

# Chief Executive's Department Business Plan

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

January 2022

[carmarthenshire.gov.wales](http://carmarthenshire.gov.wales)

Cyngor **Sir Gâr**  
**Carmarthenshire**  
County Council



## The Sustainable Development Principle

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

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

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

## The 5 Ways of Working (see Appendix 1)

### Long term



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

### Prevention



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

### Integration



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

### Collaboration



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

### Involvement



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

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## The Purpose of this Plan

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

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

## Cabinet Members Responsible:



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

.....



**Cllr Glynog Davies** – ICT

.....



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

.....



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

.....



**Cllr Linda Evans** – Ageing Well, Audit Wales

.....



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

.....



**Cllr Phillip Hughes** - HR, Performance Management, Training

# 1. Departmental Overview

## Introduction by Director



### Priorities

The picture for public services is at an even more critical point now than compared to the pre pandemic position. We've got some key challenges ahead:

We have some strategic challenges:	This Departments role	Other Departments
<b>Economic Recovery</b>	The <i>Regeneration Division</i> leads on the <b>Economic Recovery Plan</b>	This applies to <b>all</b> departments
<b>Climate Change</b>	This applies to <b>all</b> departments	The strategic lead on this has moved from this department to the <i>Environment Department - Head of Place and Sustainability</i> .
<b>Economic pressure/crisis</b>	The <i>Regeneration Division</i> leads on the Economic Recovery Plan	This applies to <b>all</b> departments

Our regulators and citizens are looking to local government and other public sector partners to transform and innovate our way through the forthcoming years. As hard as the last 19 months have been, we also need to learn from the experience and not allow us to revert to the norm because the 'norm' is more comfortable and safe i.e. we need to challenge the status quo, it's now or never.

Additional challenges:	For this department	Other departments
Workforce planning which should include helping our workforce recover, skill gaps (in new post Covid world) and planning for growth	The <i>People Management Division</i> leads on this	This applies to <b>all</b> departments
Legacy cost (human and financial) of the pandemic and how you manage long term impact	The <i>People Management Division</i> leads on human legacy costs	This applies to <b>all</b> departments
<b>New approaches to service delivery and harnessing technology</b>	The <i>Head of People Management</i> will lead on new ways of working-supported by the TIC team. <i>The Better Ways of Working project will modernise our working practices and provide us with a framework that will meet the service delivery needs.</i>  The <i>Head of IT and Corporate Policy</i> will lead on harnessing technology	This applies to <b>all</b> departments
<b>Collaboration – only where it works and proves to deliver</b>	The <i>Head of IT and Corporate Policy</i> will lead on partnership working	This applies to <b>all</b> departments

This year's Business Planning will be one of the most considered and robustly structured.

### Local Government Elections - May 2022

During 2022/23 we will have to organise the local government elections and ensure that the newly elected members are fully inducted to undertake their role and ensure that the priorities of the newly elected or re-elected administration shape our Corporate Strategy and Well-being Objectives.

## Local Government and Elections (Wales) Act 2021

The Local Government and Elections (Wales) Act 2021 (“the Act”) provides for a new and reformed legislative framework for local government elections, democracy, governance and performance.

Duties	Department Lead Role
Democracy	
Changes to the Constitution . The development of a formal petition scheme and public participation strategy for the Democratic Process	Head of Administration and Law
Electoral changes	Electoral and Registration Services
Governance and Performance	
Duty to keep performance under review a) Are we exercising our functions effectively? b) Are we using our resources economically, efficiently and effectively? c) Is our governance effective to secure a+b?	Head of ICT and Corporate Policy
Duty to consult on performance	
Duty to report on performance	
Duty to arrange a panel performance assessment	
Duty to respond to a panel performance assessment report	

The expectations of this Act coincide with a reset of our Performance Management Framework and a renewed commitment of critically self -assessing our current performance to secure improvement for the future. This is more than stating what arrangements are in place, it about knowing how well we are doing, how we know it and what and how we can do better. Our performance monitoring and business planning arrangements will be further developed, and our ambition will be to always do better, not just satisfying minimum duties but exceeding expectations. We must be self-aware and using data insight to underpin decision making.

## Well-being of Future Generations (Wales) Act

It is challenging to think of future generations impact as opposed to immediate crisis but prevention is key, so in years to come our business planning and as such our investment programme must be one of no regrets.

The statutory guidance on the Well-being of Future Generations (Wales) Act requires change for a core set of activities common to the corporate governance of public bodies. This requirement is incorporated in the Local Government and Elections (Wales) act. These areas are:

7 areas of corporate change required:	To demonstrate this change and the application of the sustainable development principle we need apply the 5 Ways of Working
Corporate planning	Led by this Department
Performance management	
Workforce planning	
Financial planning	Led by Corporate Services Department
Procurement	
Risk management	
Assets	See Regeneration

## New for 2022

2022 will bring with it the same challenges but with it some new and positive plans, from work starting at Pentre Awel and the Tyisha regeneration in Llanelli, to delivering a new public sector service Hwb for Carmarthen.

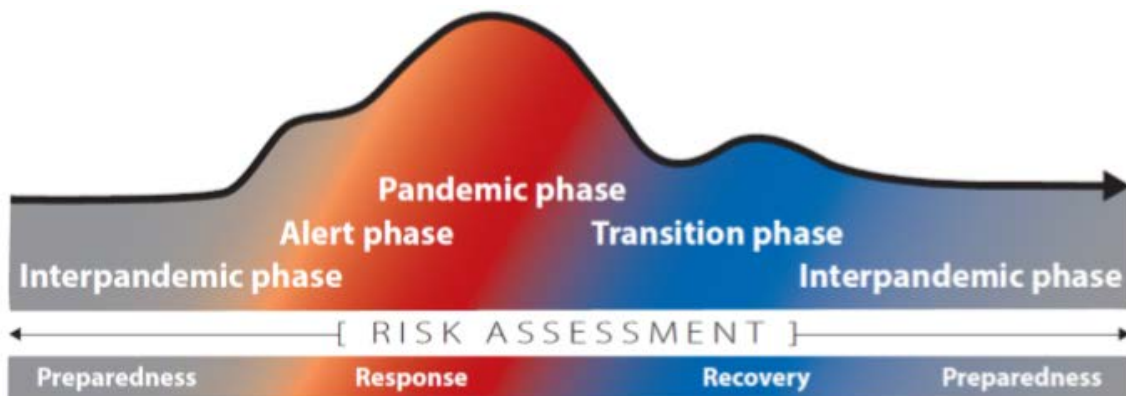
## Recovery Planning and Preparedness

Since the start of COVID-19 we have seen our ways of working change significantly and indeed the world as we know it.

Whilst it has been challenging and let's not forget it still remains extremely tough, especially within certain services, we have learnt to adapt well to our new working arrangements and thanks to a huge effort from everyone we have continued to deliver our services, albeit in a different way in some cases. We are now in a position where we need to learn how to work alongside the virus. It hasn't gone away and whilst we've all worked so well to provide services to the residents of Carmarthenshire, some of which may have been compromised by Covid, we now need to accept that this is our new normal and we need to move forward, further strengthen our approach and the new ways of working.

As a Council we have some key challenges ahead as we look at how we recover from Covid. Our business planning will be key to this, with priority areas such as our recovery plan and what new approaches we can bring to our services as well as looking at the technology available to us. We need to take what we have learnt over the pandemic and challenge what is already in place, but we also need to be innovative.

*The World Health Organisation Pandemic advice is be prepared.*



## Department Structure





## 2. Strategic Context

### 2.1 National Well-being Goals

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

### 2.2 Local Government and Elections (Wales) Act 2021.

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

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

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

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



## 2.4 The PSBs [Carmarthenshire Well-being Plan - The Carmarthenshire We Want \(2018-23\)](#)

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

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

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

Due to the pandemic, this group has not been actively meeting. Public health colleagues have rightly been focusing their attention on COVID-19 response and recovery. This objective will be re-considered as the new well-being assessment is developed.

#### **Early Intervention: to make sure that people have the right help at the right time; as & when they need it**

Due to the pandemic, this group has not been actively meeting. Public health colleagues have rightly been focusing their attention on COVID-19 response and recovery. This objective will be re-considered as the new well-being assessment is developed.

#### **Strong Connections: strongly connected people, places & organisations that are able to adapt to change**

The PSB Support Team has support the work of the Strong Connections Delivery Group. As a result of the pandemic there has been a renewed focus on support and co-ordination of Volunteers and the Strong Connections Group has undertaken a piece of work to look at developing a Volunteering Strategy for the county.

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

The PSB Support Team hosted a Welsh Government Foundational Economy Challenge Fund project looking at public sector food procurement. The project looked at current public sector food procurement arrangements as well as local food supply chain capacity. The PSB will continue to develop this area of work as a key priority going forward.

## 2.5 Legislation Those highlighted in bold apply to ALL

### **Administration & Legal**

Local Government Act 1972 / Local Government & Housing Act 1989

Political Balance Regulation 1990

LG Wales Measure 2011

Local Government and Democracy Wales Act 2013

Local Government Act 2000

The Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) Regulations 2007

The Local Authorities (Model Code of Conduct) (Wales) (Amendment) Order 2016 2008 order Joint Committees

#### **Well-being of Future Generations (Wales) Act 2015**

#### **Local Government and Elections (Wales) Act 2021**

The Local Authorities Standing Orders Wales Regulations 2006 as amended

The South West Wales Corporate Joint Committee Regulations 2021

And all Local Government related legislation

### **ICT & Corporate Policy**

#### **UK General Data Protection Regulation**

#### **Data Protection Act 2018**

#### **Welsh Language Standards under s44 Welsh Language (Wales) measure 2011**

#### **Equality Act 2010**

#### **Freedom of Information Act 2000**

Environmental Information Regulations 2004

Section 60 of the Local Government (Wales) Act 1994 - (relating to records management)

Crime & Disorder Act (1998)

National Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act

<b>People Management</b>
All Employment Legislation
<b>Regeneration</b>
Landlord and Tenant Act 1954 Land Compensation Acts of 1961 and 1973 Planning and Compensation Act 1991 Agricultural Holdings Act 1986 Housing Act 1985 and 1988 Leasehold Reform Act
<b>Business and Executive Board Support</b>
<b>Electoral and Registration</b>
Electoral Registration and Administration Act 2013 Senedd and Election (Wales) Act 2020 The Registration of Births, Deaths and Marriages Regulations 1968 Birth and Death Registration Act 1953 Civil Partnerships, Marriages and Deaths (Registration etc) Act 2019
<b>Media and Marketing</b>

## 2.6 Our Own Strategies and Policies

### Directory

<b>Administration and Legal</b>
<a href="#">Council Constitution</a> <a href="#">Annual Review of the Constitution</a>
<b>ICT and Corporate Policy</b>
Welsh Language Promotion Strategy Strategic Equality Plan County of <a href="#">Carmarthenshire's Well-being Plan</a> 2018-23 Corporate Strategy (incorporating Well-being Objectives) The Digital Technology Strategy 2021-2024 <a href="#">The Digital Transformation Strategy</a> The Digital Schools Strategy Complaints Policy Performance Management Framework
<b>People Management</b>
Our People Strategy Learning and Development Policy Health and Safety Policy
<b>Regeneration</b>
<i><a href="#">Economic Recovery Plan</a></i> (April 2021) The Action Plan has been distributed /embedded in Service Business Plans with actions/measures abbreviated as ERP <i><a href="#">Moving Forward in Rural Carmarthenshire</a></i> The Action Plan has been distributed /embedded in Service Business Plans with actions/measures abbreviated as MFR <i><a href="#">Net Zero Carbon</a></i> The Action Plan has been distributed /embedded in Service Business Plans with actions/measures abbreviated as NZC Corporate Asset Management Plan Acquisition and disposal of property policy
<b>Business and Executive Board Support</b>
<b>Electoral and Registration</b>
<b>Media and Marketing</b>
Social Media Strategy Media Protocol

## **3. Summary Divisional Plans**

The following Summary Divisional Plans are included:

### **1. Administration & Legal Division**

### **2. ICT & Corporate Policy Division**

### **3. People Management Division**

### **4. Regeneration Division**

### **5. Direct Reports:**

- **Business and Cabinet Support**
- **Electoral and Registers**
- **Media and Marketing**

### Divisional Profile

As a Division we ensure legality and probity in the Council's decision-making. We work within a statutory framework governing such things as the way meetings are run, the way decisions are taken and the legislation behind each decision which needs to be taken.

We handle the arrangements for all our democratic meetings in-house, as well as providing democratic and / or Monitoring Officer support and advice to various partnerships such as the Wales Pension Panel Joint Governance Committee and the Police and Crime Panel.

On the legal front we aim to handle as much of the legal work needed by the Authority in-house as we can, although there will be occasions when we need to put some legal work out. We have robust arrangements in place for sending work to external lawyers.

As a result of the Covid 19 pandemic, and new rules relaxing the requirements around the way meetings are held, Carmarthenshire's Democratic Process has changed significantly since June 2020 with all meetings currently being held virtually. As we move into 2022/23, and as coronavirus rules allow, we anticipate moving to hybrid meetings, whereby some members will attend meetings physically and others remotely, with the public also being able to attend physically or remotely. We already have the systems in place ready for that move.

The Local Government and Elections (Wales) Act 2021 has already, or will shortly, bring new democratic provisions into force, and we have been and are constantly revising the Authority's Constitution to capture those provisions. Amongst the changes we will see will be a petition scheme, the production of an easy guide to the Constitution, a new duty on the leaders of the political groups to promote good standards of conduct by their members, and the potential for various office holders to job-share.

Finally, we are making arrangements for the local government elections 2022. In July 2021 the Council signed up to being a "Diverse Council" so have committed to encouraging more women and people from under represented groups to consider standing as candidates at the May 2022 elections, and we are actively working up the Action Plan to support that commitment. A significant piece of work following the elections will be to work out the political balance make up of the Council and design and deliver the induction programme for both new Members and returning members, introduce them to the Democratic process and the technological skills they will need to attend our meetings.



### Self-assessment of performance in 2021/22

#### **Legal Services**

- Generally speaking the service has performed well during this period despite significant challenges. Officers have continued to work closely with and support their client departments and elected members.
- However the service has needed to make greater use of external legal support than is usually the case.
- In certain specific practice areas the service has found it more challenging to meet client expectations regarding the delivery of requested advice and support.
- The level of complaints received about the service continues to be very low compared to the volume of matters being dealt with.
- No court deadlines have been missed.
- Legal documents for key regeneration projects have been provided in a timely manner and those legal transactions completed as soon as it was reasonably practical to do so.
- The need for increased use of external legal support has largely been focussed in specific practice areas
- During the period covered by this assessment the service has handled a total of 5,737 legal matters across the full range of the authority's functions and departments.

