presentations today, I think Cllr. Mair and I both feel that our decision has been reaffirmed.”*

By reaching the final stages I think it's safe to say that all five teams are winners and it proves, like they say on the TV show, that "Carmarthenshire's Got Talent".

The Leader announced that the Overall Winner for 2018, kindly sponsored again this year by Andy Sandford from 'We are Lean and Agile, was **The Makerspace Team** – Ammanford Library. A delighted Mark Jewel and his team came to collect their award, which was a fitting end to a great Awards Ceremony.

Learning and Development

With an ever-tightening of council budgets, there is no escaping that councils have to deliver services differently in order to provide the same levels of service to avoid facing enforced service cuts. As an Authority, the transformational agenda across Carmarthenshire is gathering momentum with people starting to recognise the huge scope there is to challenge and transform the way we work. Speaking about the changes, Cllr. Mair Stephens said, *"As an Authority, we recognise the need to develop and embed a change management culture across the authority. We want to create a culture where operational excellence is embedded in every activity; ensuring services are delivered effectively, efficiently and to meet the needs of our citizens"*.

Over the last few years staff in the Authority have been encouraged to develop their own continuous improvement skills and knowledge by enrolling on the Academi Wales 'Continuous Service Improvement Practitioner' programme. The course consists of five days of classroom based theory over 2 months, to support a practical service improvement project within their service area. On completion of the project, delegates then present their work to the Academi Wales assessors, showing how they have applied the theory to deliver it. To date, 20 members of staff have completed the course, and eight have successfully delivered their project and presentation to complete the programme. Sue Watts, Public Protection Manager, also won a 2018 TIC Award for her Pest Control project.

Cllr. Stephens added, *"Whilst we value the support provided to departments by the TIC team, we recognise that with so many transformational opportunities across the Authority, they are not able to get involved in every project. As a result, we have decided to support all staff who complete their Continuous Improvement Practitioner course to receive professional accreditation as a professional member of the Institute for Continuous Improvement in Public Services (ICiPS). This will allow us to strengthen the capacity across the authority by asking our accredited practitioners to help and support transformational projects within their own department"*.

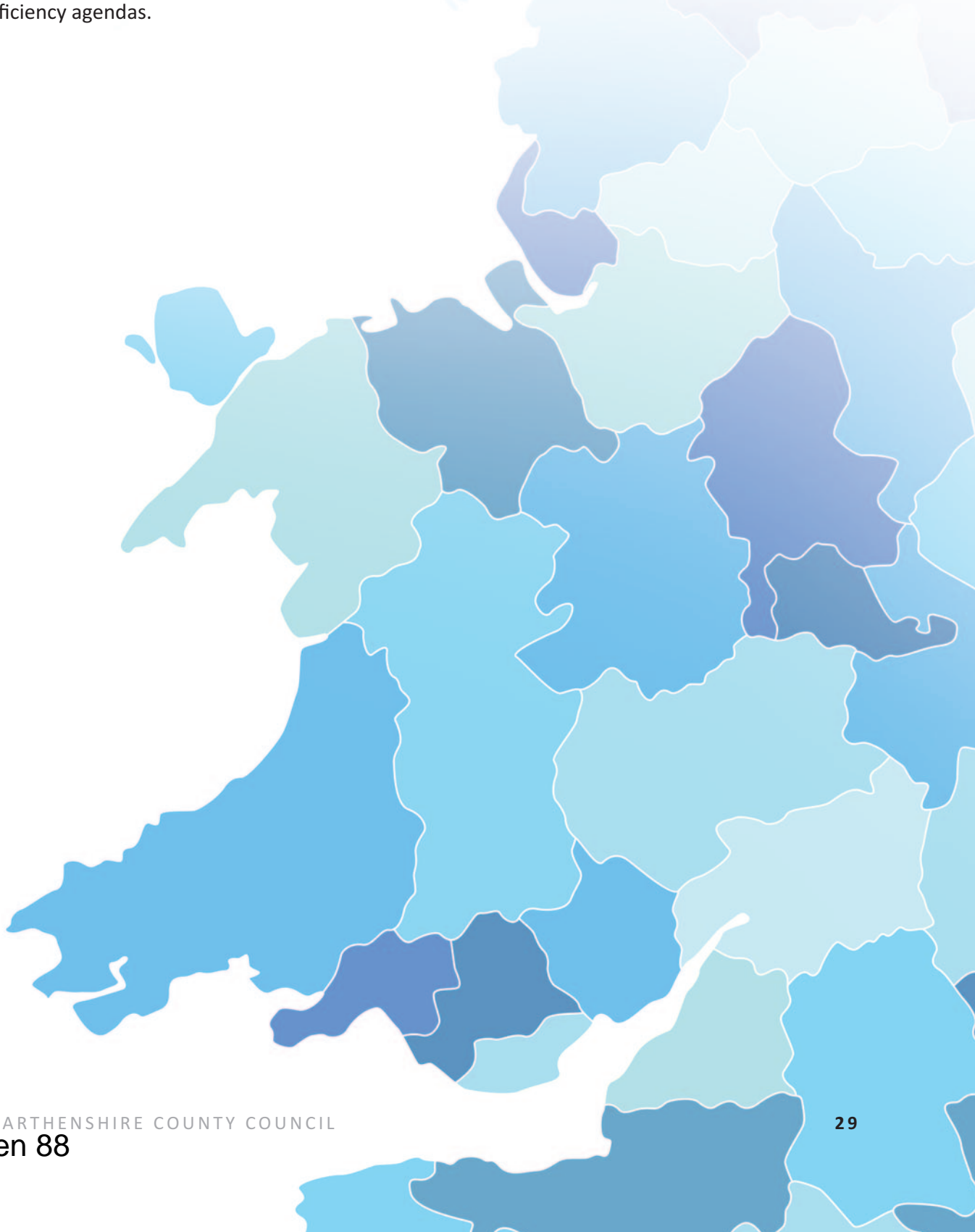
Pictured receiving their ICiPS Accreditation certificates from the Chief Executive, Cllr. Mair Stephens (Exec Board Member for Service Improvement) and Wendy Walters (Director for Regeneration & Policy) are (left to right): Les James, Stuart Willis, Alan Howells, Simon Williams, Julie King, Sue Watts and Alex Machin.



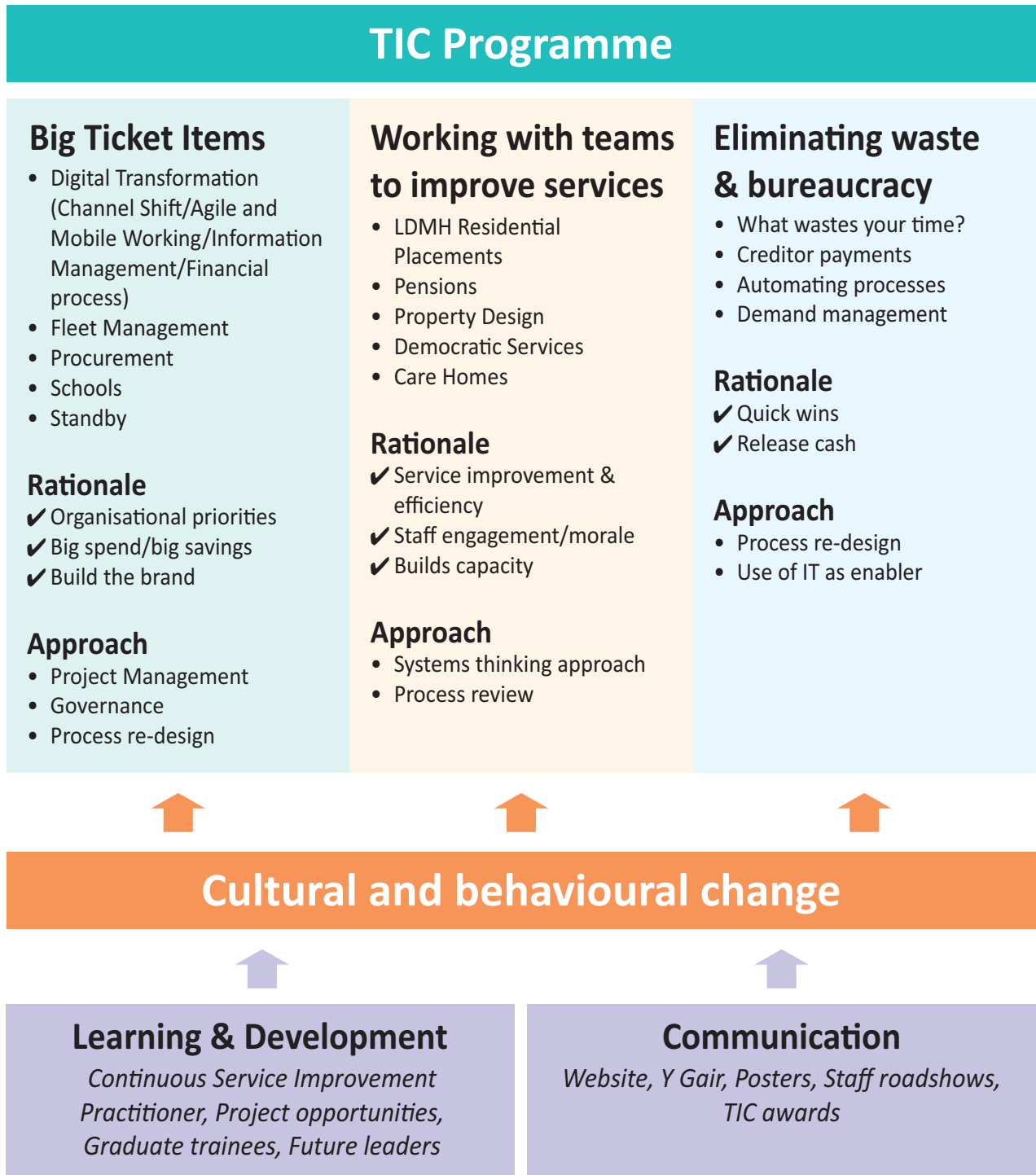
National and Regional Working

Carmarthenshire is also a member of the all Wales Continuous Local Authority Transformation Community, a group supported by Academi Wales. This provides an opportunity for local authority 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; Hywel Dda Health Board, Dyfed-Powys Police, Pembrokeshire County Council and Swansea City Council, in order to share ideas and good practice in support of both the service improvement and efficiency agendas.



Appendix 1 - The TIC Work Programme



Appendix 2 - TIC Projects Gross Savings

Completed Projects	Gross Savings*
3rd Sector Project	£1,000k
Mail/Printing	£655k
ASC	£666k
Housing Voids	£440k
Legal Photocopying	£300k
Housing Options	£145k
Planning	£90k
Back Office at PDS	£40k
Property Maintenance	£23k
Property Systems	£20k
Subscriptions	£12k
Standby	£412k
Completed Projects Total	£3,803k
Agile Working	£2,433k
Procurement	£5,804k
Fleet Management	£1,680k
Schools	£1,509k
Income and Charging	£3,020k
SEN/LAC	£280k
Democratic Services	£29k
Routine Spend	£1,000k
Care Homes	£400k
Current Projects Total	£16,155k
Total Gross Savings*	£19,958k

*This does not include any additional one off or recurrent costs incurred relating to specific projects

**PWYLLGOR CRAFFU POLISI AC ADNODDAU
2^{IL} RHAGFYR 2019**

**ADRODDIAD MONITRO CYLLIDEB
CYFALAF A REFENIW 2019/20**

Ystyried y materion canlynol a chyflwyno sylwadau arnynt:

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

Rhesymau:

- I ddatgan i'r Pwyllgor sefyllfa bresennol y gyllideb ar 31^{ain} Awst 2019, ynglyn â 2019/20.

**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

2nd DECEMBER 2019

REVENUE & CAPITAL BUDGET MONITORING REPORT 2019/20

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 £3,831k on the Authority's net revenue budget with an overspend at departmental level of £5,560k. 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 detailed variances for information purposes only.

Capital Budgets

Appendix C - Corporate Capital Programme Monitoring 2019/20

The total projected net expenditure for 2019/20 is £40.221m compared to the allocated net budget for the year of £38.661m, giving a £1.56m variance.

Appendix D

Details the main variances on agreed budgets.

Appendix E

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

Savings Report

Appendix F

The Savings Monitoring report.

DETAILED REPORT ATTACHED?	YES – A list of the main variances is attached to this report.
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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, 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 £3,831k.

Policy and Resources Services are projecting to be under the approved budget by £291k.

Capital

The capital programme shows an in-year variance of £1.56m against the 2019/20 approved budget which will be re-profiled across the future years of the capital programme.

Savings Report

The expectation is that at year end £217k of Managerial savings put forward for 2019/20 will not have been delivered. There were no Policy savings put forward.