- During the period 1st April 2021 to 1st November 2021, 862 new matters were sent to the service to deal with.
- A total of 108 cases are currently being handled for the authority by external solicitors. Many of these were referred before April 2021.

### **Land Charges**

- The housing market has recovered well from the pandemic and the number of search requests received has now largely returned to pre-pandemic levels.
- During the period 1st April 2021 to 1st November 2021 a total of 2,117 Official Land Charges searches were received and processed. The average time taken to respond to an official search was 5 days.
- A decision by the UK government to accelerate the implementation of its programme to transfer all local land charges registers to HM Land Registry now means that Carmarthenshire's register is scheduled to migrate to HMLR in 2022/2023. Land Charges staff, along with colleagues from ICT, Planning and Building Control and Environmental Health have therefore working closely with HMLR staff to bring this about. Once the migration is completed, the Council's land charges section will still have a statutory responsibility to keep the land charges register up to date, but the register itself will be hosted online by HMLR.

### **Democratic Services**

- Whilst virtual meetings have now been ongoing since June 2020 it should be noted that remote attendance does provide an additional strain on existing staffing resources plus there is also a need for additional IT support.
- The role of Committee Chair has also become more challenging and more resources are required behind the scenes to make sure everything runs smoothly.
- Webcasting public meetings has resulted in a substantial increase in workload for the team, from 50 webcasts a year, to 98 in 2020/21 a significant challenge for the team and our existing resources. We anticipate that the number of meetings webcast during 2021/22 will be approximately 200 as per the current calendar of meetings for the year, and this will be a further challenge for the team going forward.
- The new statutory requirement to publish decisions within a set number of days has put additional pressure to ensure that these legal deadlines are met.
- The Local Government and Elections (Wales) Act 2021 required us to make a number of revisions to the Council Constitution during 2021 and further revisions will need to be made as and when elements of the Act come into force.
- In 2020/21 there were 3,464 Councillor Enquiries. processed and following the Education (Admission Appeals Arrangements)(Wales)(Coronavirus) (Amendment) Regulations 2020 coming into force on 4 May 2020 which allowed Appeals Panels to meet remotely team processed 188 appeals from 01/04/20 to 31/03/21.

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

[The Local Authorities \(Coronavirus\) Meetings \(Wales\) Regulations 2020](#)

[The Local Government & Elections \(Wales\) Act 2021](#)

[The Education \(Admission Appeals Arrangements\) \(Wales\) \(Coronavirus\) \(Amendment\) \(Amendment\) Regulations 2021](#)

 [See sources of evidence to inform self-assessment as outlined in Local Government and Elections Act 2021](#)

## Key Areas for Improvement arising from Self-assessment

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

### Legal Services

- Independent Review of Planning Services – although this was a review of a different service, it did identify a lack of capacity within our service on S106 agreements. Additional staff resources have been secured to address this.
- To develop a set of key performance indicators for the service. **A1**

### Democratic Services

- Although not an area for improvement, changing legislation has meant that the team will need to develop its skills further by the facilitating hybrid meetings and its roll out to all Committees. **B10**
- A participation strategy and petition scheme will also be developed during the year. **B7**

★ Address & cross-reference any actions arising within the Divisional Summary Action Plan section below if applicable

## Key Divisional Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk	Divisional Summary Action Plan Ref No.
		<p>All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify:</p> <ol style="list-style-type: none"> <li>1. Any Risks that it has on the Corporate Risk Register</li> <li>2. Significant Risks (scored 16+)</li> <li>3. For Service High Risk (scored 12+), see Divisional Plan</li> </ol>	
CRR190031	12	<p><b>A CMT Risk CRR190031</b> - Failure to comply with the requirements of the Local Government and Elections (Wales) Act</p> <ul style="list-style-type: none"> <li>• petition scheme being developed</li> <li>• Collaborative working with Principal councils - awaiting further guidance from WG</li> <li>• Corporate Joint Committees - Guidance awaiting from WG - LG engagement will be expected in developing regulation</li> <li>• webcasting of meetings arrangements in place and work Team ongoing on developing the arrangements for moving from remote attendance meetings to hybrid meetings</li> </ul>	<b>B7+8+9</b>
New	-	<p>County Hall requires emergency electrical work and may need to be closed for a period of up to 12 months. In this circumstance an alternative meeting venue with hybrid and webcasting functionality may be needed or alternatively the Authority will need to keep to virtual meetings only for the time being. The service will maintain regular contact with the Head Property on the ongoing position.</p>	<b>B8</b>
New	-	<p>Hybrid/Virtual meetings being resource intensive and sufficient resources to deliver the democratic process. – Growth bid for additional support was not successful.</p>	<b>B9+10</b>

★ All Corporate and Significant Risks must be addressed in the Divisional Summary Action Plan below

## 5 Ways of Working

<b>1. Long Term</b>	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet <b>long term</b> needs</i>
<i>How good are we at this?</i>	<b>Strong / Partial / None</b>
Self-Assessment Review:	As a service we are expected to respond promptly to the demands placed upon us by the courts, the wider public, other council departments and elected members. However, these demands cannot always be predicted in advance. The Democratic Team, Members and Officers have developed new skills in the move to virtual meetings and this continues as we slowly return to the office and introduce multi location meetings.
Planned Improvement for 22/23 - we will: (link to action plan)	Funding for three additional solicitor posts in the social care and education team has been secured. This will ease the pressure on existing members of staff in that team and help to reduce the need to utilise external solicitors In Democratic Services we will introduce Multi-location meetings a mix of both physical and remote attendance and roll out of facilities available on the new conference system (physical meeting only). We will make arrangements for the formation of the new Council which includes arrangements for politically balanced Committees and an Induction Programme for Elected Members following Local Government Elections in May 2022. <b>B3</b>
<b>2. Prevention</b>	<i>How acting to <b>prevent</b> problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	<b>Strong / Partial / None</b>
Self-Assessment Review:	We use management data to identify where the service has a lack of capacity and if necessary work is outsourced. Through our mandatory professional development and networking with other lawyers we monitor changes in the law which have the potential to impact upon the authority and the service. We produced guidance for virtual meetings and all members received Scrutiny and webcast training in readiness for Scrutiny Committees being webcast.
Planned Improvement for 22/23 - we will: (link to action plan)	In Legal Services we will develop a suite of performance measures .We will encourage Scrutiny members to set their own agendas and prioritise items for discussion. <b>A1</b>
<b>3. Integration</b>	<i>Considering how well-being objectives may <b>impact</b> upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	<b>Strong / Partial / None</b>
Self-Assessment Review:	The service ensures decisions are taken through the democratic process in a timely manner. A new integrated impact assessment and committee report template is being development and will be rolled out in 2022.
Planned Improvement for 22/23 - we will: (link to action plan)	To continue to work with departments and keep Forward work plans for Council, Executive, Scrutiny etc under review. DSU will work with Departmental Report Co-ordinators on ensuring the new Committee templates are completed correctly.
<b>4. Collaboration</b>	<i>Acting in <b>collaboration</b> with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	<b>Strong / Partial / None</b>
Self-Assessment Review:	We work collaboratively within the Authority and externally and is responsible for hosting and servicing joint governance arrangements I.e Wales Pension Partnership, Dyfed Powys Police and Crime Panel and the new Education Partnership.
Planned Improvement for 22/23	To continue to work with other organisations in Joint arrangements.



<b>5. Involvement</b>	<i>Importance of <b>involving</b> people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	<b>Strong / Partial / None</b>
Self-Assessment Review:	All our actions are driven by the instructions we receive from our clients. The decision to webcast all meetings has allowed the public greater access to meetings, allowing them to view from home rather than travelling to the meeting Venue. A public participation strategy and separate petition scheme are also being developed and will be in place by May 2022. <b>B7</b>
Planned Improvement for 22/23 - we will: (link to action plan)	The performance measures that we intend to introduce will include measures relating to client satisfaction with how well we provide the service to them The development of a formal petition scheme and public participation strategy for the Democratic Process. <b>B7</b>

## Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
<b>A Legal Services and Land Charges</b>					
1	To develop a set of key performance indicators for the Legal Services and Land Charges service.	Mar 2023	Robert Edgecombe	P&R	WBO 13
2	To collaborate with HM Land Registry (HMLR) so as to enable HMLR to become the registering authority for Local Land Charges for the County of Carmarthenshire in accordance with the provisions of Schedule 5 of the Infrastructure Act 2015.	Timeline to be prescribed by HMLR	Robert Edgecombe	P&R	WBO 13
<b>B Democratic</b>					
<b>Arrangements for May 2022 Elections</b>					
3	Training and induction programme for returning and new members.	Sept 2022	Gaynor Morgan	P&R	WBO 13
4	Compiling new members details and working with Group Leaders and unaffiliated members on the political balance arrangement for the new Council, which includes establishing and agreeing membership of the Cabinet and politically balanced committees, Advisory Panels and representation on outside bodies.	May/ June 2022	Gaynor Morgan	P&R	WBO 13
5	Statutory survey of members on the timings of meetings.	Sept 2022	Gaynor Morgan	P&R	WBO 13
6	Update database to revise Electoral Wards (58 to 51, with 22 of those being multi-member wards) and creation of an additional elected member.	Sept 2022	Gaynor Morgan	P&R	WBO 13
<b>Local Government and Elections (Wales) Act 2021</b>					
7	Production of a Petition Scheme and public participation Strategy.	May 2022	Gaynor Morgan	P&R	WBO 13
8	Legal requirement to allow members to attend either physically or remotely (multi-location meetings).	In force	Gaynor Morgan	P&R	WBO 13
9	Broadcasting of Council meetings.	May 2022	Gaynor Morgan	P&R	WBO 13
<b>Delivery of the democratic process</b>					
10	Committee support and delivery of the democratic process through multi-location meetings.	Mar 2023	Gaynor Morgan	P&R	WBO 13
11	Elected member support to allow elected representatives to carry out their councillor role. (Increase in elected members – from 74 to 75 from May 2022).	Mar 2023	Gaynor Morgan	P&R	WBO 13

# ICT & Corporate Policy Summary Divisional Plan

Head of Service: Noelwyn Daniel

## Divisional Profile

### **ICT Services**

This Business Unit has three key strategies underpinning our service delivery. Namely the Digital Transformation Strategy 2021-2024, the Digital Technology and Digital Schools Strategies; which both are currently under revision this year. Key areas of work covered by the unit are as follows:

- Core Network and Infrastructure (Data and Telephony)
- Facilitate the delivery of the DTSG Work Program and Funding (Digital Transformation Steering Group)
- Application Development
- Systems Support for Business-Critical Systems
- Workforce / Operational Support (Hardware / Software)
- Schools Operational and Strategic ICT Support
- I.T. Procurement function



Our purpose is to engage with and understand our customers to help them deliver effective services

### **Corporate Policy**

This Business Unit leads on a range of corporate statutory duties and strategic requirements on behalf of the whole Council. This is done by liaising with and advising Council departments and Cabinet on a range of corporate matters. As a unit we have an agreed purpose, that being '*Getting it right: supporting, advising and challenging to ensure sustainable quality services*'. The key areas of work covered by the unit are as follows:

- **Corporate Policy** requirements relating to Equalities, Welsh language, Well-being of Future Generations, Armed Forces and Tackling Poverty.
- **Performance management and monitoring** through the implementation of the Council's Performance Management Framework.
- **Data Insight** focus on making the best use of information and intelligence to support service planning (new function established following team review in October 2021).
- **Partnership working** between public sector organisations in the County, through the Public Services Board (PSB) including community safety.

## Self-assessment of performance in 2021/22

### **ICT Services**

Our 1st Digital Transformation Strategy 2017-2020 set out the Council's strategic digital priorities and aspirations and ensured that when the COVID-19 pandemic struck, we as an authority and our service were in a very strong position to respond and recover; as detailed in the '*Impact of COVID-19 on ICT & Corporate Policy Report*' – December 2020.

Our new Digital Transformation Strategy 2021-2024 has been approved this year which builds on the positive progress made over the last four years and aims to compliment the Authority's Action Plans and contribute towards key commitments such a Net Zero Carbon by 2030; and by exploiting the use of our digital platforms such as Microsoft Teams and Office 365 and with further technological breakthroughs over the coming years will greatly assist the Authority in meeting this commitment.

The demand on the service is ever increasing as our direct customers (service areas and departments) are pro-actively looking to transform, streamline, automate, integrate, improve their effectiveness and adopt a

'customer first' approach. A positive strength for our division is that we have been able to continue to deliver a high standard and output for our customers even through this pandemic. However, this is becoming challenging as resource / capacity is limited to meet the demand and ongoing budgetary saving expected to be delivered over the next 3 years (likely resulting in a further reduction of staff) is now presenting a risk and potential barrier to service transformation at the speed expected by our customers. This is a key area of focus as a division to ensure we continue to maintain this high-level of service and responsiveness for our customers.

We have done some excellent work and a good example of this is the Schools Sustainability Project. Total transformation of the I.T. hardware provisions across all schools from students to staff to ensure latest technology available for all; including a robust replacement programme to future-proof for years to come. The scale of the transformation has been enormous. 4,700 Windows Devices, 9,000 Chromebooks, 1,600 iPads, 750 PC's across all schools over the past year. This will ensure a more effective service support can be provisioned from ICT Services and to a higher standard.