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:

THERE ARE NONE

Mae'r dudalen hon yn wag yn fwriadol

REPORT OF THE DIRECTOR OF CORPORATE SERVICES

POLICY & RESOURCES SCRUTINY 2nd DECEMBER 2019

COUNCIL'S BUDGET MONITORING REPORT 2019/20

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

Table 1

Forecasted for year to 31st March 2020

Department	Working Budget				Forecasted				Aug 19 Forecasted Variance for Year £'000	June 19 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	30,769	-13,024	-2,355	15,389	30,107	-12,074	-2,355	15,677	288	397
Communities	148,821	-61,190	10,786	98,416	150,321	-61,879	10,785	99,227	811	754
Corporate Services	77,610	-51,091	-199	26,320	76,865	-50,924	-199	25,741	-579	-623
Education & Children (incl. Schools)	159,567	-19,336	26,106	166,337	165,025	-20,734	26,106	170,397	4,060	3,660
Environment	115,000	-71,527	11,898	55,371	125,805	-81,352	11,898	56,351	980	984
Departmental Expenditure	531,768	-216,168	46,235	361,834	548,122	-226,963	46,235	367,394	5,560	5,172
Capital Charges/Interest/Corporate				-20,497				-21,247	-750	-400
Levies and Contributions:										
Brecon Beacons National Park				138				138	0	0
Mid & West Wales Fire & Rescue Authority				9,838				9,838	0	0
Net Expenditure				351,313				356,123	4,810	4,772
Transfers to/from Departmental Reserves										
- Chief Executive				0				-288	-288	-397
- Corporate Services				0				290	290	311
- Environment				0				-980	-980	-984
Net Budget				351,313				355,143	3,831	3,702

Chief Executive Department Budget Monitoring - as at 31st August 2019

POLICY & RESOURCES SCRUTINY 2nd DECEMBER 2019

Division	Working Budget				Forecasted				Aug 19 Forecasted Variance for Year £'000	June 19 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	476	0	-738	-262	807	-1	-738	68	330	325
People Management	4,337	-1,419	-2,457	461	4,496	-1,566	-2,457	474	12	54
ICT & Corporate Policy	5,620	-941	-4,710	-30	5,392	-858	-4,710	-175	-145	-33
Admin and Law	4,170	-548	478	4,101	4,164	-498	478	4,144	44	67
Marketing & Media	2,692	-771	-1,510	411	2,482	-531	-1,510	441	30	-117
Statutory Services	1,269	-295	341	1,315	1,290	-474	341	1,157	-158	3
Regeneration & Property	12,204	-9,051	6,240	9,393	11,475	-8,147	6,240	9,568	175	98
GRAND TOTAL	30,769	-13,024	-2,355	15,389	30,107	-12,074	-2,355	15,677	288	397

Chief Executive Department - Budget Monitoring - as at 31st August 2019

Main Variances

POLICY & RESOURCES SCRUTINY 2nd DECEMBER 2019

Division	Working Budget		Forecasted		Aug 19 Forecasted Variance for Year £'000	Notes	June 19 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Chief Executive							
Corporate Savings Target	-339	0	0	0	339	£290k Corporate Health & Safety efficiency proposal not yet implemented; £49k standby efficiency less than originally proposed.	339
Chief Executive Business Support Unit	562	0	552	-1	-10	Temporary part year vacant post	-14
People Management							
Business & Projects Support	268	0	252	0	-16	Savings on supplies & Services	-16
Employee Well-being	699	-290	728	-287	33	Shortfall on proposed efficiency income target. No agreement in place to provide service for Pembs CC however the OH team is pursuing potential income opportunities with Ceredigion CC.	72
ICT & Corporate Policy							
Welsh Language	180	-10	139	-10	-41	Vacant Post pending team review	-33
Chief Executive-Policy	829	-67	685	-22	-99	Part year vacant posts pending section review	-0
Admin and Law							
Land Charges	151	-294	114	-239	18	Reduction in income due to housing market fluctuations	25
Legal Services	1,637	-254	1,669	-250	36	Additional responsibility allowance and re-grading not budgeted for	38
Marketing & Media							
Marketing and Media	594	-366	472	-127	118	Overspend on salaries pending divisional realignment which is due to be implemented by the end of this financial year. Loss of income streams from external partners (ERW). Looking at alternative potential partnership arrangements.	63
Translation	522	-35	465	-35	-57	Part year vacant posts pending divisional realignment	-75
Customer Services Centres	1,104	-336	1,072	-335	-31	Part year vacant posts pending divisional realignment	-104
Statutory Services							
Registrars	418	-293	472	-442	-95	Recent increase in statutory fees	0
Coroners	401	0	378	0	-24	Lower demand on service in year	0
Directorial Services - Staff	279	0	239	0	-40	Part year vacant posts	1
Regeneration & Property							
Regeneration Management	319	0	286	0	-33	Staff time rechargeable to City Deal project	-7

Chief Executive Department - Budget Monitoring - as at 31st August 2019

Main Variances

POLICY & RESOURCES SCRUTINY 2nd DECEMBER 2019

Division	Working Budget		Forecasted		Aug 19	Notes	June 19
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Commercial Properties	31	-594	47	-689	-79	High Occupancy Levels resulting in additional income	-92
Provision Markets	566	-638	551	-573	49	Essential maintenance required in year at both Llanelli and Carmarthen Markets	37
Net Zero Carbon Local Authority	0	0	90	0	90	Costs associated with the authority's commitment to reduce carbon in the forthcoming years	100
Administrative Buildings	2,902	-854	2,836	-739	50	Proposed rental income efficiency of £50k for Ty'r Nant is no longer achievable as building is in the process of being sold.	50
Industrial Premises	529	-1,567	470	-1,565	-57	High Occupancy Levels resulting in additional income	-80
Livestock Markets	58	-205	18	-7	157	Anticipated shortfall in income collected at Nant Y Ci Mart	87
Other					-19		6
Grand Total					288		397

Department for Communities
Budget Monitoring - as at 31st August 2019

POLICY & RESOURCES SCRUTINY 2nd DECEMBER 2019

Division	Working Budget				Forecasted				Aug 19 Forecasted Variance for Year £'000	June 19 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	58,044	-23,721	2,658	36,982	58,801	-23,802	2,658	37,657	675	467
Physical Disabilities	7,775	-1,725	204	6,254	7,827	-1,725	204	6,307	52	85
Learning Disabilities	38,502	-9,867	1,294	29,929	39,174	-10,499	1,294	29,968	39	139
Mental Health	9,502	-3,803	237	5,936	9,609	-3,872	237	5,974	37	14
Support	7,036	-4,939	1,002	3,099	7,064	-4,954	1,002	3,111	12	48
Homes & Safer Communities										
Public Protection	3,170	-974	588	2,784	3,035	-909	588	2,714	-70	-24
Council Fund Housing	9,147	-7,949	243	1,442	9,452	-8,190	243	1,506	64	24
Leisure & Recreation										
Leisure & Recreation	15,645	-8,213	4,559	11,991	15,359	-7,927	4,559	11,991	0	0
GRAND TOTAL	148,821	-61,190	10,786	98,416	150,321	-61,879	10,785	99,227	811	754

Department for Communities - Budget Monitoring - as at 31st August 2019

Main Variances

POLICY & RESOURCES SCRUTINY 2nd DECEMBER 2019

Division	Working Budget		Forecasted		Aug 19	Notes	June 19
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Adult Services							
Older People							
Older People - LA Homes	7,629	-4,830	7,826	-4,820	208	Additional cost due to use of agency staff to meet statutory duty. Review currently being undertaken in relation to Residential Care staffing to ensure less reliance on agency staff in the future	176
Older People - Private/ Vol Homes	23,799	-13,064	23,978	-13,064	179	Performance data shows increased demographic pressure on demand in line with national information that shows a year on year increase in Older People of 3.4%pa. Preventative work continues to be reviewed to mitigate the effects of this.	90
Older People - Private Home Care	7,868	-2,207	8,313	-2,407	245	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	212
Physical Disabilities							
Phys Dis - Commissioning & OT Services	587	-82	526	-82	-61	Vacancies within the Occupational Therapy Team: 1FTE Senior Practitioner; 1.5FTE Occupational Therapy Assistant; 1FTE Occupational Therapist offset by payments for Rotational Occupation Therapy from Hywel Dda	-71
Phys Dis - Direct Payments	2,684	-566	2,830	-566	147	Increase in take up of DP related to right of service user to request as alternative to regulated provision	23
Learning Disabilities							
Learn Dis - Employment & Training	1,357	-203	1,434	-144	136	Overspend on staffing in Coleshill Day Centre £30k due to complexity of clients. Proposal 'Collaboration with social enterprise for craft / Reprovision of a day centre / transport' is likely to be deliver full year savings in 2020-2021	132
Other Variances - Adult Services					-36		193

Department for Communities - Budget Monitoring - as at 31st August 2019

Main Variances

POLICY & RESOURCES SCRUTINY 2nd DECEMBER 2019

Division	Working Budget		Forecasted		Aug 19 Forecasted Variance for Year £'000	Notes	June 19 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Homes & Safer Communities							
Public Protection							
PP Business Support unit	149	0	130	0	-20	Underspend due to vacant post	-17
Public Health	276	-14	254	-16	-24	Underspend due to maternity leave	-12
Animal Welfare	80	-82	66	-57	10	Underachievement of licences income	15
Dog Wardens	96	-28	103	-20	15	Underachievement of fees income and overspend on private sector contracted services	0
Licensing	341	-324	331	-336	-23	Overachievement of income target	10
Food Safety & Communicable Diseases	481	-38	455	-39	-27	Underspend due to two vacant posts	-8
Fair Trading	143	-64	133	-42	12	Underachievement of fees income	-5
Other Variances - Public Protection					-13		-7
Council Fund Housing							
Home Improvement (Non HRA)	756	-297	770	-247	64	Overspend on salaries	26
Temporary Accommodation	492	-106	766	-367	14	Overspend on room hire	0
Other Variances - Council Fund Housing					-13		-2
Leisure & Recreation							
Millenium Coastal Park	221	-32	226	-60	-23	One off Compensation income from Welsh Water	-9
Carmarthen Leisure Centre	1,567	-1,606	1,566	-1,566	38	Forecasting lower sales volumes in income to budget	14
Amman Valley Leisure Centre	846	-707	838	-755	-55	Forecasting higher sales volumes in income to budget	-52
Sport & Leisure General	877	-58	890	-58	14	Free swim grant only currently approved for 6 months £14k	14

Department for Communities - Budget Monitoring - as at 31st August 2019

Main Variances

POLICY & RESOURCES SCRUTINY 2nd DECEMBER 2019

Division	Working Budget		Forecasted		Aug 19	Notes	June 19
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Outdoor Recreation - Staffing costs	229	0	254	-8	16	Operational staffing costs linked to implementation of restructure. This variance is likely to reduce once fully implemented	30
Llyn Lech Owain Country Park	85	-33	85	-53	-20	Forecasting higher income to budget due to sale of wood from planned Tree Felling	-2
Museums General	165	0	189	0	24	Unable to achieve vacancy factor	8
Arts General	39	0	5	0	-35	Vacant post being held pending Service review	-43
St Clears Craft Centre	151	-88	136	-58	16	Forecast shortfall in income to budget in this newly established in-house catering facility	20
Laugharne Boathouse	147	-109	160	-111	11	Forecast overspend in casual Customer Service Assistant posts	0
Leisure Management	320	0	291	0	-29	Vacant posts being held pending Service review	-4
Other Variance - Leisure & Recreation					43		24
Grand Total					811		754

**Corporate Services Department
Budget Monitoring - as at 31st August 2019**

POLICY & RESOURCES SCRUTINY 2nd DECEMBER 2019

Division	Working Budget				Forecasted				Aug 19 Forecasted Variance for Year £'000	June 19 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	4,504	-2,083	-2,360	61	4,232	-2,011	-2,360	-139	-200	-300
Revenues & Financial Compliance	4,842	-1,711	-2,129	1,002	4,556	-1,618	-2,129	810	-192	-146
Other Services	68,264	-47,297	4,289	25,257	68,076	-47,295	4,289	25,071	-186	-177
GRAND TOTAL	77,610	-51,091	-199	26,320	76,865	-50,924	-199	25,741	-579	-623

Corporate Services Department - Budget Monitoring - as at 31st August 2019

Main Variances

POLICY & RESOURCES SCRUTINY 2nd DECEMBER 2019

Division	Working Budget		Forecasted		Aug 19	Notes	June 19
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Financial Services							
Chief Officer	348	-61	324	-61	-25	Additional income from arrangement to act as S151 officer for Mid and West Wales Fire	-27
Accountancy	1,721	-430	1,566	-426	-150	Number of vacant posts currently in the section	-244
Treasury and Pension Investment Section	251	-178	233	-178	-19	Vacant Posts	-22
Revenues & Financial Compliance							
Procurement	529	-33	460	-33	-69	Vacant posts	-66
Housing Benefits Admin	1,648	-751	1,518	-751	-131	Vacant Posts	-102
Other Services							
Audit Fees	310	-90	291	-88	-17	High proportion of audit fees chargeable directly to grants	-17
Miscellaneous Services	4,888	-117	4,729	-117	-160	Reduction in Pre LGR Pension Costs	-151
Other Variances					-9		6
Grand Total					-579		-623

Department for Education & Children
Budget Monitoring - as at 31st August 2019

POLICY & RESOURCES SCRUTINY 2nd DECEMBER 2019

Division	Working Budget				Forecasted				Aug 19 Forecasted Variance for Year £'000	June 19 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Schools Delegated Budgets	108,216	0	0	108,216	111,217	0	0	111,217	3,001	3,001
Director & Strategic Management	1,615	0	-94	1,521	1,594	0	-94	1,500	-21	-14
Education Services Division	8,982	-1,858	20,440	27,564	9,807	-1,863	20,440	28,383	820	442
Access to Education	8,743	-5,948	2,167	4,962	8,836	-5,891	2,167	5,112	150	157
School Improvement	3,276	-1,305	463	2,434	3,358	-1,389	463	2,432	-2	4
Curriculum & Wellbeing	6,045	-4,530	567	2,083	6,205	-4,577	567	2,195	113	138
Children's Services	22,690	-5,696	2,563	19,557	24,008	-7,014	2,563	19,557	-0	-69
TOTAL excluding schools	51,351	-19,336	26,106	58,121	53,808	-20,734	26,106	59,180	1,059	659
GRAND TOTAL	159,567	-19,336	26,106	166,337	165,025	-20,734	26,106	170,397	4,060	3,660

Department for Education & Children - Budget Monitoring - as at 31st August 2019

Main Variances

POLICY & RESOURCES SCRUTINY 2nd DECEMBER 2019

Division	Working Budget		Forecasted		Aug 19	Notes	June 19
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Schools Delegated Budgets							
Primary schools	56,252	0	57,452	0	1,200	Based on schools' working budgets received for 2019/20. Deficit budget submissions are included subject to approval of recovery plans by LA	1,200
Secondary schools	48,101	0	49,501	0	1,400		1,400
Special Schools	3,864	0	4,264	0	400		400
Director & Strategic Management							
Business Support	387	0	371	0	-17	Part year vacant posts - both of which will be filled during the year.	-7
Education Services Division							
School Expenditure not currently delegated	101	0	160	0	59	Closing balances from 2 primary schools closed April 2019	59
School Redundancy & EVR	2,013	0	2,133	0	121	Forecast based on business cases approved to date. Schools are supported and challenged on staffing structure proposals.	78
Early Years Non-Maintained Provision	360	0	341	0	-19	Forecast based on current demand for places for 3 year olds in non maintained settings	-19
Special Educational Needs	2,974	-1,548	3,428	-1,496	505	Forecast based on existing known commitments. Demand for Teaching Assistant support has increased.	106
Education Other Than At School (EOTAS)	2,001	-283	2,168	-278	172	Increasing demand from schools for alternative provision £140k and an increase in home tuition £32k	235
Access to Education							
School Modernisation	108	-1	233	-43	83	School transport recharges from school reorganisations £21k; Premises costs relating to closed schools £62k	77
School Meals & Primary Free Breakfast Services	8,382	-5,947	8,360	-5,848	77	Budget pressures across the service especially sickness cover, kitchens' maintenance and food price increases. A strategic review of meal provision is on-going to identify service efficiencies.	92

Department for Education & Children - Budget Monitoring - as at 31st August 2019

Main Variances

POLICY & RESOURCES SCRUTINY 2nd DECEMBER 2019

Division	Working Budget		Forecasted		Aug 19	Notes	June 19
	Expenditure	Income	Expenditure	Income	Forecasted Variance for Year		Forecasted for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Curriculum and Wellbeing							
Music Services for Schools	871	-770	1,018	-783	134	SLA income from schools has reduced with greater expediency than the progress with staff restructuring.	142
Youth Offending & Prevention Service	1,972	-1,112	2,021	-1,191	-31	Maximisation of grants to release core budget.	-8
Children's Services							
Commissioning and Social Work	6,840	-79	6,937	-98	79	Increased number of legal cases based on year to date.	86
Fostering Services & Support	3,931	0	3,950	-128	-109	Part year vacant posts and maximisation of grants to release core budget.	-90
Adoption Services	773	-260	857	-380	-36	Maximisation of external income & grants to release core budget.	6
Garreglwyd Residential Unit	586	-166	666	-167	80	Hywel Dda Health Board disputing partnership arrangement, which could affect the level of their contribution. Senior officers are currently in negotiations with the Health Board to resolve this.	6
Other Variances					-40		-104
Grand Total					4,060		3,660

Environment Department
Budget Monitoring - as at 31st August 2019

POLICY & RESOURCES SCRUTINY 2nd DECEMBER 2019

Division	Working Budget				Forecasted				Aug 19 Forecasted Variance for Year £'000	June 19 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		
Buisness Support & Performance	33	-96	146	83	-10	-96	146	40	-43	-46
Waste & Environmental Services	24,294	-4,533	1,264	21,025	24,418	-4,365	1,264	21,317	292	312
Highways & Transportation	50,415	-30,505	9,597	29,507	52,229	-32,068	9,597	29,758	251	250
Property	36,160	-34,105	606	2,662	44,673	-42,600	606	2,679	17	15
Planning	4,099	-2,288	284	2,094	4,496	-2,223	284	2,557	463	452
GRAND TOTAL	115,000	-71,527	11,898	55,371	125,805	-81,352	11,898	56,351	980	984

Environment Department - Budget Monitoring - as at 31st August 2019

Main Variances

POLICY & RESOURCES SCRUTINY 2nd DECEMBER 2019

Division	Working Budget		Forecasted		Aug 19 Forecasted Variance for Year £'000	Notes	June 19 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Business Support & Performance							
Business Support	-140	-36	-197	-36	-56	Posts budgeted at top of scale but majority are not at the top of scale yet; a few temporary vacant posts estimated during the year.	-53
Departmental - Core	58	0	70	0	11	Contribution towards the Health and wellbeing co-ordinator	10
Waste & Environmental Services							
SAB - Sustainable Drainage approval Body Unit	114	-110	113	-48	60	Anticipated income not expected to materialise based on current income trends - Dependent on number of submissions and market buoyancy of development projects	25
Public Conveniences	571	-12	545	-9	-23	Capital repayment element deducted from Danfo final quarter cost due to end of contract term. New contract will be cleansing & management only.	-22
Cleansing Service	2,396	-115	2,438	-97	59	The service cost comprises plant and resource and of course tipping charges for disposal of waste we collect. The current overspend reflects the current resource levels and increased cost of disposal of collected waste. In order to address the budget position it will mean reviewing the service. This work is underway but will not be complete before the end of the financial year.	54
Waste Services	15,425	-1,293	15,546	-1,296	118	Clinical waste is showing a £43k overspend as a result of the service transfer postponement due to complexity of ensuring a service for all users; £29k additional trade waste costs as the service transfer is not yet fully completed; and £46k for increased operational costs within refuse collection. Temporary additional resource was required to service the new routes whilst they were being implemented.	169
Green Waste Collection	501	-336	479	-258	56	The green waste collection service is not yet self-financing. We did not anticipate to break even this financial year, as per the original business plan, but we are on track with growing the service as anticipated, with a view to being break even in future years. A third vehicle has now been introduced to cater for potential additional customers.	56
Urban Parks	41	-1	75	-4	31	Additional works relating to the serviceability of aspects of the facilities at Parc Howard will have to be reviewed to establish which elements of works can be curtailed. This will need to be discussed with Llanelli Town Council as our partners.	31

Environment Department - Budget Monitoring - as at 31st August 2019

Main Variances

POLICY & RESOURCES SCRUTINY 2nd DECEMBER 2019

Division	Working Budget		Forecasted		Aug 19 Forecasted Variance for Year £'000	Notes	June 19 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Highways & Transportation							
Sec 278 HT Agreements	0	0	146	-176	-30	Draw down from commuted sums	0
Civil Design	1,066	-1,647	1,012	-1,612	-19	Increased income recovery	-8
School Transport	10,984	-1,102	11,195	-1,099	214	The overspend is mainly due to an increase in the number of Additional Learning Needs pupils transported to Special schools. In addition a number of recent appeals have been successful as well as increased contractor costs, diminishing market supply and increased minimum wage.	214
Car Parks	2,187	-3,228	1,944	-2,920	65	Reduction in income due to temporary loss of spaces at St Peter's Car Park	26
Nant y Ci Park & Ride	79	-32	105	-38	21	Increased maintenance costs	11
School Crossing Patrols	116	0	135	0	18	The school crossing patrols section is currently reviewing all patrols to identify where there is no requirement to provide them according to the National Safety criteria. The phasing out of non-required patrols will not be fully implemented in this financial year.	15
Street Works and Highway Adoptions	416	-357	416	-379	-23	Additional income from highway adoption agreements	-6
Property							
Facilities Management - Corporate Buildings	358	0	374	0	15	Deficit to be offset by a virement of budget from Administrative Buildings to be undertaken in Q2. The Administrative Buildings budget has historically subsidised this budget line so, following the transfer of the Asset Management Service to the Chief Executive's department, a budget transfer is required.	15
Planning							
Policy-Development Planning	567	0	579	0	12	Overspend due to projected non-achievement of income - no longer carrying out consultancy work for other Depts. etc.	15
Development Management	1,536	-1,274	1,546	-801	483	WG set planning fees, but across Wales there is recognition that full cost recovery of planning services will not be achieved from planning fees alone. Most LPAs only cover on average 60% of their costs of delivering the development management service through fees, and the last increase in fees was in 2015. WG expect that at least part of the Development Management function should be met by Local Authorities themselves – to encourage development to come forward. Currently Carmarthenshire's Development Management section is budgeted to fund 78% of its costs through fees generated, this is currently being reviewed. WG have committed to review fees, but there is no known timetable for this workstream.	493
Tywi Centre	34	-34	102	-115	-13	Projected surplus being generated from running training courses at the Tywi Centre	-36
Other Variances					-21		-25
Grand Total					980		984

Policy & Resources Scrutiny Report
Budget Monitoring as at 31st August 2019 - Detail Monitoring

Division	Working Budget				Forecasted				August 2019 Forecasted Variance for Year £'000	Notes	June 2019 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	253	0	-307	-54	254	0	-307	-54	0		
Corporate Savings Target	-339	0	0	-339	0	0	0	0	339	£290k Corporate Health & Safety efficiency proposal not yet implemented; £49k standby efficiency less than originally proposed.	339
Chief Executive Business Support Unit	562	0	-439	123	552	-1	-439	112	-10	Temporary part year vacant post	-14
The Guildhall Carmarthen	0	0	8	8	1	0	8	9	1		1
Chief Executive Total	476	0	-738	-262	807	-1	-738	68	330		325
People Management											
TIC Team	221	-57	40	204	218	-57	40	201	-3		-3
Agile Working Project	2	0	36	38	2	0	36	38	0		0
SCWDP	637	-417	1	221	642	-418	1	225	4		0
Practice Placements	69	-67	0	2	70	-69	0	1	-0		-0
Business & Projects Support	268	0	-264	4	252	0	-264	-11	-16	Savings on supplies & Services	-16
Payroll	665	-342	-244	80	665	-342	-244	80	0		-11
People Services – HR	1,036	-236	-725	76	1,035	-241	-725	69	-6		-0
Employee Well-being	699	-290	-454	-45	728	-287	-454	-12	33	Shortfall on proposed efficiency income target. No agreement in place to provide service for Pembs CC however the OH team is pursuing potential income opportunities with Ceredigion CC.	72
Organisational Development	493	-10	-461	22	605	-123	-461	21	-2		1
Employee Services – HR/Payroll Support	126	0	-388	-262	126	0	-388	-262	0		9
School Staff Absence Scheme	0	0	0	0	28	-28	0	-0	-0		0
DBS Checks	122	0	0	122	123	-1	0	122	0		0
Assessment Centre Training	0	0	0	0	3	0	0	3	3		2
People Management Total	4,337	-1,419	-2,457	461	4,496	-1,566	-2,457	474	12		54
ICT & Corporate Policy											
Information Technology	4,581	-864	-3,524	193	4,517	-800	-3,524	193	0		0
Welsh Language	180	-10	-171	-1	139	-10	-171	-42	-41	Vacant Post pending team review	-33
Chief Executive-Policy	829	-67	-1,015	-252	685	-22	-1,015	-352	-99	Part year vacant posts pending section review	-0
Public Services Board	25	0	0	25	21	0	0	21	-4		0
Armed Forces Covenant Scheme	0	0	0	0	16	-16	0	-0	-0		-0
Armed Forces Veterans Hub	0	0	0	0	9	-9	0	-0	-0		0
Armed Forces and Remembrance	5	0	0	5	5	0	0	5	0		0
Total ICT & Corporate Policy	5,620	-941	-4,710	-30	5,392	-858	-4,710	-175	-145		-33

Policy & Resources Scrutiny Report
Budget Monitoring as at 31st August 2019 - Detail Monitoring

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Division	Working Budget				Forecasted				August 2019 Forecasted Variance for Year £'000	Notes	June 2019 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			
Admin and Law											
Democratic Services	1,836	0	1,986	3,822	1,828	0	1,986	3,814	-8		-3
Democratic Services - Support	481	0	-461	20	478	0	-461	17	-3		7
Corporate Management	0	0	265	265	0	0	265	265	0		0
Civic Ceremonial	23	0	41	64	23	0	41	64	0		0
Land Charges	151	-294	13	-129	114	-239	13	-112	18	Reduction in income due to housing market fluctuations	25
Police and Crime Commissioner	0	0	0	0	9	-9	0	-0	-0		0
Legal Services	1,637	-254	-1,367	16	1,669	-250	-1,367	52	36	Additional responsibility allowance and re-grading not budgeted for	38
Central Mailing	43	0	1	44	43	0	1	44	0		-0
Admin and Law Total	4,170	-548	478	4,101	4,164	-498	478	4,144	44		67
Marketing & Media											
Marketing and Media	594	-366	-302	-74	472	-127	-302	44	118	Overspend on salaries pending divisional realignment which is due to be implemented by the end of this financial year. Loss of income streams from external partners (ERW). Looking at alternative potential partnership arrangements.	63
Translation	522	-35	-481	6	465	-35	-481	-50	-57	Part year vacant posts pending divisional realignment	-75
Customer Services Centres	1,104	-336	-765	3	1,072	-335	-765	-28	-31	Part year vacant posts pending divisional realignment	-104
Marketing Tourism Development	343	-1	22	364	338	-1	22	359	-5		-20
Visitor Information	79	-5	14	88	84	-5	14	93	5		4
Events	49	-28	2	23	50	-28	2	23	0		16
Total Marketing & Media	2,692	-771	-1,510	411	2,482	-531	-1,510	441	30		-117
Statutory Services											
Elections-County Council	9	0	126	135	9	0	126	135	0		0
Registration Of Electors	163	-2	232	393	192	-31	232	393	0		2
Registrars	418	-293	254	379	472	-442	254	284	-95	Recent increase in statutory fees	0
Coroners	401	0	5	406	378	0	5	383	-24	Lower demand on service in year	0
Electoral Services - Staff	279	0	-277	2	239	0	-277	-38	-40	Part year vacant posts	1
Statutory Services Total	1,269	-295	341	1,315	1,290	-474	341	1,157	-158		3

Policy & Resources Scrutiny Report
Budget Monitoring as at 31st August 2019 - Detail Monitoring

Division	Working Budget				Forecasted				August 2019 Forecasted Variance for Year £'000	Notes	June 2019 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			
Regeneration & Property											
Regeneration Management	319	0	0	319	286	0	0	286	-33	Staff time rechargeable to City Deal project	-7
Parry Thomas Centre	31	-31	1	1	32	-32	1	1	0		-0
Betws wind farm community fund	87	-87	1	1	86	-86	1	1	0		0
Welfare Rights & Citizen's Advice	132	0	2	134	132	0	2	134	0		0
Llanelli Coast Joint Venture	140	-140	5	5	140	-140	5	5	-0		0
The Beacon	149	-139	43	53	174	-164	43	53	-0		-0
Town Centres	380	0	7,125	7,505	380	0	7,125	7,505	0		-0
Coastal,Business, Inf & Ent	440	0	45	486	440	0	45	486	0		0
Funding	470	0	132	603	470	0	132	603	0		0
Wellness	100	-75	11	36	190	-165	11	36	-0		0
City Deal	1,123	-1,123	4	4	400	-400	4	4	-0		-0
Property	1,176	-42	-1,216	-81	1,170	-36	-1,216	-81	-0		1
Commercial Properties	31	-594	581	19	47	-689	581	-61	-79	High Occupancy Levels resulting in additional income	-92
Provision Markets	566	-638	419	347	551	-573	419	396	49	Essential maintenance required in year at both Llanelli and Carmarthen Markets	37
Renewable Energy Fund	0	-50	0	-50	0	-50	0	-50	-0		0
Salix	0	0	0	0	0	0	0	0	0		2
Net Zero Carbon Local Authority	0	0	0	0	90	0	0	90	90	Costs associated with the authority's commitment to reduce carbon in the forthcoming years	100
Operational Depots	315	0	59	374	313	0	59	372	-2		-1
Administrative Buildings	2,902	-854	-2,310	-262	2,836	-739	-2,310	-213	50	Proposed rental income efficiency of £50k for Ty'r Nant is no longer achievable as building is in the process of being sold.	50
Industrial Premises	529	-1,567	801	-237	470	-1,565	801	-294	-57	High Occupancy Levels resulting in additional income	-80
County Farms	73	-329	421	165	50	-306	421	165	0		0
Livestock Markets	58	-205	4	-142	18	-7	4	15	157	Anticipated shortfall in income collected at Nant Y Ci Mart	87
Externally Funded Schemes	3,181	-3,178	111	115	3,197	-3,194	111	115	0		0
Regeneration & Property Total	12,204	-9,051	6,240	9,393	11,475	-8,147	6,240	9,568	175		98