Critically analysing ourselves and looking in-ward in an honest and transparent manner, here are some of the key reflections and areas of improvements we need to focus on, improve upon and plan for:

1. More can be done with improving our Security (Cyber) and Disaster Recovery capabilities to ensure we can be as responsive as possible in the event of any threat. Testing core infrastructure and systems recovery in the event of a disaster is critical as services depend more on technology and electronic access to their data 24/7. Invisible work not seen by our customers but is critical to ensure the operational running of the authority and effective response if any Business Continuity Plans had to be implemented. See Action A4.
2. We have a robust 'Expression of Interest' process for services to request resources and plan their digital initiatives and allow us to ensure we are continually focusing our efforts on organisational priorities. This process works well and allows us to quickly evaluate and respond to customer needs / demand. Always room to improve and give visibility of activity to our customers. There is more that can be done for wider use of a similar process for other service areas to adopt; especially those internal services when we need to draw upon each-other. See Action A1 & A6.
3. We have a robust project management and governance in place but as the service is needing to respond to day-to-day challenges and demands, does make juggling project work and support difficult to plan in a rigid/structured manner. Timescales prove challenging to hold firm to as projects stop / start regularly or the need to re-prioritise (due to an event i.e. flooding, fire, pandemic). This is an area of focus to improve upon to ensure we understand our available capacity to deliver. See Action A1.
4. Resilience in our supply chains (procurement) is a challenge. Global supply chain issues and semiconductor shortages, has made this year very challenging for sourcing hardware (laptops/tablets) and in a timely manner. With contracts in place typically with one supplier and dependence on that one supplier to obtain stock has proven challenging. To ensure our effective replacement programmes (staff, members and schools) continue to function to our high standard, more focus is needed to improve redundancy and contingency with our procurement planning.
5. Customer priorities vs internal priorities. We are very much customer focused as a service and do look to prioritise resources / capacity towards their priorities. This however, means that internal projects (usually essential / critical) do not get the same level of focus and feel more rushed. Customer projects are more visible, where internal projects are not but are vital to the running of the organisation in many cases. Better balance and thought needed as there is the risk that we will over-commit and could end up spinning too many plates. Too many customer projects and not enough capacity for a critical internal projects could impact the performance and effectiveness of the service. See Action A1 & A3.


## Corporate Policy

- The Corporate Policy team was reviewed in order to ensure it is fit for purpose to provide support, advice and challenge across all Council services as required. Review completed by 1 October 2021 with new operational arrangements being implemented.
- In October 2021, the Cabinet agreed for the Council to re-affirm its commitment to the Armed Forces community by signing the updated Armed Forces Covenant.
- Developing and engaging with a range of service areas on the introduction of the *new Integrated Impact Assessment* and committee cover sheet process has been a significant undertaking. This new approach was implemented from January 2022 with further development work to be undertaken during 2022-23 to support the embedding and adding value as part of the Council's decision making.<sup>B13</sup>
- Engagement with the ONS on the delivery of the Census 2021 was led by the team. A range of council services supported the work including marketing and media, library services, revenues, mapping etc. The focus of the team will now shift from delivery to analysis and distribution of key Census 2021 statistics as they become available from March 2022 onwards. **B22**
- The introduction of a refreshed and re-focused Council *Performance Management Framework* in line with new performance and governance arrangements in the Local Government and Elections (Wales) Act 2021. The development of the new Framework and embedding new arrangements such as the Engagement and Assurance Sessions and the Quarterly Performance Monitoring sessions have been key in responding to service development needs relating to business planning and performance monitoring. Some of these performance monitoring issues were raised as part of an Audit Wales review into planning services and the new arrangements respond to some of the shortcomings identified with stronger links established between performance, finance, risk and other key service intelligence sources. **B20**
- Measuring performance has been a challenge during the pandemic with many national data sources and comparative data being paused. However, this has also highlighted some weakness in our local performance measures data which we will aim to strengthen as part of the 2022-23 business planning and performance monitoring cycle.
- The Welsh Language Commissioner has published the 2020-2021 Assurance Report - '*Stepping Forward*' report, which focuses on the effect the COVID-19 pandemic has had on the provision of services and the experiences of Welsh speakers. The report considers the difficulties identified by public sector organisations as they responded to the pandemic as well as highlighting effective practice identified
- Work on developing the Council's *tackling poverty plan* has progressed with a number of cross-service sessions held to improve alignment and understanding of support services the Council currently provides. There is a need to provide greater focus to this work as a key priority for the Council as part of its pandemic with the pace of response needing to increase. Development and monitoring of an action will support this going forward into 2022-23. **B7**
- Handling and response to complaints has been well maintained despite services facing significant pressures. The *new Complaints Policy* was introduced with increased performance monitoring now being implemented however this remains a key area of development and links with the performance and data insight team functions. An escalation procedure has been introduced as a result of some issues in terms of timeliness of response by services to complaints and progressing investigations. Progress will continue to be monitored regularly.
- The PSB *Well-being Assessment* has been undertaken and identified a key set of priorities for the county however it is recognised that further development work and analysis needs to be undertaken to improve our understanding and response to certain issues, especially on a more localised geographical basis.
- The PSB has continued to meet virtually and has taken forward some key development in terms of partner engagement in pandemic recovery plans, the foundational economy local food procurement project (which was supported with dedicated officer capacity) and support for undertaking the well-being assessment. However, progress with some of the original delivery groups has been paused as a result of the pandemic with key staff from partner organisations being re-deployed for a long period to

aid pandemic response. This has inevitably impacted on the PSBs ability to make progress against it's original objectives. This will be reviewed and re-developed as part of the re-refresh of the PSB well-being plan by May 2023. **B8**

- There has been significant development on the partnership approach to embedding the new *Contest Cymru Framework (counter terrorism)* within the Council and across partners. The team also lead on the regional Contest arrangements with a significant amount of engagement with regional and national partners as the work evolves. The introduction of the framework has provided a firmer basis to develop planning with further work to be taken forward during 2022-23. The team lead on the Council's response to the UK Government Protect Duty consultation and have established the Carmarthenshire Protective Security Preparedness Group which will pave the way for the introduction of the Protect Duty during 2022-23. There is a need to firm up the Carmarthenshire and regional action plans in certain elements of each of the 4Ps (prevent, protect, prepare, pursue) and ensure full engagement and response of relevant services within the Council and across partners going forward. **B11**

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

 [See sources of evidence to inform self-assessment as outlined in Local Government and Elections Act 2021](#)

## Key Areas for Improvement arising from Self-assessment

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

### **ICT Services**

1. Due to the challenges presented and required response due to the COVID pandemic, our 2<sup>nd</sup> strategy had to be delayed by 1 year. However, this delay has presented an opportunity to improve upon and align our 2<sup>nd</sup> Digital Transformation Strategy 2021-2024 with our 2<sup>nd</sup> Digital Technology Strategy 2021-2024, and Digital Schools Strategy 2021-2024 going forward. **A1**
2. As a service, we will look to improve how customers contact our ICT Helpdesk by utilising the very latest technology in RPA (Robotics Process Automation), Artificial Intelligence and ChatBOTS; and by promoting more self-service capabilities.
3. The need to continue to exploit the use of Microsoft Teams, SharePoint and Office365 for all areas across the council to allow them to transform their services to be more effective. **A3**
4. Ensure ICT Services maintains a high profile, both internally and externally with key stakeholders and focuses on ensuring sustainable and resilient digital technologies are utilised. Further promote the importance of the Expression of Interest process for requesting resources and prioritising projects as well as promoting the use wider for other services to adopt. **A3**
5. To strengthen our approach to Disaster Recovery and work with key service areas to ensure their Business Continuity adequately addresses their ICT requirements; aligning with the Corporate Contingency Planning Working Group. The need to ensure continued focus towards testing and mitigating risks. **A4**
6. We will ensure to focus our priorities and technical strategy towards projects that contribute to the Net Zero Carbon by 2030 commitment.
7. Need to review our procurement processes to ensure that we have improved redundancy and contingencies in place if there are issues with supply chains or global issues to ensure an effective replacement programme for staff, members and schools.
8. To improve on prioritising and planning our internal projects, resources / capacity in conjunction with customer commitments.

### **Corporate Policy**

9. We will need to reset the Council's 'Moving Forward in Carmarthenshire 5 Year Plan', Corporate Strategy and revisit our Well-being Objectives. **B5**
10. Following the review of Corporate Policy undertaken in 2021 one of the key areas of development identified for the business unit is to further improve the Council's use of data, information and intelligence to inform service planning and development, including the use of information gleaned

from corporate complaints. We will be looking to embed this approach through the new Data Insight Team. **B14**

11. Rebuild and recover community based Welsh medium activities in partnership with the County Welsh language Strategic Forum. **B2 & B3**
12. Re-visit the delivery group approach for PSB activity and progress against its well-being plan objectives. **B8**
13. Developing the current systems used to handle complaints related information in order to be able to draw greater performance intelligence will be a development area moving forward. **B9**
14. Continually review and evolve the Council's approach to business planning and performance monitoring. **B13**

★ Address & cross-reference any actions arising within the Divisional Summary Action Plan section below if applicable

## Key Divisional Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. For Service High Risk (scored 12+), see Divisional Plan	Divisional Summary Action Plan Ref No.
CRR190034	15	Cyber Risk: Failure to adequately invest in cyber resilience from capital funds could leave the Authority vulnerable to cyber-attacks.	<b>A4</b>
CRR190051	12	COVID-19: Strategic failure to recover from COVID-19 impact and non delivery of departmental objectives <i>Recovery Group</i>	<b>B20</b>
CRR190060	20	Critical Authority-wide IT systems <ul style="list-style-type: none"> <li>• Main server and back-up server at different sites</li> <li>• MS Database SQL expertise in IT department</li> <li>• Cloud systems</li> </ul>	<b>Mitigated</b>
New Risk	-	Failure to follow due consideration and due diligence when completing Integrated Impact Assessment, may lead to challenge in the decision-making process and by external stakeholders	<b>B6</b>
New Risk	-	Non-Office Staff being equipped with technology. Potential for 3,000-4,000 non-office staff being equipped with technology and dependence on ICT Services for support. Potential impact on the service deliver and support capabilities.	<b>A1</b>
New Risk	-	Lack of Resources to keep up with increasing demand. We effectively deliver with current resource / capacity but longer-term unlikely to keep up with volume in demand and speed of change expected by our customers.	<b>A1</b>

★ All Corporate and Significant Risks must be addressed in the Divisional Summary Action Plan below



## 5 Ways of Working

<b>1. Long Term</b>	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet <b>long term</b> needs</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>• Our Digital Transformation Strategy, Digital Technology Strategy and Digital Schools Strategy will modernise the way we interact with citizens and continue to improve service delivery. To also have the potential to transform the county and the lives of our residents, businesses and communities as well as allowing the council to generate long-term saving and efficiencies.</li> <li>• The Council's Corporate Strategy and Well-being Objectives sets out a direction of travel for the whole Council over the period of the administration whilst also setting longer-term development goals.</li> <li>• The introduction of the Council Performance Management Framework and Data Insight Team during the year will support the re-invigoration of longer-term thinking across the organisation.</li> </ul>
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> <li>• We have a robust Forward Work Programme in place that will continue with the service transformations, on-line service provisions to our residents and businesses.</li> <li>• We look to exploit the use of Microsoft Teams, SharePoint and Office365 for all areas across the council to allow them to transform their services to be more effective.</li> <li>• Through the Data Insight Team, we will focus on improving the use of data and information to inform service planning and development across the Council.<b>B14</b></li> <li>• Embedding the new integrated impact assessment arrangements as part of decision making across the Council will support longer-term thinking.<b>B6</b></li> <li>• During work to develop the PSB's new Well-being Plan, planning for the long-term will be taken more into account.<b>B8</b></li> </ul>
<b>2. Prevention</b>	<i>How acting to <b>prevent</b> problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>• We will continue to review our processes and delivery models to reduce failure demand and ensure we provide a more efficient service to our customers.</li> <li>• A robust change management process assists with preventing unnecessary failure.</li> <li>• Ensuring a strong response to the embedding of statutory duties and requirements across a range of policy areas has worked well during the year.</li> </ul>
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> <li>• We will look to improve how customers contact our ICT Helpdesk and reduce failure demand by utilising the very latest technology in RPA (Robotics Process Automation), Artificial Intelligence and ChatBOTS; and by promoting more self-service capabilities.</li> <li>• We will continue to test and improve-upon our Disaster Recovery capabilities to mitigate risk as much as possible and ensure the authority can respond quickly to any threat to ensure the operational running of the authority and effective response if any Business Continuity Plans had to be implemented.<b>A4</b></li> <li>• We will continue to ensure a robust approach to Cyber security and that sustainable solutions are implemented for Information Governance.<b>A4</b></li> <li>• We will be reviewing our various security and Information Governance Policies in 21/22 to ensure they are fit for purpose.<b>A4</b></li> <li>• Focus on improving the use of data and information to inform service planning and development.<b>B14</b></li> <li>• Through the Data Insight Team, we will focus on improving the use of data and information to inform service planning and development across the Council.<b>B14</b></li> <li>• Embedding self-assessment approaches related to performance management.<b>B13</b></li> </ul>
<b>3. Integration</b>	<i>Considering how well-being objectives may <b>impact</b> upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	<b>Partial</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>• We will align all digital technology to the needs of the teachers, learners, the curriculum, and the Digital Competence Framework.</li> </ul>

	<ul style="list-style-type: none"> <li>We will continue to strengthen our relationship and work more closely with Health colleagues to develop the Integrated/Regional Hub's and ensure the very latest Digital Technology is utilised across organisations.</li> <li>We interact across all areas of the authority and at all levels to allow us to better understand their business needs to help improve upon their effective delivery of their services to their customers.</li> <li>Embedding corporate challenge and collaboration across all Council services as part of the Council's Performance Management Framework.</li> </ul>
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> <li>We will act as an enabler and vehicle for transforming the way services across the Council are delivered to customers by increasing opportunities for accessing council services via digital technologies.<b>A3</b></li> <li>We will continue to support the implementation of the Integrated Impact Assessment requirement across the Council's decision-making processes to ensure compliance with a range of statutory duties, including the Well-being of Future Generations Act.<b>B6</b></li> </ul>
<b>4. Collaboration</b>	<i>Acting in <b>collaboration</b> with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>We will continue to facilitate and underpin collaboration locally, regionally and nationally through the intelligent deployment of digital technology.</li> <li>We will continue to underpin key digital initiatives from the Swansea Bay City Deal.</li> <li>Through the work of the PSB there are several projects being undertaken which enables greater scope for collaboration on core service provision e.g., Multi-agency Hubs.</li> <li>The Complaints team have formed positive working relationships with all Council divisions and departments.</li> </ul>
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> <li>We will continue to strengthen our regional and national relationship and continue participation vis key working and strategic groups such as SOCITM Wales, PSBA etc.</li> <li>We will continue to work closely with the Digital Programme Manager / Lead at Swansea Bay City Deal to ensure close alignment of digital projects and regional/national projects.<b>A1</b></li> <li>We will implement innovative digital solutions that will enable increased collaboration &amp; facilitate organisations to work seamlessly together &amp; further exploit existing tools such as Microsoft Teams and Office 365 to facilitate greater collaboration in a secure manner around information governance &amp; data protection.</li> <li>We will implement innovative digital solutions that will enable increased collaboration and facilitate organisations to work seamlessly together.</li> <li>Prepare PSB Well-being Plan on a multi-agency basis to identify future priorities for collaborative working in response to the findings of the Well-being Assessment.<b>B8</b></li> <li>Strengthen links with divisions in terms of the new Complaints Policy, ensuring clear communication of process and accountability.<b>B9</b></li> </ul>
<b>5. Involvement</b>	<i>Importance of <b>involving</b> people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	<b>Partial</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>To adopt a 'customer first' approach when working with our service areas when reviewing and transformation their services.</li> <li>The team supports several key involvement networks such as the Ageing Well Carmarthenshire Network, Disability Partnership, Equalities Carmarthenshire and Town &amp; Community Council liaison forum.</li> </ul>
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> <li>We work with Marketing &amp; Media to ensure citizens are a primary focus when developing on-line solutions and end-to-end / customer-to-back-office processes.</li> <li>Work with Marketing &amp; Media and Democratic Services to embed the Council wide involvement, participation, and consultation framework.</li> <li>Through the Data Insight Team, we will focus on improving the use of data and information gathered through the Council's involvement approaches to inform service planning and development across the Council.<b>B14</b></li> </ul>

## Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
<b>A ICT</b>					
1.	We will in line with our Digital Transformation Strategy 2021-2024, continue to engage, prioritise and implement department needs to allow them to deliver effective services.	31/03/2023	Julian Williams	P&R	WBO13A
2.	We will continue to improve the condition, suitability and ICT resources within schools and ensure all schools have the latest digital technologies and infrastructures in place to deliver 21st century education.	31/03/2023	John Williams	ECS or P&R	WBO3C
3.	Provide responsive ICT support and expertise to all staff, elected members and schools at all times. To ensure they have a safe, secure, up-to-date and fit for purpose I.T. provision to carry out their work and duties effectively.	31/03/2023	John Williams	P&R	WBO13A
4.	We will ensure a robust approach to Cyber security and sustainable solutions are implemented for Information Governance.	31/03/2023	John Williams	P&R	WBO13A
5.	We will act as an enabler and vehicle for transforming the way services across the Council are delivered to customers by increasing opportunities for accessing council services via digital technologies.	31/03/2023	Julian Williams	P&R	WBO13A
6.	We will ensure to align and focus to implementing solutions and infrastructure projects that assist and contribute to the Net Zero Carbon by 2030 commitment.	31/03/2023	John Williams	P&R	WBO10-C
	% use of the ICT Self Service helpdesk ICT/002	TBC	John Williams	P&R	WBO13-B4
	Number of Transactional Council Services available to the public online ICT/003	TBC	Julian Williams	P&R	WBO13-A
	% of employee laptops with 4GB of memory (RAM) or under ICT/009	TBC	John Williams	P&R	WBO13-B5
7.	We will fulfil our statutory obligation under the Data Protection Act and ensure we are up to date with revisions in law being introduced in the UK.	31/03/2023	John Williams	P&R	WBO13-B2
	% of Freedom of Information Act request responded to in 20 working days 2.1.1.17	TBC	John Tilman	P&R	WBO13-B2
	Number of appeals to the Information Commissioner under the Act 2.1.1.18	TBC	John Tilman	P&R	WBO13-B2
	Number of appeals resulting in the Council being compelled by the Commissioner to release information that had been withheld 2.1.1.19	TBC	John Tilman	P&R	WBO13-B2
<b>B Corporate Policy</b>					
8.	We will drive and monitor progress to support implementation of the recommendations of the Moving Rural Carmarthenshire Forward report through the Rural Affairs Advisory Panel and consider any new issues as they arise. (14717)	31/03/2023	Gwyneth Ayers	P&R	WB05-C
9.	We will review and refresh the County's Welsh Language Promotion Strategy considering the progress to date and the Census 2021 results, which are expected during the year.	31/03/2023	Gwyneth Ayers	P&R	WB012-C
10.	We will review the current Internal Use of the Welsh language policy and prepare a framework to support departments to increase the use of the Language in administration.	31/03/2023	Gwyneth Ayers	P&R	WB012-C
	% of staff at Level 3 of the Welsh language skills framework	TBC	Gwyneth Ayers	P&R	WB012-C
	% of posts recruited at the required level of the advertised post	TBC	Gwyneth Ayers	P&R	WB012-C
	Number of staff following Welsh language skills learning and improvement courses	TBC	Gwyneth Ayers	P&R	WB012-C

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
11.	We will ensure the Council fully embeds the new requirements relating to performance and governance of the Local Government and Elections Act and align them to our current duties relating to the Well-being of Future Generations Act.	31/03/2023	Gwyneth Ayers	P&R	WBO13-B3
12.	Following local government elections in May 2022 we will publish a revised Corporate Strategy incorporating Well-being Objectives.	31/07/2022	Gwyneth Ayers	P&R	WBO13
13.	We will continue to support and monitor the implementation of the Integrated Impact Assessment requirement across the Council's decision-making processes to ensure compliance with a range of statutory duties including the new Socio-Economic Duty.	31/03/2023	Gwyneth Ayers	P&R	WBO13-B7
14.	We will implement and update the Tackling Poverty Plan to respond to the current challenges faced by residents and communities.	30/06/2022	Gwyneth Ayers	P&R	WBO4-A
15.	We will lead the review and refresh of the Public Service Boards (PSBs) Well-being Plan.	01/05/2023	Gwyneth Ayers	P&R	WBO13-B2
16.	We will work with and support departments to ensure ownership of the Council Complaints Policy.	31/03/2023	Gwyneth Ayers	P&R	WBO13-B7
	Number & % of complaints completed within statutory deadline	Target TBC	Kate Harrop	P&R	WBO13-B2
	Number of complaints relating to Welsh Language Standards received	Target TBC	Kate Harrop	P&R	WBO13-B7
17.	We will ensure that we embed any relevant recommendations from the Equalities & Diversity (Black Asian Minority Ethnic) Task & Finish Group into the Council's Strategic Equality Plan.	31/03/2023	Gwyneth Ayers	P&R	WBO13-B1
18.	We will ensure the Council fulfils its duties relating to the current Contest Strategy (counter terrorism) and respond to any duties as they arise, including the Protect Duty (2022).	31/03/2023	Gwyneth Ayers	C& Regen	WBO8-D
19.	To ensure the Council fully considers and responds to the requirements of the Protect Duty once published.	31/03/2023	Kate Harrop	C& Regen	WBO8
20.	We will further enhance and embed the Performance Management Framework in line with the requirements of the Local Government and Elections (Wales) Act.	31/03/2023	Rob James	P&R	WBO13-B6
21.	We will focus on use of information and intelligence to inform the following priority areas: <ul style="list-style-type: none"> <li>Tackling poverty</li> <li>Net zero carbon.</li> </ul>	31/03/2023	Gwyneth Ayers	P&R	WBO4A+ WBO10C
22.	We will undertake analysis of 2021 Census data as it becomes available throughout 2022/23.	31/03/2023	Gwyneth Ayers	P&R	WBO13-B6

### Divisional Profile

As a Division we employ approximately 96 members of staff and provide people management support to the entire organisation (in the region of 8,500 employees); we also provide people management services to a range of external organisations. The Division is made up of 5 key business units:

#### People Services

- HR Strategy and Advice
- Pay and Reward
- Employment Relations and Policy
- Employee Services (Recruitment and Payroll)

#### Employee Wellbeing

- Health and Safety compliance
- Occupational Health & Safety Management and Development
- Occupational Health Services
- Health and Wellbeing Solutions

#### Transform, Innovate and Change (TIC)

- Responsible for the delivery of the TIC work programme
- The Programme takes into account factors such as the potential to deliver financial efficiencies, service improvement, opportunities to work collaboratively with other public sector partners and transformational projects with the potential to deliver greater efficiency savings.

#### Organisational Development

- Organisational Design and Interventions
- Workforce Learning and Development
- Social Care Workforce Development Programme
- Workforce Analytics Research and Management Support

#### Business & Projects:

- Divisional Project Management and Coordination
- Divisional Business Management and Planning Support
- Workforce Engagement
- Workforce Planning
- Internal Staff Communications



### Self-assessment of performance in 2021/22

**Recruitment** - One of the post-pandemic legacies, and a significant risk for the service, has been the Division's capacity to manage increased vacancy volumes and demand for our services, which has been compounded by Brexit. We have introduced new processes to ensure pre-employment checks for critical roles are processed more quickly, temporary online ID checking for DBS checks has been extended by the DBS, temporary staffing arrangements have been secured to support the increased activity, and the overall recruitment process has been streamlined as far as possible subject to the limitations of the current recruitment system – these measures appear to be having a positive impact. A review of the recruitment process, facilitated by TIC, is also being undertaken, which will look at streamlining processes further and drive out any waste before we procure a new recruitment system to make sure we make best use of the technology available to us. We have also successfully introduced a "Right to Work post Brexit" checking process and renewed our licence with the Home Office to allow us to sponsor workers from abroad where appropriate. The increased recruitment volume has also had a wider knock on effect across the whole of People Services, for example, all job profiles for vacancies need to be checked and new jobs require evaluation and employment contracts and payroll set up must be prioritised to ensure new starters can be

brought on board and paid without delay. All checks for new starters are filtered through the Recruitment Team to ensure that our legal responsibilities are complied with.

**Social Care Recruitment** - During the last year this has become a national problem and so we have set up a working group that has introduced new and improved ways of attracting people into the profession and streamlined the application process. In a bid to demonstrate recognition and improve retention we also introduced additional payments for some social care staff, which the Employee Services team has successfully implemented despite the additional demands on the service. The Recruitment Team has worked closely with Community Business Support and Service Managers to prioritise and speed up the recruitment process for Home Care, Residential Care and Social Workers. In addition, we are working with Dyfed Powys Police with a view to speeding up DBS checks wherever possible. We will be looking to increase the number of ID verifiers within Communities to ensure that DBS checking can be further improved and speeded up.

**Senior Officer / Headteacher Recruitment** - We have successfully managed the recruitment process for two new Heads of service 1) Regeneration 2) Place & Sustainability, the Interim and several Headteacher posts and (*at the time of writing*) are in the process of appointing an interim Director of Environment.

**Staff Retention** - We have developed and introduced an automated system (Exit Questionnaire) to capture feedback from leavers. Going forward we need to refine this process to get better quality data and make sure the data is available to all departments. Work has been undertaken with our Communities colleagues to look at market rates for Social Workers and as a result a retention allowance will be payable with the aim of reducing turnover within key occupations. This will be kept under review.

The whole Division has pulled together and provided project management support for the **Better Ways Of Working project**; we developed the new **Our People Framework**, which was agreed by CMT in May 2021 and as a result we have reviewed, revised and introduced a range of people management policies, health and wellbeing interventions and learning materials to support the move to Better Ways of Working. We have also provided support for several service improvement and transformation projects via the TIC work programme.

We have introduced a **revised attendance management policy** and associated e-learning to further support managers to manage attendance effectively. This is a priority for the Council, and we continue to provide the management information to CMT and service managers for monitoring purposes.

We published our **Annual Pay Policy** that complied with the required legislation and provided transparency around pay decisions. As part of the Pay Policy, the Council continued its commitment to paying the Real Living Wage.

**Equal Pay Audit** - we completed and published our audit, which indicates the gap has reduced to approx 14%.

**Flu Vaccine** - to support the Welsh Government drive to increase take up of the vaccine, we agreed and introduced a policy for the reimbursement of flu vaccine costs for staff not entitled to a free vaccination. We also introduced a process for staff to re-claim any costs.

**Covid Vaccination Policy** - we supported the Welsh Government drive to increase take up of the vaccine and developed a new Covid Vaccination Policy, which provided time off for staff to receive their vaccinations.

**Restructuring Support** - we have provided HR advice and guidance in relation to the major realignment of services within Communities and Environment departments, which saw the creation of a new portfolio for the Head of Place and Sustainability.

**Corporate Employee Relations Forum (CERF)** - last year, we doubled the amount of paid facilities time we offered to our recognised Trade Unions and have continued to consult regularly with Union colleagues on a range of policies and Other areas. In particular, during COVID, they were consulted regularly and as early as possible in relation to health and safety advice and processes, changes to policy and service changes.

**Workforce Planning** - we have organised dedicated Local Government Association (LGA) facilitated workforce planning sessions with CMT and Heads of Service. The team was also responsible for providing



all the required data for these successful events and we developed an online dashboard for Heads of Service / Service Managers.

**HR Payroll System** - we successfully negotiated and renewed the licence with our system provider (Zellis) for another 4 years and are now in the process of migrating the system to the cloud based application, which will reduce the risk of systems failure.

**HR Advice** - during the pandemic recovery phase, council services re-opened which resulted in more staff returning to the workplace. The team adapted quickly to providing an online service and has continued to provide HR advice and guidance in a rapidly changing environment with minimal disruption. During the first year of the COVID pandemic, People Management were an integral part of Silver and Gold Command and able to develop guidance and advice in conjunction with these groups.

We have successfully procured a new **reward platform**, which will provide staff with a range of discounts and benefits with many of the main retailers. It is anticipated that this will be ready to launch in the New Year (2022). In addition, we are looking at introducing a technology salary sacrifice scheme to allow employees to access mobile phones, tablets etc in an affordable way thus supporting digital inclusion and to further enhance the reward offer to staff. We have also contracted with Salary Finance to provide a financial wellbeing service including access to loans for staff. This will be promoted via the new reward platform.

**Officer Code of Conduct and Declarations of Interest Process** - developed the new Officer Code of Conduct Intranet pages including a “frequently asked questions” section and launched the new on-line process for declaring interests, gifts, and hospitality.

**Health & Wellbeing** - During the recovery phase, as well as raising awareness and promoting a range of key initiatives to support staff health and wellbeing, the team has been working with services to investigate the wellbeing issues that are arising from Covid. Bespoke solutions have been developed to meet individual service needs as well as delivering a variety of learning resources for a range of topics including Mental Health First Aid, Remote Working Best Practice and Lifestyle Advice. The Team has also continued to develop the Health & Wellbeing Champions network. We now have over 60 champions across the council and another 60 plus in our schools. As all our services re-opened the Team has been integral in supporting staff and schools’ staff to prepare for a different way of working.

**Health & Safety** - During the pandemic, the team was recognised as the authority’s lead for professional, competent, and balanced advice in the absence of national or public health advice or guidance which assisted in the measured and proportionate decision making required during the early stages of the pandemic.