Policy & Resources Scrutiny Report
Budget Monitoring as at 31st August 2019 - Detail Monitoring

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Division	Working Budget				Forecasted				August 2019 Forecasted Variance for Year £'000	Notes	June 2019 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	348	-61	-284	3	324	-61	-284	-22	-25	Additional income from arrangement to act as S151 officer for Mid and West Wales Fire	-27
Accountancy	1,721	-430	-1,314	-23	1,566	-426	-1,314	-174	-150	Number of vacant posts currently in the section	-244
Treasury and Pension Investment Section	251	-178	-72	1	233	-178	-72	-17	-19	Vacant Posts	-22
Grants and Technical	193	0	-202	-9	188	-0	-202	-14	-4		-9
Payroll Control	85	0	0	85	89	0	0	89	4		4
Payments	519	-74	-433	11	515	-77	-433	5	-6		-2
Pensions	1,186	-1,139	-54	-7	1,161	-1,114	-54	-7	-0		0
Wales Pension Partnership	200	-200	0	1	155	-155	0	1	0		0
Financial Services Total	4,504	-2,083	-2,360	61	4,232	-2,011	-2,360	-139	-200		-300
Revenues & Financial Compliance											
Procurement	529	-33	-523	-27	460	-33	-523	-96	-69	Vacant posts	-66
Audit	596	-19	-568	9	594	-19	-568	7	-2	Vacant posts	-27
Risk Management	144	-0	-136	7	149	-0	-136	12	5	Cost of Maternity Cover within section	36
Business Support Unit	79	0	-83	-4	79	0	-83	-4	0		1
Corporate Services Training	58	0	1	58	58	0	1	58	0		0
Local Taxation	922	-735	540	727	883	-689	540	734	8	Vacant Posts	-16
Housing Benefits Admin	1,648	-751	-562	335	1,518	-751	-562	204	-131	Vacant Posts	-102
Revenues	866	-173	-796	-103	815	-126	-796	-107	-4	Past year income efficiency relating to credit card charges no longer achievable as a result in a change in legislation	29
Revenues & Financial Compliance Total	4,842	-1,711	-2,129	1,002	4,556	-1,618	-2,129	810	-192		-146
Other Services											
Audit Fees	310	-90	6	226	291	-88	6	209	-17	High proportion of audit fees chargeable directly to grants	-17
Bank Charges	66	0	1	67	56	0	1	57	-9		-9
Council Tax Reduction Scheme	16,077	0	89	16,166	16,077	0	89	16,166	0		0
Rent Allowances	46,923	-47,090	1,415	1,248	46,923	-47,090	1,415	1,248	-0		-0
Miscellaneous Services	4,888	-117	2,779	7,550	4,729	-117	2,779	7,390	-160	Reduction in Pre LGR Pension Costs	-151
Other Services Total	68,264	-47,297	4,289	25,257	68,076	-47,295	4,289	25,071	-186		-177
TOTAL FOR POLICY & RESOURCES	108,379	-64,115	-2,555	41,709	106,971	-62,998	-2,555	41,418	-291		-226

Capital Programme 2019/20

Capital Budget Monitoring - Report for August 2019

DEPARTMENT	Working Budget			Forecasted			Variance for Year £'000
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000	
COMMUNITIES							
- Private Housing	2,276	-306	1,970	2,276	-306	1,970	0
- Social Care	415	0	415	417	0	417	2
- Leisure	5,975	-129	5,846	5,970	-120	5,850	4
ENVIRONMENT	17,180	-8,032	9,148	17,011	-7,277	9,734	586
EDUCATION & CHILDREN	14,727	-6,747	7,980	15,051	-6,994	8,057	77
CHIEF EXECUTIVE	3,157	-17	3,140	3,166	-17	3,149	9
REGENERATION	13,687	-3,525	10,162	14,827	-3,783	11,044	882
TOTAL	57,417	-18,756	38,661	58,718	-18,497	40,221	1,560

Mae'r dudalen hon yn wag yn fwriadol

Capital Programme 2019/20

Capital Budget Monitoring - Report for August 2019 - 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	2,276	-306	1,970	2,276	-306	1,970	0	No Major Variances.
- Social Care	415	0	415	417	0	417	2	No Major Variances.
- Leisure	5,975	-129	5,846	5,970	-120	5,850	4	No Major Variances.
ENVIRONMENT	17,180	-8,032	9,148	17,011	-7,277	9,734	586	
Ammanford Highway Infrastructure	112	0	112	487	0	487	375	Unexpected additional costs on Wind Street/Tirydail Lane Junction, exploring various options for funding by means of external income.
Carmarthen Western Link Road	251	0	251	437	0	437	186	To funded from future S106 receipts.
Other Projects with Minor Variances	16,817	-8,032	8,785	16,087	-7,277	8,810	25	
EDUCATION & CHILDREN	14,727	-6,747	7,980	15,051	-6,994	8,057	77	
MEP External Funding Income	0	-3,086	-3,086	0	-3,286	-3,286	-200	Income dependent on which schemes progress. Budget to be reprofiled.
Carmarthen West New School	0	0	0	50	0	50	50	Expenditure to be funded from future S106 income.
Llandybie CP	0	0	0	75	0	75	75	Project design currently in progress. Re-profile of MEP programme required.
Bryngwyn School Refurbishment	0	0	0	75	0	75	75	Project design currently in progress. Re-profile of MEP programme required.
Other Projects with Minor Variances	14,727	-3,661	11,066	14,851	-3,708	11,143	77	
CHIEF EXECUTIVE	3,157	-17	3,140	3,166	-17	3,149	9	No Major Variances.
REGENERATION	13,687	-3,525	10,162	14,827	-3,783	11,044	882	
Cross Hands East Phase 2	1,979	-868	1,111	2,050	-868	1,182	71	Reprofile of external funding required. Scheme on target.
Pendine Iconic International Visitors Destination	4,025	-2,500	1,525	4,819	-2,557	2,262	737	Reprofile of external funding required. Scheme on target.
Other Projects with Minor Variances	7,683	-157	7,526	7,958	-358	7,600	74	
TOTAL	57,417	-18,756	38,661	58,718	-18,497	40,221	1,560	

Mae'r dudalen hon yn wag yn fwriadol

Chief Executive and Regeneration

Capital Budget Monitoring - Scrutiny Report for August 2019

Scheme	Target Date for Completion	Working Budget			Forecasted			Variance for year £'000	Comment
		Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000		
St David's Park	Mar-20	211	0	211	211	0	211	0	
IT Strategy Developments	Ongoing	1,977	0	1,977	1,973	0	1,973	-4	
Rural Estates Capital Schemes	Mar-20	118	0	118	118	0	118	0	
Industrial Redevelopments	Sep-20	765	0	765	778	0	778	13	
East Gate Development	Mar-20	7	0	7	7	0	7	0	
Cross Hands West	Completed	79	-17	62	79	-17	62	0	
Llanelli JV General	Ongoing	83	0	83	83	0	83	0	
Swansea Bay City Region Projects	Ongoing	21,051	-20,000	1,051	1,051	0	1,051	0	
RDP2 (Rural Dev Plan Ph2) Axis3 - Physical	Completed	0	0	0	0	-1	-1	-1	
County Wide Regeneration fund 2015-16 Onwards		3,194	0	3,194	3,194	0	3,194	0	
Rural Enterprise Fund	Mar-21	475	0	475	475	0	475	0	
Transformation Commercial Property Development Fund	Mar-21	819	0	819	819	0	819	0	
Purchase of Grillo Site, Burry Port	Mar-20	1,900	0	1,900	1,900	0	1,900	0	
Health & Safety Remediation Works	Completed	0	0	0	36	0	36	36	
Llanelli, Cross Hands & Coastal Belt Area		2,863	-868	1,995	2,915	-868	2,047	52	
Cross Hands East strategic Employment Site	Mar-20	837	0	837	818	0	818	-19	
Opportunity Street (Llanelli)	Ongoing	30	0	30	30	0	30	0	
Llanelli Regeneration Plan	Ongoing	17	0	17	17	0	17	0	
Cross Hands East Phase 2	Ongoing	1,979	-868	1,111	2,050	-868	1,182	71	Reprofile of external funding required. Scheme on target.
Ammanford, Carmarthen & Rural Area		6,020	-2,657	3,363	7,072	-2,914	4,158	795	
Ammanford Town Centre Regeneration	Completed	79	0	79	104	-25	79	0	
Coastal Communities - Parry Thomas Centre, Pendine	Completed	29	0	29	65	0	65	36	
Carmarthen Town Regeneration - Jacksons Lane	Ongoing	887	0	887	887	0	887	0	
Laugharne Carpark	Ongoing	208	0	208	208	0	208	0	
Pendine Iconic International Visitors Destination	Ongoing	4,025	-2,500	1,525	4,819	-2,557	2,262	737	Reprofile of external funding required. Scheme on target.
Margaret St - Retaining Wall & Road Widening	Mar-20	72	0	72	72	0	72	0	
Carmarthen Western Gateway & Wetlands	Ongoing	0	-29	-29	201	-204	-3	26	
Opportunity Street (Ammanford Hwb)	Completed	10	0	10	6	0	6	-4	

2019-20 Savings Monitoring Report
Policy & Resources Scrutiny
2nd December 2019

1 Summary position as at : 31st August 2019

£217 k variance from delivery target

	2019-20 Savings monitoring		
	2019-20	2019-20	2019-20
	Target	Delivered	Variance
	£'000	£'000	£'000
Chief Executive	483	266	217
Corporate Services	292	292	0
	775	558	217

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

Managerial
Policy

£217 k Off delivery target
£0 k ahead of target

	MANAGERIAL			POLICY		
	2019-20	2019-20	2019-20	2019-20	2019-20	2019-20
	Target	Delivered	Variance	Target	Delivered	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	483	266	217	0	0	0
Corporate Services	292	292	0	0	0	0
	775	558	217	0	0	0

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

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

Department	2018-19 Budget	FACT FILE	'2019-20 Proposed	'2019-20 Delivered	'2019-20 Variance	EFFICIENCY DESCRIPTION	REASON FOR VARIANCE
	£'000		£'000	£'000	£'000		
MANAGERIAL - OFF TARGET							
Chief Executive							
People Management							
Human Resources	798	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.	38	0	38	Income generation ie Pembs OH service	No agreement in place to provide service for Pembs CC however the OH team is pursuing potential income opportunities with Ceredigion CC.
Payroll	353	Payroll: administering pay for all employees and members, managing payroll records and providing a number of returns and statistics on staffing.The corporate Payments Service provides a range of payment solutions that support both internal and external clients in the settlement of supplier invoices relating to the receipt of goods and services.	40	7	33	Structure realignment & postage	Postage saving delivered but saving from structure realignment not yet in place, however this is currently covered by vacant posts in the Payroll and 'People Services - HR' sections.
Total People Management			78	7	71		

Marketing and Media							
Marketing and Media (contact centres, press, communication, translation and customer services)	1,533	Newly formed business unit comprising of translation, marketing and tourism, contact centres, customer services, press and communications.	96	0	96	Continued service review within the newly formed Marketing and Media section (this also to include contact centres and customer services)	Realignment currently being finalised - expected to be implemented by the end of this financial year.
			96	0	96		

Regeneration							
Admin Buildings	2,381	Energy, rates, telephone and cleaning costs for Administrative Office buildings including St David's Park	97	47	50	£47k : Savings on the running costs of the Council's office accommodation following vacation and subsequent sale or rental & £50k rental of Ty'r Nant offices.	£50k income target on rental of Ty'r Nant no longer achievable following decision to sell the property
Total Regeneration			97	47	50		

Chief Executive Total **271 54 217**

POLICY - OFF TARGET							
Department	18-19 Budget	FACT FILE	'2019-20 Proposed	'2019-20 Delivered	'2019-20 Variance	EFFICIENCY DESCRIPTION	REASON FOR VARIANCE
	£'000		£'000	£'000	£'000		
Nothing to report							

Nothing to report

Department	2018-19 Budget	FACT FILE	'2019-20 Proposed	'2019-20 Delivered	'2019-20 Variance	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	
MANAGERIAL - ON TARGET						
Chief Executive						
ICT & Corporate Policy						
Performance Management	514	The Performance Management Unit is responsible for providing a corporate lead on performance management for the Council that ensures a strong ethos of continuous improvement runs through everything the Council does.	5	5	0	Income generation from provision of Performance Management software to other Authorities
Information Technology	3,672	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 62.5 FTE's which has reduced over the last 7 years from 109 FTE's and we have delivered £3.1m in efficiency savings over the last 9 years. As we continually strive to deliver our solutions in an efficient manner and in line with our key Digital Strategies (Digital Transformation Strategy, Digital Technology Strategy, Digital Schools Strategy) our major savings in 2019/20 are delivered through rationalising software and hardware maintenance contracts that we hold.	173	173	0	£135k will be delivered by rationalising the software maintenance contracts we have in ICT Services. £38k from operational costs e.g reduce travelling costs, consumables, subscriptions.
Total ICT & Corporate Policy			178	178	0	
Regeneration, Policy & Property						
Customer Focus & Policy						
Registrars	130	Carmarthenshire Registration Service is a single district civil registration authority, co-terminous with the county boundary, called Carmarthenshire Sir Gaerfyrddin district 822. The district is managed and delivered by Carmarthenshire Registration Service. The Carmarthenshire Registration Service consists of 26 members of staff, who work across the county as one team with three offices open to the public in Carmarthen, Llanelli and Ammanford. In any given year the service registers approximately 500 marriages / civil partnerships, 2700 births and 2300 deaths.	9	9	0	Reduce supplies & Services expenditure
Net Departmental Administration	394	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.	25	25	0	Realignment of service area to focus on wider departmental services within Chief Executives; (Administrative assistant post - Post number 005724)
Total Regeneration			34	34	0	
Chief Executive Total			212	212	0	

Department	2018-19 Budget	FACT FILE	'2019-20 Proposed	'2019-20 Delivered	'2019-20 Variance	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	
Corporate Services						
Financial Services						
124 Accountancy	1,306	The provision of a decentralised accounting and financial management service, covering: • Technical Accounting (Preparation of final accounts, corporate accounting and taxation), • Management Accounting (Month end close, maintenance of financial records and budgeting) • Strategic Finance functions (projects, planning and financial advice to members)	138	138	0	Increased SLA's income £50k, Reduction in external audit fees £58k, reduction in subscriptions £30k;
Total Financial Services			138	138	0	
Revenues & Financial Compliance						
Revenues & Benefits	1,768	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	54	54	0	Realignment of Management Structure £54k
Council Tax Reduction Scheme	15,826		50	50	0	Budget currently greater than the demand for the scheme
Rent Allowances recovered	-117		50	50	0	Increase income target to reflect the high efficiency of overpayment recovery
Total, Revenues and Financial Compliance			154	154	0	
Corporate Services Total			292	292	0	

POLICY - ON TARGET

Nothing to report

PWYLLGOR CRAFFU POLISI AC ADNODDAU 2^{AIL} RHAGFYR 2019

**ADRODDIAD CANOL BLWYDDYN YNGYLCH RHEOLI'R TRYSORLYS A
DANGOSYDD DARBODAETH
EBRILL 1AF 2019 I MEDI 30AIN 2019**

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 20^{fed} Chwefror 2019.

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 2^{ail} Rhagfyr 2019 a Cyngor ar y 8^{fed} Ionawr 2020.

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

- Cyng. David Jenkins (Adnoddau)

<p>Y Gyfarwyddiaeth: Gwasanaethau Corfforaethol</p> <p>Enw Pennaeth y Gwasanaeth: Chris Moore</p> <p>Awdur yr Adroddiad: Anthony Parnell</p>	<p>Swyddi:</p> <p>Cyfarwyddwr Gwasanaethau Corfforaethol</p> <p>Rheolwr Pensiwn a Buddsodiadau Gyllidol</p>	<p>Rhifau Ffôn / Cyfeiriadau E-Bost:</p> <p>Rhif ffôn: 01267 224120; E-bost: CMoore@sirgar.gov.uk</p> <p>Rhif ffôn: 01267 224180; E-bost: AParnell@sirgar.gov.uk</p>
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EXECUTIVE SUMMARY

POLICY & RESOURCES SCRUTINY COMMITTEE

2nd DECEMBER 2019

MID YEAR TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT

1ST APRIL 2019 TO 30TH SEPTEMBER 2019

BRIEF SUMMARY OF PURPOSE OF REPORT.

To inform Members of the activities within the Treasury Management Function for the period 1st April 2019 to 30th September 2019.

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

Signed: C Moore **Title** Director of Corporate Services

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

1. Policy, Crime & Disorder and Equalities

Within the requirements of the Treasury Management Policy and Strategy report 2019-2020.

2. Finance

The authority's investments during the period returned an average return of 0.79%, exceeding the 7 day LIBID rate.

Gross interest earned on investments for the period amounted to £0.360m and interest paid on loans was £8.86m.

The Authority did not breach any of its Prudential Indicators during the period. At the period end the investments included £0.55m of KSF investments.

The administration of KSF is expected to continue for some time again 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: C Moore **Title** 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	Corporate Services Department, County Hall, Carmarthen

Mae'r dudalen hon yn wag yn fwriadol

MID YEAR TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT

1ST April 2019 – 30TH September 2019

A. TREASURY MANAGEMENT REPORT

1. Introduction

The Treasury Management Policy and Strategy for 2019-2020 was approved by Council on 20th February 2019. 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 2019 to 30th September 2019 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 2019/20 has seen UK economic growth fall as Brexit uncertainty took its toll. In its Inflation Report of 1st August 2019, the Bank of England was notably downbeat about the outlook for both the UK and major world economies. The MPC meeting of 19th September 2019 re-emphasised their concern about the downturn in world growth and also expressed concern that prolonged Brexit uncertainty would contribute to a build-up of spare capacity in the UK economy, especially in the context of a downturn in world growth. This mirrored investor concerns around the world which are now expecting a significant downturn or possibly even a recession in some major developed economies. It was therefore no surprise that the Monetary Policy Committee (MPC) has left Bank Rate unchanged at 0.75%, so far, and is expected to hold off on changes until there is some clarity on what is going to happen over Brexit. However, it is also worth noting that the new Prime Minister is making some significant promises on various spending commitments and a relaxation in the austerity programme. This will provide some support to the economy and, conversely, take some pressure off the MPC to cut Bank Rate to support growth.

As for inflation itself, CPI has been hovering around the Bank of England's target of 2% during 2019, but fell to 1.7% in August 2019. It is likely to remain close to 2% over the next two years and so it does not pose any immediate concern to the MPC at the current time. However, if there was a no deal Brexit, inflation could rise towards 4%, primarily as a result of imported inflation on the back of a weakening pound.

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 2019	Jun 2019	Sep 2019	Dec 2019	Mar 2020
Base Rate %	0.75	0.75	0.75	0.75	0.75

(Source: LINK Asset Services)

Link Asset Services undertook its last review of interest rate forecasts on 5th August 2019 after the Quarterly Inflation Report of the Bank of England and Monetary Policy Committee (MPC) meeting 1st August 2019, where the decision was made to keep the Bank Rate unchanged at 0.75% due to the ongoing uncertainty over Brexit.

The revised projection based on this review:

	2019-20	2020-21	2021-22
	%	%	%
Revised Average Bank Rate	0.75	0.88	1.06
Original Average Bank Rate (TM Strategy 2019-20)	1.06	1.38	1.81

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 2019 and 30th September 2019 analysed between Banks, Building Societies, Local Authorities and Money Market Funds, are shown in the following table:

Investments	01.04.19				30.09.19			
	Call and notice £m	Fixed Term £m	Total £m	%	Call and notice £m	Fixed Term £m	Total £m	%
Banks	23.00	0.57	23.57	42	20.00	0.55	20.55	30
Building Societies	0.00	0.00	0.00	0	0.00	2.00	2.00	3
Money Market Funds	15.00	0.00	15.00	27	20.00	0.00	20.00	29
DMADF (DMO)	0.00	2.50	2.50	4	0.00	3.00	3.00	4
Local Authorities	0.00	15.00	15.00	27	0.00	24.00	24.00	35
TOTAL	38.00	18.07	56.07	100	40.00	29.55	69.55	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 15th January 2020.

The £69.55m includes £0.55m (13.85% 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 £635.52m. This averaged approximately £24.31m per week or £3.47m per day. A summary of turnover is shown below:

	£m
Total Investments 1st April 2019	56.07
Investments made during the period	324.50
Sub Total	380.57
Investments Repaid during the period	(311.02)
Total Investments 30th September 2019	69.55

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 2019-2020 the Council has compared its performance against this "7 day LIBID rate". For the period under review the average "7 day LIBID rate" was 0.57% whereas the actual rate the Council earned was 0.79%, an out performance of 0.22%.

This outperformance can be quantified to £102k additional interest earned compared to the “7 day LIBID rate”.

The gross interest earned on investments for the period amounted to £0.360m.

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 June 2019 the Council received an eighteenth dividend from the Administrators. This equated to 0.4p in the £ and amounted to £16k principal.

As at 30th June 2019 the sum of £3.45m principal and £211k interest had been received from the Administrators, which equates to 86.15% of the claim submitted. The Administrators estimate total dividends payable to non-preferential creditors at 86.75%.

A further update will be provided in future reports.

6. Security, Liquidity and Yield (SLY)

Within the Treasury Management Strategy Statement for 2019-2020, 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 £0.55m in KSF) as at 30th September 2019.

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 2019 and 30th September 2019 are shown in the following table:

Loans	Balance at 01.04.19 £m	Balance at 30.09.19 £m	Net Increase/ (Net Decrease) £m
Public Works Loan Board (PWLB)	405.42	405.42	0.00
Market Loan	3.00	3.00	0.00
Salix, Invest to Save, HILS & TCL	4.40	4.39	(0.01)
TOTAL	412.82	412.81	(0.01)

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

The following loan was borrowed during the period to fund the capital programme:

Loan Reference	Amount (£m)	Interest Rate	Start Date	Period	Maturity Date
509779	5.00	1.77%	27th August 2019	49.5yrs	28th March 2069
Total	5.00				

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
8.79	0.07	8.86

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 2019 to 30th September 2019.

B. PRUDENTIAL INDICATOR REPORT

1. Prudential Indicators

As part of the 2019-2020 Budget and the Treasury Management Policy and Strategy 2019-2020, 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 2019-2020 in the Budget was:

	2019-2020 %
Non-HRA	5.11
HRA	32.75

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)

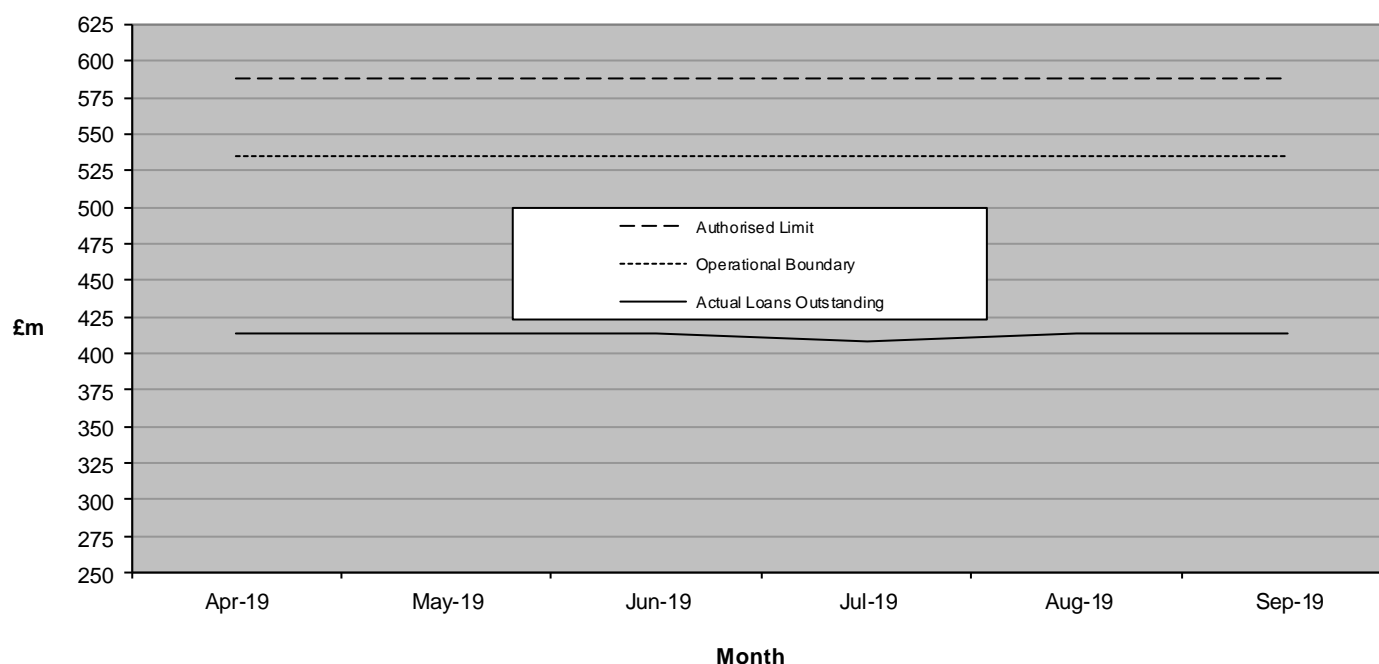
The Director of Corporate Services reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator.

	2019-2020 Estimate £m	As at 30.09.19 £m	2019-2020 Forecast £m
Capital Financing Requirement			
CFR – non housing	296	296	278
CFR – housing	166	166	166
CFR - housing subsidy buy-out	73	73	73
Total CFR	535	535	517

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	
	2019-20 Estimate £m	2019-20 Forecast £m	2019-20 Estimate £m	2019-20 Forecast £m
Borrowing	587.5	587.5	534.9	534.9
Other Long-Term Liabilities	0.5	0.5	0.1	0.1
Total	588	588	535	535



	Apr-19 £m	May-19 £m	Jun-19 £m	Jul-19 £m	Aug-19 £m	Sep-19 £m
Authorised Limit	588	588	588	588	588	588
Operational Boundary	535	535	535	535	535	535
Loans Outstanding	413	413	413	408	413	413

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 2019:

	Fixed Interest Rate £m	Variable Interest Rate £m	TOTAL £m
Borrowed	409.81	3.00	412.81
Invested	(29.55)	(40.00)	(69.55)
Net	380.26	(37.00)	343.26
Limit	515.00	51.00	
Proportion of Net Borrowing Actual	110.78%	(10.78)%	100.00%
Limit	125.00%	5.00%	

The authority is within limits set by the 2019-2020 indicators.

2.1.2 Maturity Structure of Borrowing

	Structure at 30.09.19 %	Upper Limit %	Lower Limit %
Under 12 months	0.07	15	0
12 months to 2 years	3.10	15	0
2 years to 5 years	6.28	50	0
5 years to 10 years	9.88	50	0
10 years to 20 years	18.66	50	0
20 years to 30 years	19.33	50	0
30 years to 40 years	24.59	50	0
40 years and above	18.10	50	0

The authority is within the limits set by the 2019-2020 indicators.

2.1.3 Maximum Principal Sums Invested Longer than 365 Days

	2019-2020 £m
Limit	10
Actual as at 30 th September 2019	NIL

3. Conclusion

For the period 1st April 2019 to 30th September 2019 the actual Prudential Indicators to be monitored by the Executive Board are within the limits set by the Budget 2019-2020 and the Treasury Management Policy and Strategy 2019-2020. This is also true for the indicators being monitored by officers.