Throughout the pandemic recovery phase, the team has:

- Reviewed and revised the Corporate Health & Safety Policy – agreed by CMT September 2021
- Facilitated site visits buildings being accessed by staff and members of public were ‘COVID secure’ and integral to the safe re-opening and running of our schools.
- Provided drop-in sessions / workshops for Head Teachers to support the development of site-specific risk assessments for each school.
- Responded to changes to legislation, guidance, or alert levels by ensuring all relevant risk assessments and safe working practices were reviewed and amended as required.
- Worked closely with the Test, Trace, Protect and Infection Control teams to enable consistent and competent advice provision across the authority
- In liaison with other Council colleagues, developed risk assessments and procedures to support the Introduction of Lateral Flow Testing within schools and Lateral Flow and PCR Testing with Care Homes and Domiciliary Care.
- Worked with the Infection Control team to risk assess and develop safe working practices to introduce relevant and safe visits to Carmarthenshire County Council and private sector care homes.
- Integral to the safe running of the elections during May provision of advice and guidance as well as undertaking the risk assessments to ensure all our venues / polling stations were covid secure.



- When schools have seen an increase in positive cases, the Team has also worked closely with the Test, Trace, Protect and Infection Control teams, to undertake intervention case reviews and advise on the additional measures required to reduce the risk of further transmission.

**Occupational Health** - throughout the Pandemic recovery phase, the Wellbeing Support Service Appointments, Occupational Health Advisor/ Physician and Consultant appointments have all continued virtually either via phone or MS Teams. From feedback provided, the majority of employees have welcomed the change, as often travel, parking, health conditions etc. may all have been barriers to them accessing the centre previously. These reasons could be linked to the 37% decrease we have seen in the number of charged non-attendances. Due to the heightened concerns raised by staff to managers and the impact on staff wellbeing attributed to the pandemic, the Employee Wellbeing team temporarily launched the Employee Wellbeing Advice and Support Service to support employees through the emergency phase of the pandemic. The self-referral form was accessible to all employees who required extra support, information, or signposting. When shielding was paused, all employees in the high-risk categories who had been unable to work from home were able to return to the workplace. An Occupational Health clinician assessed each individual that was referred to the service – these medical provided managers with the information and advice they needed to make sure appropriate measures were taken to support the return to the workplace.

We have been successful in providing **Kickstart placements** for 20 young people currently on Universal Credits as part of the Government’s flagship programme and have supported the recruitment of 7 more **graduates** across the organisation, in particular supporting a targeted project within in the Communities department.

Our **Welsh Language Development Programme** goes from strength to strength, and we received the award for Welsh Language Employer of the Year (2020).

During 2021 we launched **new Appraisal process** (Recognise, Grow, Together)

We have supported **Leadership & Management Development** across the organisation, adapting the bite-sized sessions to be delivered on-line.

A new digital skills framework has been developed and is in the process of consultation, which will provide a firm foundation for our **Digital Skills Development Programme** going forward.

Working closely with other local authority partners and the WLGA we have developed a prototype of a **new Learning Experience Platform & Management System [LXP/LMS]**. This has the potential to significantly enhance provision at both a strategic and operational level and it is hoped that a new system will become fully operational during 2022/23.


We have also supported a range of projects using different **digital learning solutions** across the organisation.

**Transform, Innovate & Change (TIC)** - One of the key themes to emerge from the **TIC** Taking Stock review undertaken in 2019 was the need to strengthen the process for reporting progress and outcomes to the TIC Programme Board with the aim of ensuring that there is a greater responsibility and accountability for delivery within TIC Projects and to ensure that improvement and change is sustainable. Some progress has been made in the last year, but the Covid pandemic has impacted on the ability to fully implement the revised reporting framework. However, there is now an opportunity to link this work with the revised corporate performance monitoring framework.

As the Council emerged from the first phase of the Covid crisis, the TIC Team were asked to undertake a **strategic review of the Council’s response** to the pandemic and to identify any learning which could then be reflected in the strategic and operational delivery frameworks. The review, which was undertaken in conjunction with colleagues in Organisational Development, resulted in a comprehensive and evidence based review which was reported to Corporate Management Team and Executive Board in September 2021. A Delivery Plan was also developed to take forward the outcomes of the review and this is monitored via CMT on a 6 monthly basis.

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

 [See sources of evidence to inform self-assessment as outlined in Local Government and Elections Act 2021](#)

## Key Areas for Improvement arising from Self-assessment

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

### **Workforce Strategy**

- The current People Strategy needs to be reviewed in light of the pandemic to support the organisation to recover. We need to develop a new Workforce Strategy. **A2**
- Workforce Planning – consider the impact of Covid on our workforce and develop a Strategic Workforce Plan based on departmental and corporate workforce requirements. **A3**
- Employee experience – we need to evaluate the employee experience and undertake research to develop a Workforce Engagement Strategy that will underpin the new Workforce Strategy, which will include a new staff voice mechanism, and develop an annual reporting structure for monitoring and evaluation purposes. **A4**

### **Employee Well-being**

- We are starting to see a significant increase in the number of occupational health referrals, in particular referrals to our Wellbeing Support Services. To stem this increase we need to invest more time in developing proactive preventative solutions such as promoting good health and educating employees on healthy lifestyle choices. However, we do not have permanent funding for our Health and Wellbeing team, which includes support for mental health. **B1**
- Develop an Employee Wellbeing Strategy that underpins our new Workforce Strategy. **B1**
- Scope opportunities to commercialise some of the Employee Wellbeing services. **B3**

### **Organisational Development**

- Ensure that Learning & Development priorities and programmes are fully aligned with corporate priorities and needs. **C6**
- Complete and implement the findings of the strategic review of Learning Development. **C6**
- Further develop the Council's Leadership and Management Programme to support key corporate priorities. **C6**
- Design and implement Member Induction Programme following election in May 2022. **C13**
- Implement the new LMS system. **C12**
- Work with other PM colleagues to implement the findings of the Investors in People review. **C7**
- Contribute to the Divisional Project that creates the process for the development, monitoring and evaluation of Welsh Language learning agreements. **C8**
- Increasing the number of Social Work student placements & support for qualified Social Worker as new post qualifying framework emerges. **C9**

### **People Services**

- Complete the review of Recruitment and implement its findings. **D1**
- Procure and implement a new Recruitment System. **D1**
- Launch Icom Staff Benefits platform. **D6**
- Ensure our Pay Policy for 2022 / 2023 and annual Equal Pay / Gender Pay Audit/ comply with legislation and provide transparency around pay decisions. Separate Pay Policy for Teachers. **D4**

### **TIC**

- Strengthen performance management and reporting aspects of the TIC programme and align with corporate performance management framework in response to previous TIC Taking Stock Review. **E1**
- Further strengthen the use of data and corporate intelligence to inform TIC priorities. **E1**
- Developing TIC Transformation strategy to ensure that TIC work is fully aligned with supporting the key priorities of the organisation. Eg. BWOW; Digital transformation; Net Zero Carbon; Commercialisation. **E2**

★ Address & cross-reference any actions arising within the Divisional Summary Action Plan section below if applicable

## Key Divisional Risks

Risk Ref or New?	Risk score after mitigation	<b>Identified Risk</b> All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the <b>Corporate Risk Register</b> 2. <b>Significant Risks</b> (scored 16+) 3. <b>For Service High Risk (scored 12+), see Divisional Plan</b>	Action Plan Ref No.
CRR190038	15 High	COVID19 – increase in levels of anxiety which is directly affecting mental health. Health and wellbeing of staff and the public Employee health and wellbeing and attendance levels – emerging legacy costs as a result of the pandemic.	<b>B1+B5</b>
CRR190006	8 Medium	Ensuring effective People Management.	<b>D15</b>
CRR190015	12 High	Delivery of the approved Capital Programme <i>Responsibility for one of the four mitigating actions</i> <ul style="list-style-type: none"> <li>• Project Management Training.</li> </ul>	
CRR190030	20 Significant	Coronavirus – risk to business continuity, system failure and service delivery: Safe systems of work; consultation with TU's; re-deployment hub.	
	12 High	Health & Safety – Management of all health & safety risks across the authority.	<b>B4</b>
	16 Significant	The current Occupational Health (OH) IT System contract has expired, and a new cloud based system is needed, records.	<b>B3</b>
CRR190056	20 Significant	Effect of COVID-19 & Brexit: <i>Responsibility for two of the nine mitigating actions</i> <ul style="list-style-type: none"> <li>• on recruiting and impact on workforce planning.</li> </ul>	<b>D2</b>
	16 Significant	Corporate turnover rates are relatively low, however there are retention concerns in some of our critical areas such as social care.	<b>D6</b>
	15 High	Employee Relations: Consultation with the recognised non-teaching Trade Unions is ongoing via the CERF but without commitment to partnership working, relationships can be difficult and agreements difficult to achieve.	<b>D17</b>
	16 Significant	Failure to fully achieve the benefits of a proactive approach to commercialisation.	

\* All Corporate and Significant Risks must be addressed in the Divisional Summary Action Plan below

## 5 Ways of Working

<b>1. Long Term</b>	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet <b>long term</b> needs</i>
<i>How good are we at this?</i>	<b>Partial</b>
Self-Assessment Review:	<p>We support services to plan long term for their workforce requirements with people management data and or facilitated workforce planning sessions.</p> <p>The Employee Well-being Service supports the long term health and wellbeing of our employees. We are constantly monitoring capacity, referrals and waiting times in our OH service to ensure we can meet demand.</p> <p>Learning and development programmes are aimed at developing skills to support the whole organisation long term. Our Workready programme supports the council's workforce and succession planning priorities.</p> <p>Our People Management policies e.g., time off work, flexible working, agile working impacts on staff retention and turnover.</p> <p>TIC has an underlying key principle of supporting sustainable service delivery.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	<p>We will publish a new <u>3 year Workforce Strategy</u>. <b>A1</b></p> <p>We will promote healthy lifestyle choices and support mental health. <b>B1</b></p> <p>We will Complete the TIC review of the learning and development function and implement its findings. <b>C2</b></p>
<b>2. Prevention</b>	<i>How acting to <b>prevent</b> problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	<p>We have recently published a new <u>Officer Code of Conduct Guidance</u> and automated the <u>Declarations of Personal Interest, Gifts and Hospitality</u> process and raised awareness of the new guidance.</p> <p>Health and Wellbeing initiatives and Occupational Health Services support the prevention of ill health amongst our employees which in turn supports positive attendance and employee wellbeing. The work of our Health and Safety team ensures risks are managed and accidents prevented.</p> <p>We have already started to see an increase in absence levels as a direct result of the pandemic. For example, waiting times for NHS procedures and operations is extending the period of time staff are absent and an increase in absences that are related to mental health concerns.</p> <p>Longer term we need to consider expanding our Occupational Health service with a view to easing the pressure on the NHS where possible. This would help to reduce the length of absences, which in turn would help staff return to work quicker, avoid terminations, ill health retirements and all replacement associated costs.</p> <p>The work of the People Services team, in particular the HR policy, advice and guidance element, is designed to prevent the authority breaching legislative requirements</p> <p>The TIC service improvement approach always looks to identify the root cause of issues and resolve them so they are not repeated.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	<p>To meet increased demand we need funding for our Health +Wellbeing team. <b>B2</b></p> <p>Health &amp; Safety will continue to ensure we are compliant with all the Covid related regulations but also needs to refocus on Health &amp; Safety. <b>B3</b></p> <p>We will reinstate the TIC awards to recognise improvement activity outside of the TIC programme.</p>

<b>3. Integration</b>	<i>Considering how well-being objectives may <b>impact</b> upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	<b>Partial</b>
Self-Assessment Review:	<p>Our People Strategy needs to be reviewed to ensure pull together the contributions of every department to ensuring we have a workforce fit for the future.</p> <p>Employee Well-being impacts employee attendance and engagement – this in turn affects the quality of services being delivered across the council.</p> <p>Organisational Development aims to give staff the opportunity to develop and progress within the organisation. This impacts employee motivation, which in turn affects the quality of services being delivered across the council</p> <p>All our People Management policies and initiatives e.g., living wage, time off work, flexible working, agile working, financial wellbeing support are all designed to contribute to a good work life balance, which in turn support our staff in their personal lives. This supports our Well-being Objectives especially on Healthy lives and tackling poverty.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	<p>We will review our current strategy in light of Covid and publish a new <u>3 year Workforce Strategy</u> and <u>Strategic Workforce Plan</u>. <b>A1+A2</b></p> <p>We will ensure that Learning and Development priorities and programmes are fully aligned with corporate priorities.<b>C2+E1</b></p> <p>Introduction of the iCOM Reward Hub will give our staff access to local and national rewards and discounts, which in turn will support the local economy.<b>D4</b></p> <p>We will ensure that TIC work is fully aligned with supporting the key priorities of the organisation through a Transformation strategy.<b>E1</b></p>
<b>4. Collaboration</b>	<i>Acting in <b>collaboration</b> with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	<p>During the Pandemic the team worked very closely with service managers and head teachers to ensure risk assessments and safe systems of work were in place. The Pentre Awel development is a good example of how our Health and Safety team has worked closely with partners to ensure the project delivers its aims and objectives.</p> <p>People Management works closely with colleagues in other departments when developing key policies or changing processes. Regionally we work closely with other HR directors (HRD Network) – sharing good practice, exchanging ideas, advising WLGA on HR related matters.</p> <p>The TIC work programme encourages a collaborative approach across the organisation and with other partners including all Wales improvement networks, the Academi transformation network, Pembrokeshire and Swansea County Councils, Dyfed-Powys police and UWHDHB.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	<p>We will need to continue this relationship in terms of internal communications around Better Ways of Working.</p> <p>We need to provide dedicated health and safety and Occupational Health support for the next phases of the Pentre Awel project to ensure its success; however, we do not currently have funding.</p>
<b>5. Involvement</b>	<i>Importance of <b>involving</b> people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	<b>Partial</b>
Self-Assessment Review:	<p>The Division currently leads on a number of initiatives that involve staff in decision making e.g <a href="#">Better Ways of Working</a>, <a href="#">TIC</a> programme/projects, <a href="#">Health &amp; Wellbeing Champions</a> network, Investors in People review. An initial gap analysis</p>

	<p>suggest that we need to develop a framework that provides additional ways for all staff to get involved and to have their say.</p> <p>The “Our People Framework” is a good example of how staff, managers, heads of service and trade unions were involved in developing the final framework</p> <p>TIC service improvement projects always include consultation with service users and all stakeholders in any service redesign proposals.</p>
<p>Planned Improvement for 22/23 - we will: (link to action plan)</p>	<p>We need to invest more time in proactive preventative solutions such as promoting good health and educating employees on healthy lifestyle choices. <b>B1</b></p> <p>We need to develop and publish a new Workforce Engagement Strategy. <b>A3</b></p> <p>We need to develop a better understanding of how our policies impact on our staff. The Business &amp; Projects section will look to develop a Workforce Engagement Strategy that will include staff involvement. <b>A3</b></p> <p>Undertake the IIP review in 2022 and implement its findings. <b>C3</b></p> <p>We will continue to consult with key stakeholders internally and externally so that their views are taken on board when redesigning services and processes and delivering the improvements. <b>E1+2</b></p>



## Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
<b>A Business and Projects - Manager Cheryl Reynolds</b>					
1	We will review and develop a new Workforce Strategy.	October 2022	Cheryl Reynolds	P&R	WBO13/B5
2	We will produce a Strategic Workforce Plan <ul style="list-style-type: none"> <li>Review departmental submissions</li> <li>Develop and publish a Strategic Workforce Plan.</li> </ul>	Sept 2022	Cheryl Reynolds	P&R	WBO13/B5
3	We will develop and publish a new Workforce Engagement Strategy, working with the Marketing & Media team to develop a mechanism to evaluate the employee experience.	April 2022	Cheryl Reynolds	P&R	WBO13/B5
<b>B Employee Wellbeing - Manager Heidi Font</b>					
4	Develop and publish a new Employee Wellbeing Strategy <ul style="list-style-type: none"> <li>Develop and deliver new corporate and bespoke service health and wellbeing initiatives to support the wellbeing of our employees and secure permanent funding to support the growth in demand for services.</li> </ul> <p style="text-align: right;">CRR190038</p>	March 2023	Heidi Font	P&R	WBO13/B5
5	Procure and implement new OH IT system <ul style="list-style-type: none"> <li>Resolve procurement issues</li> <li>Procure new system</li> <li>Secure additional resource to ensure OH data is migrated effectively.</li> </ul>	Dec 2021 Jan 2022	Heidi Font	P&R	WBO13/B5
6	Health and Safety - Covid support, advice and guidance will continue; however, we now need to refocus our work to ensure the management of all Health & Safety risks across the authority.	Mar23	Heidi Font	P&R	WBO13/B5
7	To continue monitoring attendance, ensuring managers are trained and briefed in positive attendance management and are aware of in-house support.	Mar23	Heidi Font	P&R	WBO13/B5
<b>C Organisational Development – Interim Manager Jon Owen</b>					
8	Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees (PAM/044). (2019/20 Result 34.4; 2020/21 Target 20.0)	20	Alex Machin	P&R	WBO13/B5
9	Complete and implement the findings of the strategic review of Learning Development.	Sep22	Jon Owen	P&R	WBO13/B5
10	Implement the findings of the Investors in People Review.	Mar23	Jon Owen	P&R	WBO13/B5
11	Strengthen monitoring, evaluation and reporting mechanisms in respect of the Welsh Language.	March 2023	Alex Machin	P&R	WBO12+ WBO13/B5
12	Increase the number of Social Work student placement opportunities & support for qualified Social Worker.	March 2023	Jon Owen	P&R	WBO1+2+9 WBO13/B5
13	Fully implement new Learning Management System.	Mar23	Jon Owen	P&R	WBO13/B5
14	Design and implement Member Induction Programme following election in May 2022.	Mar23	Jon Owen	P&R	WBO13/B5



Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
<b>D People Services – Manager Alison Wood</b>					
15	We will continue to ensure that our recruitment, retention, people management and development policies, systems and process comply with changing legislation and reflect the needs of the organisation.	March 2023	Alison Wood / Jon Owen	P&R	WBO13/B5
16	We will ensure our Pay Policy for 2022 / 2023 and annual Equal Pay comply with legislation and provide transparency around pay decisions. Separate Pay Policy for Teachers.	March 2022	Alison Wood	P&R	WBO13/B5
17	We will develop an Employee Relations Strategy to inform engagement with the Trade Unions.	March 2023	Alison Wood	P&R	WBO13/B5
18	We will take steps to improve staff retention and launch Icom Staff Benefits Platform.	March 2023	Alison Wood	P&R	WBO13/B5
<b>E TIC - Manager Jon Owen</b>					
19	Develop a TIC Transformation Strategy to ensure that TIC work is fully aligned with supporting the key priorities of the organisation. E.g. BWOW / Digital transformation / NZC / Commercialisation.	Sept 22	Jon Owen / Bernadette Dolan	P&R	WBO13/B5
20	Strengthen performance management and reporting aspects of the TIC Programme and align with corporate performance management framework.	March 2023	Jon Owen	P&R	WBO13/B5

# Regeneration Summary Divisional Plan

## Head of Service: Jason Jones

### Divisional Profile

The Division provides business, employability, grant funding and skills support and advice whilst also contributing to the delivery of the policies and strategies for the Swansea Bay City Region Deal, which includes the Pentre Awel development planned for Delta Lakes, South Llanelli, and the digital infrastructure and skills and talent programmes. The service is also delivering our strategic Regeneration Plan for Carmarthenshire and its key transformational projects. We are responsible for the management of the Council's land assets, taking a strategic commercial view to ensure the portfolio is managed to meet the Council's economic development needs. The Strategic Asset Management team handles the preparation and implementation of a strategic approach to the Council's corporate asset objectives and management of the operational property resources. We are also responsible for the Council's Geographic Information Service (GIS) which provides an effective Geographical Information Systems and Gazetteers service which gives accurate and timely information for key service users and systems.



The Division seeks to address the needs of the economy and communities within Carmarthenshire and delivery of jobs and growth is the key priority. The COVID pandemic has had a fundamental impact upon our economy and our role has evolved to encompass the new challenges this presents. As such, the delivery of the Economic Recovery Plan for Carmarthenshire forms the strategic basis for all our activities within the Division and *Economic Development*.

The *Property & Major Projects* section of the Division is responsible for managing various land and building assets of the Council taking a strategic commercial view to ensure they are managed in a way that meets the Council's economic development needs.

The *Strategic Asset Management* team handles the preparation and implementation of a strategic approach to the Council's corporate asset objectives and management of the property resources.

The *Pentre Awel* team is tasked with the development and delivery of all four zones at Pentre Awel and includes key areas of work such as service planning, funding / investment, procurement, design development and construction. Pentre Awel is a cornerstone of key internal and external policies and strategies: it supports and catalyses our Regeneration Plan (including economic recovery).

The *Digital Programme* Unit is primarily responsible for the delivery of the Swansea Bay City Deal Digital Infrastructure Programme across the Region on behalf of all partners and stakeholders. It is an investment in the Digital Connectivity and associated Telecommunications Infrastructure of the region.

### Self-assessment of performance in 2021/22

Carmarthenshire's economy has been significantly impacted by the Covid-19 pandemic and Brexit. To gain an informed understanding of the position in Carmarthenshire, we have engaged with over 1,000 businesses to gather evidence on the impact of the pandemic on our businesses, unemployment and our rural and primary town economies. This has assisted us to put in place a clear [recovery plan](#) with an immediate priority focus on protecting jobs and supporting our small and medium enterprises (SMEs) to upscale. We will also continue to address the longer-term challenges that constrain growth in Carmarthenshire including low productivity and wages, skills deficits, too few businesses scaling up and the need for investment in modern business infrastructure and premises. We will support Carmarthenshire's economy to recover as quickly as possible to become one that is more productive than before, more equal, greener and with more sustainable communities.

As a platform to the development and delivery of the County's Economic Recovery Plan, an internal Business, Economy and Community recovery group has been established to coordinate development and delivery. In addition, an overarching advisory group, comprising key private sector industry leaders, has been

established, that assisted with the development and refinement of the recovery plan, and is now providing leadership as we deliver the recovery plan actions over the next 2 years. We will work with marketing and media to plan and deliver campaigns that align with the economic recovery plan as well as establishing the new brand and communications strategy for Pentre Awel.

To support the overarching county wide recovery plan, we have recovery plans in place for our three Primary towns – Carmarthen, Llanelli and Ammanford, as well as growth plans for our 10 rural towns.

In support of the recovery proposals the Council is providing £4.4m (Capital £3.7m, revenue £0.7m) to deliver initiatives including Carmarthenshire Rural Enterprise Fund, Commercial Property development Fund, Business Start Up and Growth Funds, Ten Towns capital Fund and Transforming Towns Initiative.

The regeneration service is not able to deliver everything in terms of the economic recovery proposals, nor is the Local Authority. We are working corporately and strategically with other services areas who can support delivery of the Carmarthenshire Economic Recovery Plan. We will also need to work with external organisations to ensure these influences support our plan for recovery and growth.

### *Economic Development*

- In response to the COVID-19 pandemic, the Division has led on the development and delivery of the Carmarthenshire's Economic Recovery and Delivery Plan. Resources have been secured and actions have commenced to deliver the plan. This approach has been referenced in the Wales Audit report [\*Regenerating Town Centres in Wales – National Report\*](#) (September 2021), with Carmarthenshire specifically mentioned on p33 of the report as being an example of where we have taken the opportunity to refresh our regeneration plans in response to the pandemic and provides a good summary of the "live" challenges facing towns in the county.
- We are progressing well with recovery activity in response to the key outcomes identified in the economic recovery plan. In the first 6 months of a 2-year plan we have created 575 jobs and safeguarded 641 jobs, engaged with 1,682 businesses and delivered training to 237 job seekers. Over the next 18 to 24 months, we have identified actions and activity to achieve or surpass the overall economic recovery plan targets.

### *Property & Major Projects*

- In collaboration with the Health Board we have continued to assist in securing agreements for the setting up of COVID-19 Testing Centres and Mass Vaccination Centres.
- Developments underway (creating job opportunities & significant capital receipts): a strategic development in Trostre; a housing development in Llandeilo; targeted properties in Llanelli Town Centre in regenerating the town; expanding our Street Markets; Council owned industrial land.
- We continue to support the delivery of the Council's Housing Regeneration and Development Delivery Plan, supporting the delivery of over 2,000 additional homes across the County.
- Property disposals have not progressed as anticipated because of the pandemic. Capital receipt targets for 2020/2021 were not achieved. 2021/2022 target was achieved although this involved slippage from the 2021 overall target and is, therefore, not a true reflection. There is confidence that overall capital receipts target remains achievable although the timescale for achievement needs to be extended.

### *Strategic Asset Management*

- Asset Valuations have been audited with no issues raised on the 20% rolling programme.
- Property Workstream has been set up to review and respond to Better Ways of Working (BWoW).
- Conclusion and adoption of Corporate Asset management Plan and some Service AMP's were placed in abeyance as a result of Covid. Plans will require review in light of BWoW and reset of services.
- Consider the outcomes of the Audit Wales - Springing Forward Project - Asset Management Tracer.

### *Pentre Awel*

- Has taken a major step forward during 2021/22 having transitioned from strategic planning to implementation and delivery following the approval of its City Deal Business Case in March 2021. A number of critical milestones have been realised:

*Business Case* - UK and Welsh Government approval of the City Deal Business Case in March 2021. Funding agreement developed and ratified, enabling draw-down of investment.

*Procurement* - CCC has procured around £75m of contract works for Pentre Awel during 2021/22.

Contractor Appointment - In [October](#) the Authority appointed Bouygues UK as the Develop and Construct Contractor for Zone 1.

*Service Planning* – Education, Health, Research, Leisure, Catering, Welsh Language, Communications.

*Governance* - a revised governance structure has been put into operation.

*Funding* - appraisals and funding models have been developed and issued to the financial markets. A whole site funding review is ongoing to consider the net funding requirement for all Zones.

### *Digital Programme*

- The SBCD Digital Infrastructure Programme:

*Governance* - the Digital Programme Business Case, Board and Governance has been established and is functioning


*Funding* - access to the £25M City Deal funding for the Digital Programme is secured; approximately £13.5M additional public sector funding has also been secured across the region

*Resources* - appointment of specialist advisors and a central team to the Digital Programme is complete.

- The CCC Digital Regeneration Programme:

Significant Commercial Investment in Gigabit fibre build secured and ongoing at Cross Hands, Llangennech, Burry Port, Llanelli, and Carmarthen; together with Superfast Cymru 2 Investment Secured to connect 3300 of Carmarthenshire`s worst served rural premises.

 [Links to sources of evidence \(Regulatory Reports, Member T&F, etc.\)](#)  
[Regenerating Town Centres in Wales – National Report](#) (September 2021)

 See [sources of evidence to inform self-assessment as outlined in Local Government and Elections Act 2021](#)

## Key Areas for Improvement arising from Self-assessment

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

### *Economic Development*

- Address Audit Wales recommendations on [Regenerating Town Centres in Wales – National Report](#) (A27&28)
- Track BREXIT progress and COVID recovery and its impact on Carmarthenshire (A2)
- Delivery of the Economic Recovery Action Plan (Throughout A)
- We will work with marketing and media to plan and deliver campaigns that align with the economic recovery plan as well as establishing the new brand and communications strategy for Pentre Awel (Throughout A)

### *Property & Major Projects*

- Continue to seek opportunities to expand our Street Markets (B49)
- Improve marketing approach for disposal / leasing of assets (B46)
- A review will be undertaken of the capital receipts programme and targets for the next 5 years with a report to be presented to Cabinet (B46)
- Support the delivery of the Council`s Housing Regeneration and Development Delivery Plan (B47)

### *Strategic Asset Management*

- Review of Rural Estate Plan and effect of regulations regarding pollution (C52)
- Review of Asset Transfers in progress and consultation with Town and Community Councils (C52)
- Revised Corporate Asset management plan to be prepared and formally adopted by Cabinet (C52)

### *Pentre Awel*

- Prior to entering into the construction contract with Bouygues UK, we will ensure good contractual governance and a consolidated funding position (D53)
- Early and frequent engagement with Bouygues UK in the development and delivery of a bespoke Community Benefits programme (D53)
- Work collaboratively with tenants and wider stakeholders to effectively plan for and realise the projected benefits for the scheme (D53)

### *Digital Programme*

- Fully transition from planning and preparation to delivery on the SBCD Digital Infrastructure Programme (E56)
- Attract Welsh & UK Government Funds for key strategic Digital projects both Regionally and locally (E56)

★ Address & cross-reference any actions arising within the Divisional Summary Action Plan section below if applicable

## Key Divisional Risks

Risk Ref or New?	Risk score after mitigation	<b>Identified Risk</b> All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the <b>Corporate Risk Register</b> 2. <b>Significant Risks</b> (scored 16+) 3. <b>For Service High Risk</b> (scored 12+), see <b>Divisional Plan</b>	Divisional Summary Action Plan Ref No.
CRR190049 COVID19 CMT Strategic	20	Risk of local business and economy not recovering from the pandemic. <i>Controls: Financial support to businesses; Advice to businesses; Support to businesses; Database of local suppliers and traders; Robust economic recovery plan to protect jobs and safeguard businesses and the delivery on the Local Innovation Strategy.</i>	Most of A
CRR 190013	12	Delivery of the regional City Deal projects (Pentre Awel, Skills & Talent and Digital Infrastructure). <i>Controls: Establishment of Swansea Bay City Region Board; Development of Regional Joint Committees; Welsh Government Assurance Gateway Reviews; individual project/programme specific Boards</i>	D53-54 A34, A39-45 E55-56
CRR190023	12	Failing to respond to impact of COVID recovery and BREXIT on increased business demands, e.g. Supporting local businesses with advice, grants and loans as part of regeneration activities; Creating jobs directly through CCC's capital programme contract works; Failure to deliver the Economic Recovery Plan due to the loss of EU funds; The availability of UK Government replacement funds poses a significant risk as the authority is competing against UK-wide authority areas. <i>Controls: Decrease in external funding due to new SPF regimes; Officer/Member Working Group with representations from all council services; Review all services/plan contingencies; Follow advice from Welsh Government and WLGA; Communications with residents &amp; businesses.</i>	A2 Most of A
CRR 190014	8	Delivery of the Pentre Awel Project (Outcomes/Budget). <i>Controls: Development of Zones 1-4 of Pentre Awel, Financial Planning</i>	D53 & 54

★ All Corporate and Significant Risks must be addressed in the Divisional Summary Action Plan below

## 5 Ways of Working

<b>1. Long Term</b>	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet <b>long term</b> needs</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>• Development of the Economic Recovery and Delivery Plan during the pandemic, that follows on from our strategic regeneration plan for Carmarthenshire 2015-2030 – Transformations that set out our focus for the next 15 years.</li> <li>• The RLSP supports the transition of the region and its economy by developing appropriate skills and training to support all the priority sectors within the Swansea Bay City Deal including digital, construction, manufacturing, health and energy and develop upskilling and apprenticeships opportunities.</li> <li>• Development of Town Centre Growth Plans for next 10 years through the 10 towns initiative and Primary Town Centre Recovery Growth Plans.</li> <li>• The Council’s short-term aspirations to maximise capital receipts from the sale of property needs to be balanced with longer term considerations by applying a clear and sustainable approach to the sale of surplus assets. A longer term approach will help safeguard and support strategic acquisitions, facilitate jobs, new housing and economic growth in the county all being in accordance with the aspirations / objectives of the Economic Recovery Plan.</li> <li>• Short term needs in terms of capital receipts generated from property disposals are balanced with a clear process for the sale of surplus assets that will continue to be utilised in the long term. Corporate AMP captures short to medium term service needs to ensure alignment with long term strategy and aims.</li> <li>• Pentre Awel will deliver transformational social and economic benefits. This will provide economic regeneration opportunities in Llanelli that links with the Swansea Bay City Region and provides long term benefits such as health, education, employment and availability of quality jobs.</li> <li>• SBCD Digital Infrastructure Programme and CCC Digital Regeneration Programme is deploying connectivity to meet the needs of citizens and businesses for at least the next 25 years. This connectivity infrastructure will support and underpin the delivery of transformational social and economic benefits.</li> </ul>
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> <li>• Delivery of the SW Wales Regional Economic Development Strategy (to be adopted).</li> <li>• Delivery of the Economic Recovery Plan. <b>Throughout Action Plan</b></li> <li>• Delivery of Skills Action Plan through the SBCD Skills and Talent Programme and the Regional Learning &amp; Skills Partnership. <b>A34</b></li> <li>• Continued delivery of the Transformations Plan. <b>A13</b></li> <li>• Delivery of Town Centre Action Plans. <b>A10, A13, A14, A15, A27, A28</b></li> <li>• Ensure that we continue to follow the property acquisition and disposals procedures and that these are aligned to the Recovery Plan. <b>B46 – B48</b></li> <li>• Service plans highlighting current needs will be reviewed to produce the Corporate Asset Management Plan to ensure alignment with long term corporate aims. <b>C52</b></li> <li>• Finalise proposals for further and higher education at Pentre Awel. <b>D53 &amp; D54</b></li> <li>• Establish the Education Implementation Group to support career progression. This will help address long-term critical skills shortages within health and care disciplines, as evident during the recent Covid pandemic. <b>D53 &amp; D54</b></li> <li>• We will continue to lead the £55 million investment in Digital Infrastructure across Carmarthenshire and the wider Swansea Bay City Region. <b>E56</b></li> <li>• We will continue to focus on the long term economic and social needs of the Region when making decisions about Digital procurement and investment. <b>E55</b></li> </ul>
<b>2. Prevention</b>	<i>How acting to <b>prevent</b> problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	<b>Partial</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>• Prevention of the demise of the economy following the devastating impacts of the Pandemic.</li> </ul>



	<ul style="list-style-type: none"> <li>• Providing upskilling and training opportunities for our citizens to prevent our skills base, e.g. low NVQ levels, from getting worse.</li> <li>• Vacant and derelict properties have a negative effect on the locality and the longer they remain vacant the higher the risk of vandalism and safety issues arising.</li> <li>• We are committed to becoming a Net Zero Carbon (NZC) LA by 2030 and are reviewing our estate to highlight areas for planting, sequestration &amp; energy generation.</li> <li>• We have reviewed the service proposals and designs for the Clinical Delivery Centre in Pentre Awel to ensure fitness for purpose and incorporation of Covid-learning (i.e. shift towards digital health). The Health Impact Assessment informs all service planning, encouraging all partners to holistically consider the wider determinants of economic inequalities and health.</li> <li>• We have and will continue to co-design services at Pentre Awel which will help people stay healthy and lead independent lives for longer through proactive preventative measures. Joint service pathways with leisure and health have been identified.</li> <li>• Regional &amp; local Digital Infrastructure interventions have been co-designed with partners &amp; stakeholders to act now in order that the social &amp; economic prosperity of the Region is supported &amp; underpinned by future proofed Digital connectivity.</li> </ul>
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> <li>• Delivery of the Regeneration COVID Recovery Plan and its action areas. <b>Throughout Action Plan</b></li> <li>• The RLSP Action Plan advises WG on the skills required by our businesses. This provides WG with the local intelligence and influences how colleges etc are funded. The SBCE Skills &amp; Talent project will also help prevent our skills levels from deteriorating by delivering key focused training. <b>A34</b></li> <li>• Delivery of business support &amp; other funds to assist SMEs recovery from the pandemic. <b>A21</b></li> <li>• The COVID pandemic has delayed the sale of some properties and we will prioritise their disposal to mitigate risk and bring them back to beneficial use to help reshape and improve our towns. <b>B46</b></li> <li>• Work with Bouygues UK to deliver for Pentre Awel, targeted interventions around recruitment and training, supply chain, education &amp; community engagement. <b>D53&amp;D54</b></li> <li>• Issue a mid-year update to Pentre Awel's Health Impact Assessment. <b>D53 &amp; D54</b></li> <li>• Establish a multi-agency working group to consider Pentre Awel's utilisation of outdoor and green spaces for the betterment of mental and physical wellbeing for people of all ages and abilities. <b>D53 &amp; D54</b></li> </ul>
<b>3. Integration</b>	<i>Considering how well-being objectives may <b>impact</b> upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
How good are we at this?	<b>Partial</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>• The impact of the COVID pandemic and Brexit are continuously reviewed.</li> <li>• The RLSP has ambitious plans to develop the ways education and training are delivered in the region.</li> <li>• The Digital Infrastructure project, funded via the Swansea Bay City Deal, aim to break down the inequalities in the digital culture.</li> <li>• The disposal of property assets accords with the Council's corporate strategy, with a focus on two of the Council's seven high level priorities.</li> <li>• The well-being objectives of the Council and Public Services Board partners have been fully incorporated into the Pentre Awel project with strong synchronicity between partner objectives. Additionally, there will be significant integration between Pentre Awel and other City Deal projects, in particular the Skills and Talent Initiative, and the Digital Infrastructure project.</li> </ul>
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> <li>• Delivery of the Economic Recovery Plan. <b>Throughout Action Plan</b></li> <li>• The RLSP to link skills and education to the needs of communities and businesses. <b>A38</b></li> <li>• Delivery of the Digital Infrastructure project. <b>E56</b></li> <li>• Work with other public sector bodies to identify opportunities for shared use and diversified use of buildings in town centres. <b>B50</b></li> <li>• Work with Partner organisations to benefit from new ways of working and set up pilot hub in Llandeilo.</li> </ul>



	<ul style="list-style-type: none"> <li>• Pentre Awel - develop and agree Heads of Terms with Hywel Dda UHB, UWTSO, Cardiff University &amp; Swansea University; also further engagement with PSB partners to explore unique and collaborative models for delivering services at Pentre Awel. <b>D53 &amp; D54</b></li> <li>• We will undertake further engagement with partners and stakeholders to ensure collaborative models for Digital Infrastructure deployment and innovative solutions for delivering Digital public services. <b>E55</b></li> </ul>
<b>4. Collaboration</b>	<i>Acting in <b>collaboration</b> with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>• Co-work and co-production across all public sector services, with Welsh Government, including Joint Ventures.</li> <li>• Emerging partnership with UK Government – e.g. UK Government funded Carmarthenshire and Pembrokeshire Hwb project. Within Carmarthenshire, the Carmarthen Hwb will bring a prominent redundant town centre property back into use, creating a central hub for services to support people in <i>starting well, living well and ageing well</i>. It will bring together health, social care and active leisure, alongside university provision and a welcome point for visitors to the town, whilst also responding to the need to repurpose Carmarthen’s town centre offer.</li> <li>• Collaboration with Town Centre Task Forces and 10 Towns Growth Plan Teams.</li> <li>• The recovery economic agenda has involved considerable collaboration with the businesses and communities, including Town and Community Councils.</li> <li>• The RLSP’s work with individual sectors to identify the skills needs related to the low-carbon Wales policy to ensure that businesses are well equipped to capitalise on the opportunities this brings.</li> <li>• Our approach to Community Asset Transfer aims to align with the principles of the WBFGA, which looks to improve the social, economic, environmental and cultural well-being of Wales through sustainable development.</li> <li>• Pentre Awel have worked in close partnership with Higher and Further Education, Health Boards, third sector stakeholders and the private sector. Together with links between therapists, specialist nurses, health rehabilitation professionals, leisure and sport – for example, jointly designing the gymnasium to encourage multi-generational use across abilities and upskilling of fitness instructors.</li> </ul>
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> <li>• Delivery of the Economic Recovery Plan. <b>Throughout Action Plan</b></li> <li>• Delivery of key regional bids for digital and skills under the banner of the City Deal. <b>A34 &amp; E56</b></li> <li>• Delivery of Town Centre initiatives, including the Carmarthen Hwb (responding to the need to repurpose Carmarthen’s town centre). <b>A13, A10, A14, A15, A27, A28</b></li> <li>• To revisit the Disposals Policy for surplus schools with a particular emphasis being given to properties being used for community use in the future in order to help build stronger communities. <b>B46</b></li> <li>• Finalise remaining transfers and continue to consider asset transfers to support community led regeneration. <b>C52</b></li> <li>• Collaborate with experts from the private sector and 3rd sectors to develop innovative solutions on our estate to becoming net zero carbon.</li> <li>• Establish a Community Benefits group that brings together CCC, Bouygues and supply chain partners, Gleeds and local stakeholders (Coleg Sir Gar and wider employability/training initiatives such as Workways). <b>D53 &amp; D54</b></li> <li>• Collaborate with training partners, care providers and employers across the public and private sector to develop a Care Academy at Pentre Awel. <b>D53 &amp; D54</b></li> <li>• Continue to work in close partnership with Regional Local Authorities, Universities, Health Boards, wider Public Sector and Private Sector to ensure successful delivery of our Regional and Local Digital Connectivity Programmes. <b>E55 &amp; E56</b></li> </ul>

<b>5. Involvement</b>	<i>Importance of <b>involving</b> people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	<b>Partial</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>• Ongoing facilitation of Town Centre Regeneration Forum in Carmarthen, Task Forces in Ammanford &amp; Llanelli (to assist in the development and delivery of regeneration master-plans for those towns.</li> <li>• Ongoing COVID recovery task groups and also BREXIT Officer / Member Group.</li> <li>• Continued work on the community masterplan in Tyisha, with a delivery plan for taking forward the work and on-going engagement with the community.</li> <li>• Ongoing work with businesses across the county to support growth and prosperity.</li> <li>• We will continue to work closely with partner public sector organisations, identifying opportunities where appropriate for the transfer of surplus/vacant land and property between publicly funded bodies in Wales via the Land Transfer Protocol process.</li> <li>• Continued to assist third sector and community groups with property advice in relation to asset transfer initiatives. Review of Asset Transfer Policy and Better Ways of Working will involve integrated impact assessment.</li> <li>• Pentre Awel consultation with core partners and third sector stakeholders has been carried out throughout the project. Community engagement has been a part of the development of the project and will continue as part of the service planning process. The project team engaged the Carmarthenshire Disability Partnership (CDP) during the design development phase to allow due consideration to be given to accessibility and inclusivity in relation to building facilities and layout.</li> </ul>
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> <li>• Continued delivery of the Economic Recovery and Delivery Plan <b>Throughout Action Plan</b></li> <li>• Available assets will be flagged on the electronic property information and mapping service for the public sector (e-PIMS).</li> <li>• Undertake consultations with third sector partners to learn from previous transfer experience and review policy. BWoW to be taken through IIA.</li> <li>• Implement the Pentre Awel Communications Plan to involve local stakeholders in Bouygues' Community Benefits programme and raise awareness of the education, health, research and business opportunities. Through 'widening access', we will work to improve aspirations locally by highlighting opportunities available for education and work both within Pentre Awel and wider. <b>D53 &amp; D54</b></li> <li>• Continue to involve a diverse range of partners and stakeholders in the delivery of all Digital Infrastructure initiatives both locally and regionally. <b>E55 &amp; E56</b></li> </ul>