Mae'r dudalen hon yn wag yn fwriadol

Investment Summary as at 30th September 2019

Carmarthenshire County Council

Totals		
Total	£69,000,000	
Calls & MMFs	£40,000,000	58%
Fixed Deposits	£29,000,000	42%
Specified	£69,000,000	100%

Weighted Average		
Yield		0.79%
Maturity (Days)		
Total Portfolio	Total Portfolio	20.42
Long Term		
AAA	-	1.00
AA	F1	44.41
A	F1	8.64
BBB	F2	0.00
CCC	C	0.00

Risk Factors		
< 1 year	£1,037	0.002%
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	£1,037	0.002%

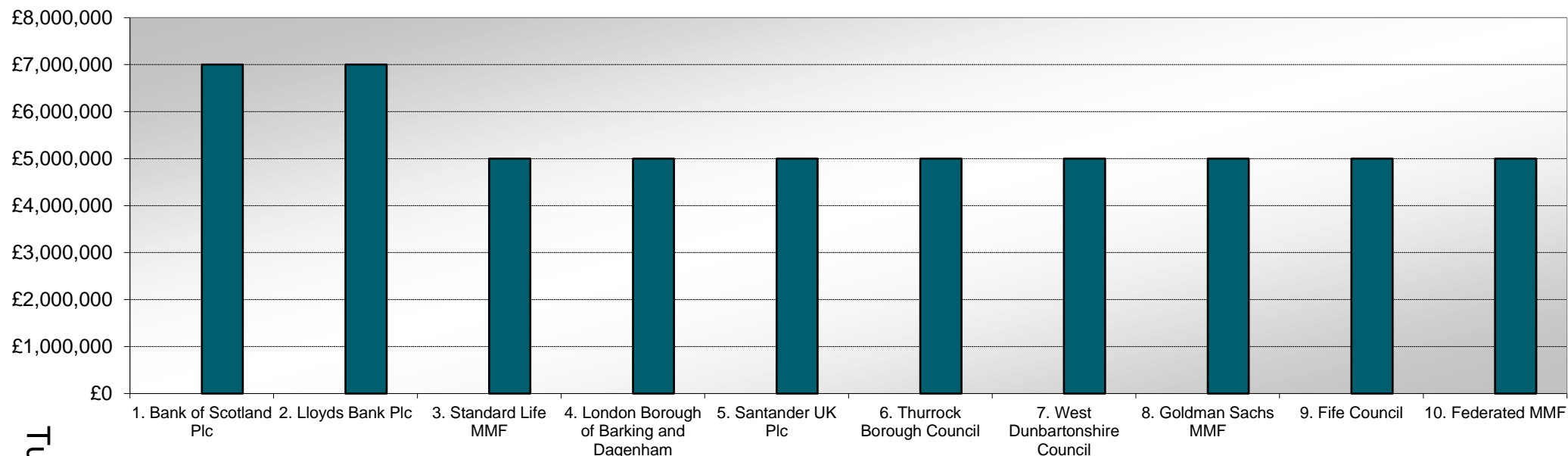
Maturity Structure		
< 1 Week	£48,000,000	70%
< 1 Month	£7,000,000	10%
2 - 3 Months	£4,000,000	6%
3 - 6 Months	£10,000,000	14%
6 - 9 Months	£0	0%
9 - 12 Months	£0	0%
12 Months+	£0	0%
Total	£69,000,000	100%

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. Bank of Scotland Plc	£7,000,000	11.86%	1	0.65%	0.000%
2. Lloyds Bank Plc	£7,000,000	11.86%	1	1.10%	0.000%
3. Standard Life MMF	£5,000,000	8.47%	1	0.77%	0.000%
4. London Borough of Barking and Dagenham	£5,000,000	8.47%	94	0.71%	0.004%
5. Santander UK Plc	£5,000,000	8.47%	1	1.00%	0.000%
6. Thurrock Borough Council	£5,000,000	8.47%	3	0.95%	0.000%
7. West Dunbartonshire Council	£5,000,000	8.47%	11	0.85%	0.001%
8. Goldman Sachs MMF	£5,000,000	8.47%	1	0.67%	0.000%
9. Fife Council	£5,000,000	8.47%	107	0.90%	0.005%
10. Federated MMF	£5,000,000	8.47%	1	0.74%	0.000%



Mae'r dudalen hon yn wag yn fwriadol

PWYLLGOR CRAFFU POLISI AC ADNODDAU 2AIL RHAGFYR 2019

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

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

POLICY & RESOURCES SCRUTINY COMMITTEE 2ND DECEMBER 2019

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?Committeed=170

Policy Resources Scrutiny Committee Actions 2019-2020

Ref No	Meeting Date	Recommendation / Action / Referral	Description	Progress Update	Member / Officer	Status
P&R 033 18/19	20th March 2019	ACTION	REVENUE & CAPITAL BUDGET MONITORING REPORT 2018/19 - The Director of Corporate Services, in response to a query, agreed to circulate details of the managerial savings delivered across the Authority	Update required	Chris Moore	Outstanding
P&R 034 18/19	20th March 2019	ACTION	REVENUE & CAPITAL BUDGET MONITORING REPORT 2018/19 - It was suggested that the fact that planning fees could not be increased to counter the income shortfall as they were set at National level should be referred to the appropriate Scrutiny Committee	Head of Planning has advised that the matter has been raised by Community Scrutiny Committee and it is aware that officers are looking at what can be done both at national level (there is a review of fees going on) and at local level – discretionary fees will be taken through the decision process starting at end of May this year.	Martin Davies	Completed
P&R 035 18/19	20th March 2019	ACTION	QUARTER 3 - 1ST APRIL TO 31ST DECEMBER 2018 DEPARTMENTAL PERFORMANCE MONITORING REPORT - The Director of Corporate Services agreed to ascertain the extent to which local companies were being encouraged to bid for construction and waste contracts;	Update required	Chris Moore	Outstanding
P&R 036 18/19	26th April 2019	ACTION	CORPORATE STRATEGY 2018-23 DRAFT UPDATE JUNE 2019 • The Policy and Partnership Officer agreed to ascertain what could be done to ensure that historical welsh language place names which reflected local culture and history were not lost or replaced with English translations	information e mailed to members	Linos Evans	Completed
P&R 037 18/19	26th April 2019	ACTION	CORPORATE STRATEGY 2018-23 DRAFT UPDATE JUNE 2019 • The Policy and Partnership Officer agreed to provide details of the areas within the county being specifically targeted to promote the Welsh language	Information e mailed to Members	Linos Evans	Completed
P&R 038 18/19	26th April 2019	ACTION	CORPORATE STRATEGY 2018-23 DRAFT UPDATE JUNE 2019 • Request for an updated map indicating the strength of the digital infrastructure in Carmarthenshire, particularly those areas with little or no coverage as this contributed indirectly towards rural poverty	Update required	Rob James	in progress

Policy Resources Scrutiny Committee Actions 2019-2020

P&R 001 19/20	13th June 2019	ACTION	SICKNESS ABSENCE MONITORING REPORT FULL YEAR/Q4 2018/19 -The Assistant Chief Executive [People Management] stated that he would raise the issue of the sending of out-of-hours e mails at CMT	An update has been prepared for P&R 2nd Dec	Paul R. Thomas	Completed
P&R 002 19/20	13th June 2019	ACTION	SICKNESS ABSENCE MONITORING REPORT FULL YEAR/Q4 2018/19 -• The Employee Wellbeing Manager agreed to extend invitations to attend Mental Health First Aid Training to elected members	Dates have now been given by the supplier and Invitations are ready to be sent out to members	Heidi Font	In progress
P&R 003 19/20	13th June 2019	ACTION	SICKNESS ABSENCE MONITORING REPORT FULL YEAR/Q4 2018/19 -• • Officers agreed to circulate a divisional profile including sickness absence data alongside other people management data such as overtime costs, agency costs etc where a Head of Service is invited to P&R Scrutiny to discuss sickness absence performance monitoring;	Noted	Paul R. Thomas	Completed
P&R 004 19/20	18th July 2019	ACTION	DRAFT - CARMARTHENSHIRE COUNTY COUNCIL'S ANNUAL REPORT FOR 2018/19 • The Head of ICT & Corporate Policy agreed to ascertain the current position with regard to the proposed Carmarthen Hwb	Discussions have been taking place with Communities to look at the feasibility of the Hwb being part of the new Oriel Myrddin development. After much discussion and changes by architects it has been agreed that this is not viable and therefore an alternative location must be found for the Hwb. Conversations have now restarted with property services and various locations within the town centre are being considered.	Noelwyn Daniel	Completed
P&R 005 19/20	18th July 2019	ACTION	DRAFT - CARMARTHENSHIRE COUNTY COUNCIL'S ANNUAL REPORT FOR 2018/19 the Corporate Policy and Partnership Manager agreed to ascertain whether there was any means of expanding the SHEP scheme within Carmarthenshire	Contact with relevant service established and looking into future options for delivery	Gwyneth Ayers	On-going
P&R 006 19/20	18th July 2019	ACTION	DRAFT - CARMARTHENSHIRE COUNTY COUNCIL'S ANNUAL REPORT FOR 2018/19 • The Head of ICT & Corporate Policy agreed to ask the Head of Leisure to ascertain the number of visitors to the County's museums and arts/theatre venues in 2018/19 compared with 2017/18	Figures e mailed to Members 2/9/19	Noelwyn Daniel / Ian Jones	Completed

Policy Resources Scrutiny Committee Actions 2019-2020

P&R 007 19/20	18th July 2019	ACTION	DRAFT - CARMARTHENSHIRE COUNTY COUNCIL'S ANNUAL REPORT FOR 2018/19 • The Head of ICT & Corporate Policy agreed to ascertain from the Organisational Development Team the training offered via the Continuous Improvement network	The Continuous Improvement network send regular updates which includes information on any training / speakers they have coming up. Staff can subscribe to these updates. We do circulate information when something interesting comes up.	Noelwyn Daniel	Completed
P&R 008 19/20	18th July 2019	ACTION	DRAFT - CARMARTHENSHIRE COUNTY COUNCIL'S ANNUAL REPORT FOR 2018/19 • The Head of ICT & Corporate Policy agreed to ascertain from the Head of Property the current situation regarding the sale of Nant y Ci and 5-7 Spilman Street, Carmarthen as the 'For Sale' signs appeared to have been removed;	UPDATES 21/11/19: 5-8 Spilman - Following the recent vacation of staff into 3 Spilman Street, the property has transferred into the Housing portfolio within the Communities Department . A residential development scheme is currently being designed. Nant Y Ci - Regeneration staff are due to relocate to County Hall before the end of the year. Discussions are ongoing with interested parties in relation to a sale or letting.	Noelwyn Daniel / Jason Jones	Completed
P&R 009 19/20	18th July 2019	ACTION	DRAFT - CARMARTHENSHIRE COUNTY COUNCIL'S ANNUAL REPORT FOR 2018/19 • The Head of ICT & Corporate Policy agreed to convey concerns regarding waste collection and fly-tipping in the Llanelli area to the Head of Waste & Environmental Services. Particular reference was made to bags which were labelled by refuse collectors and not collected only to be ripped open by foxes, seagulls etc	Concerns conveyed to Head of Waste and Environmental Services.	Noelwyn Daniel / Ainsley Williams	Completed
P&R 010 19/20	18th July 2019	ACTION	DRAFT - CARMARTHENSHIRE COUNTY COUNCIL'S ANNUAL REPORT FOR 2018/19 • The Head of ICT & Corporate Policy agreed to ascertain from the Electoral Services Division the latest position regarding the Parliamentary Boundary Review	This review is on hold because of Brexit.	Noelwyn Daniel / Amanda Bebb	Completed
P&R 011 19/20	18th July 2019	ACTION	DRAFT - CARMARTHENSHIRE COUNTY COUNCIL'S ANNUAL REPORT FOR 2018/19 • The Head of ICT & Corporate Policy agreed to ask the Assistant Chief Executive to extend an invitation to members to visit the Occupational Health Unit	All P&R Members have been invited to visit the Occupational Health Unit	Noelwyn Daniel / Paul R. Thomas	Completed
P&R 012 19/20	18th July 2019	ACTION	DRAFT - CARMARTHENSHIRE COUNTY COUNCIL'S ANNUAL REPORT FOR 2018/19 • the Head of Financial Services agreed to convey concerns regarding the possible acquisition of agricultural land by post-Brexit speculators to the internal Brexit group.	The Brexit working group has been apprised of the Committee's concerns. The group is currently dormant following the (most recent) extension to 31st March, but will be reconvened in the run up to 31st January.	Randal Hemingway	Completed

Policy Resources Scrutiny Committee Actions 2019-2020

P&R 013 19/20	18th July 2019	ACTION	STRATEGIC EQUALITY PLAN ANNUAL REPORT 2018-19 The Policy and Partnership Officer agreed to convey to the Procurement section and the People Management division a comment that every effort should be taken to ensure that no Council supplier/contractor, or sub-contractor, should engage employees on zero hour contracts	Message conveyed to the appropriate Heads of Service	Gwyneth Ayers	Completed
P&R 014 19/20	18th July 2019	ACTION	ANNUAL REPORT ON THE WELSH LANGUAGE 2018-19 The Policy and Partnership Officer agreed to convey to the Planning Section a reiterated concern regarding the loss of welsh place names and a query as to whether a firm policy in this regard could be developed	Actioned	Linos Evans	Completed
P&R 015 19/20	18th July 2019	ACTION	DIGITAL TRANSFORMATION STRATEGY AND DIGITAL TECHNOLOGY STRATEGY ANNUAL REPORT 2019 • The Head of ICT and Corporate Policy agreed to convey to the Education Department a concern regarding the inability of some pupils to undertake homework due to connectivity issues and to ascertain how this was being addressed by schools	This has been forwarded to the Education Department. There would be an expectation that the school handles such situations with sensitivity and concern. There is an action plan currently being put in place to address poor rural connectivity in Carmarthenshire. The Education Department will monitor such situations.	Noelwyn Daniel	Completed
P&R 016 19/20	18th July 2019	ACTION	DIGITAL TRANSFORMATION STRATEGY AND DIGITAL TECHNOLOGY STRATEGY ANNUAL REPORT 2019 • The Head of ICT and Corporate Policy agreed to look into the possibility of including the third sector within the TLS Upgrade	It is not considered yet that the 3rd Sector would be in a position to force TLS on all external email however they may be in a few years time.	Noelwyn Daniel	Completed.
P&R 017 19/20	18th July 2019	ACTION	FORTHCOMING ITEMS request for update on Wellness Village at next meeting	report requested -To be submitted to December meeting	Martin Davies	Completed
P&R 018 19/20	10th October 2019	ACTION	COMPLIMENTS & COMPLAINTS ANNUAL REPORT 2018/19 - • The Head of ICT & Corporate Policy agreed to append the report on complaints relating to Adult Social Care matters to the Annual report in future	Noted	Noelwyn Daniel	Completed
P&R 019 19/20	10th October 2019	ACTION	COMPLIMENTS & COMPLAINTS ANNUAL REPORT 2018/19 • The Head of ICT & Corporate Policy agreed to ensure that staff at contact centres and Delta Wellbeing passed on complaints received to the Information Governance & Complaints section	This has been communicated with Management at Delta Wellbeing to ensure complaints are passed on to Corporate Complianits team.	Noelwyn Daniel	Complaints

Policy Resources Scrutiny Committee Actions 2019-2020

P&R 020 19/20	10th October 2019	ACTION	QUARTER 1 - 1ST APRIL TO 30TH JUNE 2019 DEPARTMENTAL PERFORMANCE MONITORING REPORT • The Head of ICT & Corporate Policy agreed to ascertain progress in regard to the search for a suitable location for a hwb within Carmarthen town;	SEE ALSO P&R 004 19/20 ABOVE Discussions have been taking place with Communities to look at the feasibility of the Hwb being part of the new Oriel Myrddin development. After much discussion and changes by architects it has been agreed that this is not viable and therefore an alternative location must be found for the Hwb. Conversations have now restarted with property services and various locations within the town centre are being considered.	Noelwyn Daniel	Completed
P&R 021 19/20	10th October 2019	ACTION	REVENUE & CAPITAL BUDGET MONITORING REPORT 2019/20 • The Head of Financial Services agreed to convey to the Head of Property the Committee's concerns over the future of Nant y Ci Mart in light of the income shortfall and the continued decline in its use	The Director of Corporate Services, in conjunction with property colleagues, is in discussions with the tenant.	Randal Hemingway	Completed
P&R 022 19/20	10th October 2019	REFERRAL	REVENUE & CAPITAL BUDGET MONITORING REPORT 2019/20 • RESOLVED that the Education and Children Scrutiny Committee be recommended to reverse its decision to receive Revenue and Capital Budget Monitoring via e-mail only [Education and Children Scrutiny Committee 7th June 2018 minute 6.2 refers] in view of the absence of formal monitoring of the Education Department's budget which has significant pressures and a high risk of overspending against the budget.	To be considered by Education Scrutiny Committee on 25th November 2019.	Martin Davies	Completed
P&R 023 19/20	10th October 2019	ACTION	CARMARTHENSHIRE PUBLIC SERVICES BOARD (PSB) MINUTES - MAY & JULY 2019 - The Corporate Policy & Partnership Manager advised that the Wales Audit Office had recently published its 'Review of Public Service Boards' Report which she agreed to circulate to the committee	Completed - circulated via e mail 15th October 2019	Gwyneth Ayers	Completed

Mae'r dudalen hon yn wag yn fwriadol

POLICY AND RESOURCES SCRUTINY COMMITTEE
2nd DECEMBER 2019

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

ITEM	RESPONSIBLE OFFICER	EXPLANATION	REVISED SUBMISSION DATE
<p>BUSINESS PLAN for the following departments:</p> <p>Chief Executives Corporate Services Environment</p>	Noelwyn Daniels	<p>There has been delays in Welsh Government settling the budget. To strengthen the link between business and financial planning we want business plans to go alongside budgets to Scrutiny. As soon as budget information is available it will be submitted together with business plans.</p>	January / February 2020

Mae'r dudalen hon yn wag yn fwriadol

POLICY & RESOURCES SCRUTINY COMMITTEE

2nd DECEMBER 2019

FORTHCOMING ITEMS FOR NEXT MEETING TO BE HELD ON 10TH JANUARY 2020

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>
Revenue Budget Strategy Consultation 2020/21 to 2022/23	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.
Five Year Capital Programme 2020/21 - 2024/25	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.
<p>BUSINESS PLANS for the following departments:</p> <p>Chief Executives Corporate Services Environment</p>	This item will enable the Committee to consider and comment on the Business Plans 2020-21 relevant to its remit.	To enable the committee to undertake its monitoring role of the Chief Executive's &, Corporate Services Departments and Environment which fall within its remit.

When choosing a topic a Scrutiny Committee should consider whether:-

- **scrutiny could have an impact and add value**
- **the topic is of high local importance and reflects the concerns of local people**
- **the resources are available that would be required to conduct the review, in terms of resources and budget**

- it avoids work duplication elsewhere
- the issue is one that the committee can realistically influence
- the issue is related to an area where the council, or one of its partners, is not performing well
- the issue is relevant to all or large parts of the local area
- the review would be in the council's interests.

Topics are not suitable for scrutiny when:

- the issue is already being addressed elsewhere and change is imminent
- the topic would be better addressed elsewhere (and will be referred there)
- scrutiny involvement would have limited or no impact upon outcomes
- the topic may be sub-judice or prejudicial to the council's interest
- the topic is too broad to make a review realistic
- new legislation or guidance relating to the topic is expected within the next year
- the topic area is currently subject to inspection or has recently undergone substantial change.

Policy & Resources Scrutiny Committee – Forward Work Programme 2019/20

13 June 2019	18 th July 2019	10 th October 2019	2nd December 2019	10 th January 2020	5 TH February 2020	18 TH March 2020
Carmarthenshire Well-Being Plan Annual Report 2018-19 & PSB Update	Carmarthenshire County Council's Annual Report for 2018/19	Quarterly Treasury Management and Prudential Indicator Report 1st April 2019 to 30th June 2019	Sickness Absence Monitoring Report - Half Year Q2 2019/20	Revenue Budget Strategy Consultation 2020/21 to 2022/23	Revenue & Capital Budget Monitoring Report 2019/20	2019/20 Well-Being Objectives Corporate Performance Monitoring Report Qtr 3 - 1st April to 31st December 2019
March 2019 PSB minutes	Strategic Equality Plan Annual Report 2018-19	Revenue & Capital Budget Monitoring Report 2019/20	Chief Executive's Departmental Business Plan 2020/2023 Moved to January	Five Year Capital Programme 2020/21 - 2024/25	Treasury Management Policy & Strategy 2020/21	2019/20 Well-Being Objectives Departmental Performance Monitoring Report Qtr 3 - 1 st April to 31st December 2019
Sickness Absence Monitoring Report - end of year 2018/19	Annual Treasury Management and Prudential Indicator Report 2018-2019	Quarter 1 - 1st April to 30th June 2019 Corporate Performance Monitoring Report	Corporate Services Departmental Business Plan 2020/2023 Moved to January	Chief Executive's Departmental Business Plan 2020/2023	September 2019 PSB minutes	Policy & Resources Scrutiny Committee Actions and Referrals Update
Annual Report on the Welsh Language 2018-19 Moved to July	Revenue & Capital Budget Monitoring Report 2018/19	Quarter 1 - 1st April to 30th June 2019 Departmental Performance Monitoring Report	Environment Departmental Business Plan 2020/2023 Moved to January	Corporate Services Departmental Business Plan 2020/2023		Quarterly Treasury Management and Prudential Indicator Report 1st April 2019 to 31st December 2019
Annual Progress Report Digital Transformation Strategy – 2017-20 Moved to July	TIC Annual Report 18/19 Moved to October [TBC]	May & July 2019 PSB minutes	Revenue & Capital Budget Monitoring Report 2019/20	Environment Departmental Business Plan 2020/2023		Revenue & Capital Budget Monitoring Report 2018/19

Policy & Resources Scrutiny Committee – Forward Work Programme 2019/20

Policy & Resources Scrutiny Committee Actions and Referrals update	Policy & Resources Scrutiny Committee Annual Report 2018/19	Mid-Year Treasury Management and Prudential Indicator Report 1st April 2019 to 30th September 2019			
Annual Progress Report Digital Transformation Strategy – 2017-20	Complaints & Compliments Annual Report 2018/19	Policy & Resources Scrutiny Committee Actions and Referrals Update			
Annual Report on the Welsh Language 2018-19	TIC Annual Report 18/19 Moved to October	TIC Annual Report 18/19			
		Wellness Village Update			

Exec. Board Meetings: 21st October; 18th November; 16th December; 20th January 2020; 3rd February; 16th March.

Council Meetings: 9th October; 13th November; 11th December; 8th January 2020; 12th February; 26th February; 4th March .

SUGGESTED SUBJECT AREAS FOR POSSIBLE DEVELOPMENT SESSIONS:

Treasury Budget;

Operation of Arm's Length Companies [such as Llesiant Delta Wellbeing Ltd.];

Procurement;

Collaborative Working with neighbouring local authorities / other partners;

Sustainable Development.

EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20 as at 30th October 2019

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 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 19/20
as at 30th October 2019

CHIEF EXECUTIVES

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
QUARTERLY PERFORMANCE REPORT	Wendy Walters Chief Executive	HR	Yes	N/A
STRATEGIC EQUALITIES REPORT	Wendy Walters, Chief Executive/Gwyneth Ayres	Communities & Rural Affairs	Yes	20 th January 2020
COMPLAINTS AND COMPLIMENTS ANNUAL REPORT	Wendy Walters Chief Executive	Deputy Leader	All Sept	
INTEGRATED IMPACT ASSESSMENT AND COVER SHEET	Wendy Walters, Chief Executive/Gwyneth Ayres	Deputy Leader	No	20 th April 2020
UNREASONABLE COMPLAINTS POLICY	Wendy Walters, Chief Executive/Noelwyn Daniel	Deputy Leader	No	11 th May 2020

EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20
as at 30th October 2019

CHIEF EXECUTIVES

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
ANNUAL PROGRESS REPORT - DIGITAL TRANSFORMATION STRATEGY 2017-2020	Noelwyn Daniel - Head of ICT & Corporate Policy	Deputy Leader	APRIL	MAY
SICKNESS ABSENCE UPDATE	Paul R Thomas – Assistant Chief Executive	Deputy Leader	June – monitoring report	
WELSH LANGUAGE ANNUAL REPORT	Wendy Walters, Chief Executive/Gwyneth Ayres	Culture, Sport & Tourism	June	July
TRANSFORMATION INNOVATION AND CHANGE ANNUAL REPORT	Paul R Thomas – Assistant Chief Executive Jon Owen – TIC MANAGER	Deputy Leader	OCT	OCT
WELLBEING OBJECTIVES	Wendy Walters Chief Executive	Communities and Rural Affairs		

EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20
as at 30th October 2019

CHIEF EXECUTIVES

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
DIVERSITY CALENDAR	Wendy Walters Chief Executive	Communities & Rural Affairs	Yes	20 JANUARY 2020
BRING YOUR OWN DEVICE POLICY	Noelwyn Daniel - Head of ICT & Corporate Policy	Deputy Leader	Yes	20 JANUARY 2020
ARMED FORCES COVENANT AND DEFENCE RECOGNITION SCHEME	Noelwyn Daniel - Head of ICT & Corporate Policy	Resources	Yes	20 JANUARY 2020
DATA BACK UP POLICY	Noelwyn Daniel - Head of ICT & Corporate Policy	Resources	Yes	20 EBRILL 2020
ANNUAL REVIEW OF COUNCILLORS' & CO-OPTED MEMBERS' ALLOWANCES SCHEME	Gaynor Morgan Democratic Services		Democratic Services Cttee MARCH	
WELSH GOVERNMENT CONSULTATION DOCUMENTS	Wendy Walters Chief Executive	Deputy Leader	If applicable	If applicable

EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20
as at 30th October 2019

CHIEF EXECUTIVES

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
REVIEW OF COMMUNITY COUNCIL BOUNDARIES & ELECTORAL ARRANGEMENTS	Wendy Walters, Chief Executive	Resources	As and when required	
REVIEW OF THE CONSTITUTION (LEGISLATION CHANGES) - CRWG	Linda Rees Jones Head of Administration & Law	N/A CRWG - FEB	N/A	AS AND WHEN REQUIRED
CITY DEAL UPDATE (INCLUDING LIFE SCIENCE & WELLNESS PROJECT	Wendy Walters Chief Executive	Leader		As & When Required

WORKING DRAFT

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20
as at 30th October 2019**

COMMUNITY SERVICES

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
PENDINE OUTDOOR EDUCATION CENTRE OPTIONS APPRAISAL	Ian Jones – Head of Leisure	Culture Sport & Tourism	No	18/11/2019
PARKING ORDERS OBJECTIONS	Ian Jones – Head of Leisure	Culture Sport & Tourism	No	18/11/2019
ST CLEARS L.C. OPTIONS APPRAISAL	Ian Jones – Head of Leisure	Culture Sport & Tourism	No	18/11/2019

WORKING DRAFT

EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20
as at 30th October 2019

COMMUNITY SERVICES

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
ENVIRONMENTAL PROTECTION SERVICE DELIVERLY PLAN 2019/20 & ANNUAL REPORT 18/19	Jonathan Morgan - Head of Homes and Safer Communities	Public Protection	Yes	18/11/2019
CHS+ DELIVERING WHAT MATTERS BUSINESS PLAN	Jonathan Morgan - Head of Homes and Safer Communities	Housing	Yes	03/02/2020
CBL – CANFOD CARTREFI (Update on 1 st year)	Jonathan Morgan - Head of Homes and Safer Communities	Housing	Yes	20/04/2020
DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT 2019/20	Jake Morgan – Director of Communities	Social Care & Health	Yes	13/07/2020
DOG BREEDERS LICENCE UPDATE	Jonathan Morgan - Head of Homes & Safer Communities	Public Protection	NO	13/07/2020

WORKING DRAFT

EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20
as at 30th October 2019

CORPORATE SERVICES

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

EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20
as at 30th October 2019

CORPORATE SERVICES				
Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
COUNCIL TAX BASE	Chris Moore / Helen Pugh	RESOURCES	N/A	DEC
Council Tax Reduction Scheme	Chris Moore / Helen Pugh	RESOURCES	N/A	FEB
BUDGET STRATEGY (Revenue and Capital)	Chris Moore Director of Corporate Services	RESOURCES	ALL DEC/ JAN	NOV
HIGH STREET RATE RELIEF	Chris Moore / Helen Pugh	RESOURCES	N/A	End May/ early June
CORPORATE RISK REGISTER	Chris Moore / Helen Pugh	RESOURCES	– Audit Committee March & SEPT	

EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20
as at 30th October 2019

CORPORATE SERVICES

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
FINANCIAL PROCEDURE RULES	Chris Moore /Helen Pugh	RESOURCES	TBC – Audit Committee	
TREASURY MANAGEMENT POLICY AND STRATEGY	Chris Moore Director of Corporate Services	RESOURCES	N/A	FEB
FINAL BUDGET Revenue & Capital	Chris Moore Director of Corporate Services	RESOURCES	N/A	FEB
HOUSING REVENUE ACCOUNT BUDGET AND RENT SETTING REPORT	Chris Moore Director of Corporate Services	RESOURCES	HOUSING	FEB
BUDGET OUTLOOK	Chris Moore Director of Corporate Services	RESOURCES	N/A	JULY/SEPT

EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20
as at 30th October 2019

EDUCATION & CHILDREN

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
Modernising Education Programme Proposal to change the nature of provision at Ysgol Rhys Prichard	Simon Davies – Head of Education Access to Education	Education & Children	Yes	18 November 2019
Modernising Education Programme Proposal to change the nature of provision at Ysgol y Ddwylan, Ysgol Griffith Jones, Ysgol Llangynnwr and Ysgol Lllys Hywel.	Simon Davies – Head of Education Access to Education	Education & Children	Yes	18 November 2019
Modernising Education Programme – Consultation Document – Proposal to relocate Ysgol Heol Goffa to new site and increase its capacity from 75 to 120	Simon Davies – Head of Education Access to Education	Education & Children	Yes	18 November 2019
LA Education Services Self Evaluation	Aneirin Thomas – Head of Education	Education & Children	Yes	February 2020

WORKING DRAFT

EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20
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ENVIRONMENT

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board

WORKING DRAFT

PWYLLGOR CRAFFU POLISI AC ADNODDAU

Dydd Iau, 10 Hydref 2019

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

Y Cynghorwyr:

S.M. Allen, K.V. Broom, T.A.J. Davies, H.L. Davies, S.J.G. Gilasbey (yn lle D.E. Williams), J.K. Howell, G.H. John, C. Jones, G.R. Jones (yn lle D.M. Cundy), K. Madge, A.G. Morgan and J.G. Prosser

Hefyd yn bresennol:

Y Cynghorwyr D.M. Jenkins, Aelod y Bwrdd Gweithredol dros Adnoddau

Yr oedd y swyddogion canlynol yn gwasanaethu yn y cyfarfod:

N. Daniel, Pennaeth Gwasanaeth TGCh

R. Hemingway, Pennaeth Gwasanaethau Ariannol

L.R. Jones, Pennaeth Gweinyddiaeth a'r Gyfraith

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

G. Ayers, Rheolwr Polisi Corfforaethol a Phartneriaeth

M.S. Davies, Swyddog Gwasanaethau Democraataidd

Siambr- Neuadd Y Sir, Caerfyrddin: 10.00 am - 12.00 pm

1. YMDDIHEURIADAU AM ABSENOLDEB

Derbyniwyd ymddiheuriadau am absenoldeb gan y Cynghorwyr D. Cundy ac E. Williams.

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

Ni ddatganwyd unrhyw fuddiannau personol.

3. CWESTIYNAU GAN Y CYHOEDD

Nid oedd cwestiynau gan y cyhoedd wedi dod i law.

4. ADRODDIAD BLYNYDDOL CANMOLIAETH A CHWYNION 2018/19

Bu'r Pwyllgor yn ystyried Adroddiad Blynyddol Cwynion a Chanmoliaeth y Cyngor ar gyfer 2018/19, a oedd yn manylu ar y canlynol:

Nifer y cwynion yr ymchwiliwyd ac ymatebwyd iddynt rhwng Ebrill 2018 a Mawrth 2019 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 cyfle i'r tîm geisio datrys anawsterau cyn i gwynion gael eu cyflwyno;
- Cwynion roedd yr Ombwdsmon yn penderfynu arnynt;
- Dadansoddiad o gwynion a chanmoliaeth fesul adran;
- Crynodeb o ymholiadau gan Gynghorwyr.

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

- Cytunodd Pennaeth y Gwasanaethau TGCh a Pholisi Corfforaethol i atodi'r adroddiad am gwynion sy'n ymwneud â materion Gofal Cymdeithasol i Oedolion i'r Adroddiad Blynyddol yn y dyfodol;
- Cytunodd Pennaeth y Gwasanaethau TGCh a Pholisi Corfforaethol i sicrhau bod staff mewn canolfannau cyswllt a Llesiant Delta yn trosglwyddo cwynion i'r adain Cwynion a Llywodraethu Gwybodaeth;
- Atgoffwyd y Pwyllgor fod gweithdrefnau ar waith i Aelodau gofrestru cwynion ac na ddylid eu gwneud drwy System Ymholiadau'r Cynghorwyr;
- Mynegwyd y farn y dylai'r gweithdrefnau cwyno ganiatáu ar gyfer cwynion 'lefel isel' llai ffurfiol a allai arwain at wella'r gwasanaeth os ydynt yn cael sylw. Soniodd Pennaeth y Gwasanaethau TGCh a Pholisi Corfforaethol mai cwynion swyddogol yn unig sy'n cael eu nodi yn yr Adroddiad Blynyddol. Roedd cwynion/pryderon/roedd llai ffurfiol yn aml yn cael eu codi, ar y cyfryngau cymdeithasol neu ar y ffôn er enghraifft, lle roedd modd datrys problem yn gyflym. Er y cydnabuwyd bod cwynion yn ffynhonnell ddefnyddiol o wybodaeth am y modd roedd yr Awdurdod yn perfformio o ran darparu gwasanaethau, roedd hefyd yn rhaid ystyried nifer yr adnoddau y dymunai'r Awdurdod glustnodi i roi sylw i gwynion ffurfiol.

PENDERFYNWYD derbyn yr Adroddiad Blynyddol ynghylch Cwynion a Chanmoliaeth ar gyfer 2018/19.

5. ADRODDIAD MONITRO PERFFORMIAD CORFFORAETHOL CWARTER 1 - 1AF EBRILL I'R 30AIN O FEHEFIN 2019

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 ar gyfer 2018-2023 i gyflawni'r Amcanion Llesiant ar gyfer 2019/20 dyddiedig 30 Mehefin 2019 ac a oedd wedi'u dadansoddi gan y Pwyllgor Craffu.

PENDERFYNWYD YN UNFRYDOL nodi'r adroddiad.

6. ADRODDIAD MONITRO PERFFORMIAD ADRANNOL CWARTER 1 - 1AF EBRILL I'R 30AIN O FEHEFIN 2019

Bu'r Pwyllgor yn ystyried adroddiad a oedd yn manylu ar y cynnydd a wnaed gogyfer â'r camau gweithredu a'r mesurau yn y Strategaeth Gorfforaethol ar gyfer 2018-2023 i gyflawni'r Amcanion Llesiant ar gyfer 2019/20 a oedd yn berthnasol i faes gorchwyl y Pwyllgor, dyddiedig 30 Mehefin 2019.

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

- Nodwyd bod cynnydd wedi bod ers 30 Mehefin 2019 o ran canran y gweithwyr oedd wedi cwblhau'r modiwl e-ddysgu neu wedi mynd i sesiwn hyfforddi;
- O ran nifer y dyddiau gwaith a gollodd pob gweithiwr o achos absenoldeb salwch, roedd yr Awdurdod yn parhau i wneud cymaint ag y gallai i gefnogi staff gyda'r Fforwm Herio ac Adolygu, y cyfeiriwyd ato mewn cyfarfodydd blaenorol, gan ennill tir o ran gwneud Penaethiaid Gwasanaeth yn atebol. Awgrymwyd y gallai'r Penaethiaid Eiddo a Gwasanaethau Integredig gael gwahoddiad i fynd i gyfarfod y Pwyllgor Craffu yn y dyfodol i amlinellu sut roeddynt yn ymdrin ag absenoldeb salwch o fewn eu cylch gwaith. Roedd sesiynau hefyd yn cael eu trefnu i godi ymwybyddiaeth ymysg staff am broblemau iechyd meddwl;

- Cadarnhawyd nad oedd 5-8 Heol Spilman wedi cael ei werthu i brynwr preifat ond roedd mewn gwirionedd wedi cael ei gaffael gan adran arall yn y Cyngor ac felly byddai arian yn cael ei drosglwyddo o fewn yr Awdurdod.
- Cytunodd Pennaeth y Gwasanaethau TGCh a Pholisi Corfforaethol i ganfod beth yw'r cynnydd mewn perthynas â chwilio am leoliad addas i hwb yn nhref Caerfyrddin.
- Mewn perthynas â Cham Gweithredu 13179 gofynnwyd a fyddai'r Aelodau'n cael map manwl yn nodi pa mor gryf yw'r cysylltedd yn Sir Gaerfyrddin. Ymatebodd Pennaeth y Gwasanaethau TGCh a Pholisi Corfforaethol drwy ddweud ei bod hi'n annhebygol y byddai cysylltedd yn cael ei sicrhau yn holl ardaloedd gwledig Cymru, ond roedd y manau problemus yn Sir Gaerfyrddin wedi cael eu clustnodi ac roedd 'Cynllun Gweithredu ar gyfer Cysylltedd yn Sir Gaerfyrddin' yn cael ei ddrafftio. Nodwyd bod seminar ar Ddatblygu TG i'r holl Aelodau wedi cael ei drefnu ar 29 Tachwedd 2019.

PENDERFYNWYD YN UNFRYDOL dderbyn yr adroddiad.

7. ADRODDIAD MONITRO CYLLIDEB CYFALAF A REFENIW 2019/20

Bu'r Pwyllgor yn ystyried yr adroddiad monitro a amlinellai'r sefyllfa gyllidebol ynghylch blwyddyn ariannol 2019/20 fel yr oedd ar 30 Mehefin 2019. 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 2019/20 (Atodiad C);
- Monitro Rhaglen Gyfalaf Gorfforaethol 2019/20 – y prif amrywiannau (Atodiad D);
- Cynlluniau Adran y Prif Weithredwr a'r Gwasanaethau Corfforaethol 2019/20 (Atodiad E).

Codwyd y materion canlynol wrth ystyried yr adroddiad:

- Rhoddodd Pennaeth y Gwasanaethau Ariannol sylw i'r gorwariant a ragwelir yng nghyllideb Addysg a Gwasanaethau Plant a dywedodd fod y Cyfarwyddwr Addysg a Gwasanaethau Plant wedi ysgrifennu at nifer o Benaethiaid a Chadeiryddion Cyrrff Llywodraethu ynghylch y mater hwn. Ychwanegodd y Prif Weithredwr Cynorthwyol fod Panel Ymgynghorol ynghylch Ymyrru wedi cael ei sefydlu er mwyn cefnogi ysgolion;
- Cytunodd Pennaeth y Gwasanaethau Ariannol i roi gwybod i'r Pennaeth Eiddo am bryderon y Pwyllgor ynghylch dyfodol Marchnad Nant-y-ci yng ngoleuni'r diffyg yn yr incwm a bod ei defnydd yn parhau i leihau.
- Mewn ymateb i bryder ynghylch nifer y swyddi gwag yn yr Is-adran Refeniw a Chydymffurfiaeth Ariannol dywedodd Pennaeth y Gwasanaethau Ariannol fod y tîm wedi cael ei ailstrwythuro yn ddiweddar;
- Nododd y Cadeirydd fod y broblem o gael ffigurau diweddaraf y gyllideb yn dal i gael sylw.

PENDERFYNWYD YN UNFRYDOL

7.1 bod yr adroddiad yn cael ei dderbyn;

7.2 bod y Pwyllgor Craffu – Addysg a Phlant yn cael ei argymhell i newid ei benderfyniad am gael Adroddiadau ynghylch Monitro'r Gyllideb Refeniw a'r Gyllideb Gyfalaf mewn neges e-bost yn unig [cyfeirir at hyn yng nghofnod 6.2 yn y Pwyllgor Craffu – Addysg a Phlant ar 7 Mehefin 2018] yn sgil y diffyg monitro ffurfiol o ran cyllideb yr Adran Addysg lle y mae pwysau sylweddol arni a risg uchel o orwario.

8. ADRODDIAD CHWARTEROL YNGYLCH RHEOLI'R TRYSORLYS A DANGOSYDD DARBODAETH EBRILL 1AF 2019 I MEHEFIN 30AIN 2019

Bu'r Pwyllgor yn ystyried yr Adroddiad Chwarterol ynghylch Rheoli'r Trysorlys a Dangosyddion Darbodaeth am y cyfnod 1 Ebrill 2019 - 30 Mehefin 2019 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 2019-2020 a fabwysiadwyd gan y Cyngor ar 20 Chwefror 2018.

PENDERFYNWYD YN UNFRYDOL gymeradwyo'r adroddiad.

9. COFNODION BWRDD GWASANAETHAU CYHOEDDUS (BGC) SIR GÂR - MAI & GORFFENAF 2019

Bu'r Pwyllgor yn ystyried cofnodion cyfarfod Bwrdd Gwasanaethau Cyhoeddus Sir Gaerfyrddin a gynhaliwyd ar 20 Mai 2019 a 8 Gorffennaf 2019. Roedd yn ofynnol o dan Ddeddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 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.

Rhoddodd y Rheolwr Polisi Corfforaethol a Phartneriaeth wybod bod Swyddfa Archwilio Cymru wedi cyhoeddi ei Hadroddiad 'Adolygiad o'r Byrddau Gwasanaethau Cyhoeddus' yn ddiweddar a chytunodd i'w ddsbarthu i'r pwyllgor.

PENDERFYNWYD YN UNFRYDOL dderbyn cofnodion cyfarfodydd y Bwrdd Gwasanaethau Cyhoeddus a gynhaliwyd ar 20 Mai 2019 a 8 Gorffennaf 2019.

10. ADRODDIAD BLYNYDDOL Y PWYLLGOR CRAFFU POLISI AC ADNODDAU 2018/19

Bu'r Pwyllgor yn ystyried Adroddiad Blynyddol y Pwyllgor Craffu – Polisi ac Adnoddau am flwyddyn y cyngor 2018/19 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.

11. EGLURHAD AM BEIDIO Â CHYFLWYNO ADRODDIAD CRAFFU

Derbyniodd y Pwyllgor yr adroddiad "peidio â chyflwyno".

PENDERFYNWYD YN UNFRYDOL nodi'r adroddiad.

12. EITEMAU AR GYFER Y DYFODOL

PENDERFYNWYD YN UNFRYDOL fod y rhestr o eitemau i'w hystyried yn y cyfarfod nesaf i'w gynnal ar 2 Rhagfyr 2019 yn cael eu derbyn.

13. COFNODION - 18 GORFFENNAF 2019

PENDERFYNWYD YN UNFRYDOL lofnodi cofnodion y cyfarfod a gynhaliwyd ar 18 Gorffennaf 2019 yn gofnod cywir.

CADEIRYDD

DYDDIAD

Mae'r dudalen hon yn wag yn fwriadol