## Divisional Summary Action Plan

Key: Moving Rural Carmarthenshire Forward - MFR

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOX/a
<b>A Economic Development</b>					
1	We will work with partners to deliver a range of support services to support the development and growth of the third sector within the County. (14006)	31/03/2023	Helen Morgan	C& Regen	WBO4-D
2	We will investigate and monitor the impact of Brexit on the economy of Carmarthenshire via the Brexit Risk and Opportunities Register. (14015)	31/03/2023	Helen Morgan	C& Regen	WBO5-F
3	We shall consider opportunities to work with other local authorities and partners to establish a Rural Deal to focus on rural regeneration and continue to deliver support through the Leader programme. (14893)	31/03/2023	Helen Morgan	C& Regen	WBO5-C
4	We will continue to maximise the draw-down of funding from external sources via the new funding programmes and support/undertake their delivery, e.g. the £2.9m award from UK Government's Community Renewal Fund. (14919)	31/03/2023	Helen Morgan	C& Regen	WBO4-D
5	We will continue to promote the County's tourism potential via the Celtic Routes project. (14920)	31/03/2023	Helen Morgan	C& Regen	WBO4-D
6	That the Council works with partners to develop a co-ordinated approach to identifying, supporting and developing volunteering across the County. MFR-42	31/03/2023	Helen Morgan	C& Regen	WBO4-D MFR-42
7	That the Council ensures a focus on the further development of the Foundational Economy sector within Carmarthenshire whilst supporting the principles of the Circular Economy. MFR-3	31/03/2023	Helen Morgan	C& Regen	WBO5-D MFR-3
8	That the Council continues to make grant funding available to support the growth aspirations of the County's businesses and communities via external funding programmes.	31/03/2023	Helen Morgan	C& Regen	WBO5-C MFR
9	That the Council works with other business support agencies and services (e.g. Business Wales, Business in Focus, Farming Connect etc) to enable greater clustering of support and signposting to local businesses. MFR-7	31/03/2023	Helen Morgan	C& Regen	WBO5-D MFR-7
10	Development of recovery and growth plans for Ten Rural Market Towns and to commence delivery of interventions identified. (15142)	31/03/2023	Rhian Phillips	C& Regen	WBO5-C ERP
11	Investigate and develop opportunities to develop community-based hubs in rural areas. (15143)	31/03/2023	Rhian Phillips	C& Regen	WBO5-C ERP
12	Supporting local businesses by creating a digital platform to showcase local produce and to provide an additional outlet for local businesses. (15152)	31/03/2023	Rhian Phillips	C& Regen	WBO5-G ERP
13	We will deliver the Carmarthen Town Centre Recovery Masterplan by Delivering Initiatives and Projects to include: Jackson Lane Development, Town centre key building acquisitions, various transforming towns and CRF revenue initiatives and delivery of LUF Funded Carmarthen & Pembroke Hwb project.	31/03/2024	Mike Bull	C& Regen	WBO5-B NEW
14	We will deliver the Ammanford Town Centre Recovery Masterplan by delivering initiatives and projects to include: Carregamman Car Park Greening, CRF – revitalise Rhydaman and Transforming Towns Revenue Initiatives.	31/03/2023	Mike Bull	C& Regen	WBO5-B NEW
15	We will deliver the Llanelli Town Centre Recovery Masterplan by delivering a number of transformational projects including the redevelopment of the former YMCA, etc. (13167)	31/03/2023	Tess Peregrine	C& Regen	WBO5-B
16	We will deliver the Cross Hands Growth Zone and bring forward developments at Cross Hands East Phase 2; Strategic Employment Site. (13164)	31/03/2025	Tess Peregrine	C& Regen	WBO5-B

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
17	We will further develop the Carmarthenshire Coastal Belt at Llanelli, Burry Port and Pembrey. (13168)	31/03/2023	Tess Peregrine	C& Regen	WBO5-B
18	We will further develop the Carmarthenshire Coastal Belt at Pendine by delivering the Pendine Attractor Project. (13169)	31/03/2023	Mike Bull	C& Regen	WBO5-B
19	We will deliver regeneration initiatives that focus on the development of the rural market towns in the County via projects and initiatives such as the 10 Towns capital fund, Rural Employment Space Joint Venture, Laugharne Car Park and Llandeilo Market Hall. (13175)	31/03/2024	Mike Bull	C& Regen	WBO5-C
20	We will continue to deliver both the Commercial Property Development Fund and Rural Enterprise Fund (Existing and New Funds) to stimulate a total estimated economic investment into the County's economy of £20 million. (14011 AND 14012)	31/03/2024	Mike Bull	C& Regen	WBO5-D
21	We will provide business support to start up and established businesses including self-employed and micro businesses by delivering a programme of business grants with a focus on helping businesses to grow. (14894)	31/03/2023	Tess Peregrine	C& Regen	WBO5-D ERP
22	To engage with Carmarthenshire businesses within key sectors and/or key growth areas via a prioritised business engagement list. (15119)	31/03/2023	Tess Peregrine	C& Regen	WBO5-D ERP
23	To provide business support in relation to public sector tender pipeline opportunities and lower value procurement opportunities. (15125)	31/03/2023	Tess Peregrine	C& Regen	WBO5-D ERP
24	Launch a Business Renewable Energy Fund to support businesses with renewable energy initiatives and carbon reduction. Support up to 50% of the project cost to a maximum of £10,000. (15137)	31/03/2023	Tess Peregrine	C& Regen	WBO5-D ERP
25	Liaise with forward planning to put in place Local development Orders for Primary Towns and strategic employment site at Cross Hands East (15144)	31/03/2023	Stuart Walters	C& Regen	WBO5-B ERP
26	That the Council considers demand and opportunities for the development of medium sized food based business and production units. MFR-37	31/03/2023	Stuart Walters	C& Regen	WBO5-B MFR-37
27	In line with the Audit Wales Report <u>Regenerating Town Centres in Wales – National Report</u> Sept 2021, recommendation 4, we will through the multi-disciplined corporate enforcement group implement the Empty Property Action Plan, using potential loan funding from Welsh Government's Empty Property Management Fund to utilise necessary enforcement powers where appropriate.	31/03/2023	Stuart Walters	C& Regen	WBO5-C Audit Wales Regenerating Town Centres
28	In line with the Audit Wales Report <u>Regenerating Town Centres in Wales – National Report</u> Sept 2021, recommendation 6, we will use the regeneration tool to self-assess our town centre regeneration work where necessary. <u>(the tool is here)</u> . (Linked on PIMS to:15142 & 15146)	31/03/2023	Rhian Phillips Stuart Walters	C& Regen	WBO5-C Audit Wales Regenerating Town Centres ERP
<b>Measures</b>					
29	EconD/001: Direct Jobs created ( <i>change of definition to Inc jobs accommodated &amp; No. into Jobs</i> ) with Regeneration assistance. 2021/22 Target: 1160, 22/23 Target:1000 (TBC)	1,000 (TBC)	Mike Bull	C& Regen	WBO5-B
30	New: Indirect Jobs Created (indirect and construction jobs) with Regeneration assistance. new measure 22/23 Target: 150 (TBC)	150 (TBC)	Mike Bull	C& Regen	WBO5-B ERP
31	New: The number of jobs safeguarded with Regeneration assistance. new measure 22/23 target 500 jobs safeguarded (TBC)	500 (TBC)	Mike Bull	C& Regen	WBO5-B ERP
32	New: The number of business enquiries supported. new measure 22/23 target 2500 enquiries supported (TBC)	2,500 (TBC)	Mike Bull	C& Regen	WBO5-D ERP
33	EconD/008: The level of Private Sector Investment / external funding secured (£). (EconD/008) - 2021/22 Target: £9,792,346, 22/23 Target 10,000,000 (TBC)	£10M (TBC)	Mike Bull	C& Regen	WBO5-D

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
<b>Regional Partnership</b>					
34	Deliver the £30million Skills and Talent Programme to create a skilled workforce for the future, developing opportunities to upskill and train at least 3500 individuals in the county and increase the % of Carmarthenshire citizens with above level 3 qualifications by 2026. (13176)	31/03/2023	Jane Lewis	C& Regen	WBO5-E
35	Develop a digital training programme to upskill citizens across the region to meet the changing digital skills needs. (15114)	31/03/2023	Jane Lewis	C& Regen	WBO5-E ERP
36	Create apprenticeships & graduate opportunities internally and via Property Minor Works & Regional Contractor Framework partners that will include 52 weeks training and skills opportunities (Regen). (15115)	31/03/2023	Jane Lewis	C& Regen	WBO5-H ERP
37	Provide an urgent support mechanism for those at risk of redundancy or have lost their job by utilising existing employability skills & expertise from within CCC. Promote a contact number/details & support available, support to include advice and guidance; jobs fairs and training where required to support people into work. (15131)	31/03/2023	Jane Lewis	C& Regen	WBO5-E ERP
38	Provide support through Employability programmes, identifying key training and skills opportunities through engagement with businesses & identifying key skills required. Departments within CCC will work with the RLSP to identify key skills gaps. (15132)	31/03/2023	Jane Lewis	C& Regen	WBO5-E ERP
<b>Measures</b>					
39	% of adults that feel more positive with improved confidence about seeking work after receiving employability support through Workways, Communities 4 Work and Communities 4 Work Plus Programmes (EconD/020) – 2021/22 Target: 100	100%	Amy Wakefield /Shan Williams	C& Regen	WBO4-C
40	% of residents that feel more confident in using a computer and gaining IT skills after receiving digital inclusion support through Workways, Communities 4 Work and Communities 4 Work Plus Programmes (EconD/021) – 2021/22 Target: 100	100%	Amy Wakefield /Shan Williams	C& Regen	WBO4-C
41	The number of accredited qualifications achieved by residents attending Employment related courses within the Workways, Communities 4 Work and Communities 4 Work Plus Programmes (EconD/022) – 2021/22 Target: 200	200	Amy Wakefield /Shan Williams	C& Regen	WBO4-C
42	New: Number of skills and Qualifications achieved by self-employed / micro businesses -250	250	Jane Lewis	C& Regen	WBO5-E ERP
43	New: Qualifications achieved within high growth sectors/ employment pathways - 300	300	Jane Lewis	C& Regen	WBO5-E ERP
44	New: Number of employees supported through employability schemes to earn real living wage - 200	200	Jane Lewis	C& Regen	WBO5-E ERP
45	New: Increased digital skill competency levels - 200	200	Jane Lewis	C& Regen	WBO5-E ERP
<b>B Property and Major Projects</b>					
46	We will generate capital receipts through the disposal of surplus properties to support the Councils Capital Programme. <b>Milestone for 2022/23 to generate capital receipts of £1.56m – subject to a review that will be undertaken of the capital receipts programme and targets for the next 5 years with a report to be presented to Cabinet.</b>	31/03/2023	Peter Edwards	P&R	WBO13-B6
47	We will support the delivery of the Council's Housing Regeneration and Development Delivery Plan through acquiring identified land and buildings.	31/03/2025	Peter Edwards	P&R / C& Regen	WBO6-A & WBO5-G
48	We will lead on and complete all land acquisitions required to facilitate strategic highway schemes such as Cross Hands Economic Link Road and Towy Valley Cycleway. (13181)	31/03/2025	Richard Evans	C& Regen	WBO5-G & WBO11



Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
49	We will expand the size and number of Street Markets in the County subject to the demand being sustained to help business start-ups and strengthen our town centre economies.	31/03/2023	Richard Evans	C& Regen	WBO5-G
50	To actively promote, market and deliver development opportunities in relation to: 1. The Costal Belt; 2. Town Centres; 3. Cross Hands East Strategic Employment Site - <b>Milestone for 2022/23 - to agree terms for 3 employment sites.</b>	31/03/2023	Peter Edwards/ Richard Evans	C& Regen	WBO5-B
<b>Measures</b>					
51	% performance against target to generate capital receipts to support the capital program (2.1.2.12) – 2022/23 Target: 100%	100%	Peter Edwards	P&R	WBO13-B6
<b>C Strategic Asset Management</b>					
52	We will review and formally adopt the Council’s Corporate Asset Management Plan by March 2023.	31/03/2023	Stephen Morgan	P&R	WBO13-B4
<b>D Pentre Awel</b>					
53	As part of the City Deal we will deliver a whole-site project plan for Pentre Awel, to include design and build, service/business planning, public engagement and securing private sector financing to ensure benefits maximisation and ongoing sustainability. (12985)	31/03/2024	Richard Reynolds	C& Regen	WBO5-A
54	Continuation of delivery of projects on key strategic sites with a view to job creation and growing the economy: Pentre Awel. (15155)	31/03/2023	Sharon Burford	C& Regen	WBO5-A ERP
<b>E Digital Programme</b>					
55	Work with all relevant partners and stakeholders to address issues of poor broadband connectivity and mobile coverage across the County, particularly in rural areas. (14892)	31/03/2023	Gareth Jones	C& Regen	WBO5-G ERP
56	We will continue to lead the £55 million investment in Digital Infrastructure across Carmarthenshire and the wider Swansea Bay City Region. (14921)	31/03/2023	Gareth Jones	C& Regen	WBO5-G ERP
<b>Measures</b>					
57	Ensure at least 91% of premises across Carmarthenshire have access to Superfast broadband connectivity or better (ICT/007)	91%	Gareth Jones	P&R	WBO13-B3
58	New: Ensure at least 40% of premises across Carmarthenshire have access to Gigabit capable broadband.	40%	Gareth Jones	P&R	WBO13-B3

### Business and Cabinet Support Business Unit: Nicola Evans

#### Unit Profile

The Business and Cabinet Support Service is responsible for providing a range of corporate, departmental and service specific support within the Chief Executive's Department:



- business support to the Chief Executive
- business support to the Leader
- business support to members of the Cabinet
- forward work programme support to Corporate Management Team
- departmental Management Team support
- administrative support in connection with the functions of the Lieutenancy,
- support for Royal Visits, ceremonial duties, honours and presentations made by the Lord-Lieutenant on behalf of Her Majesty the Queen
- creditors and debtors processes for department
- mail handling at County Hall, Carmarthen
- staff ID system
- support to Electoral Services team in relation to postal votes
- provide secretariat services for a number of corporate groups.

#### Self-assessment of performance in 2021/22


The Business Unit continued to respond and contribute to the Authority's response to the pandemic in a pragmatic manner, ensuring all essential services to staff and Members were prioritised and provided, to ensure continuation of core services.

Since the outbreak of Covid, the team has adopted a hybrid approach to working, some officers have attended the workplace due to the nature of their role, whilst others have continued to work from home. As a result, we have continued to review our processes to identify better ways of working. We have also accommodated the sharing of staff to ensure critical services have continued to be provided, ie a member of staff has worked in the creditors service to cover an extended period of staff absence.

The Unit supported *all Gold Command meetings* for Covid and major floodings. We have also supported the *Planning Assurance Board and Planning Intervention Board* who met weekly.

We worked closely with the Electoral Services Team in ensuring the postal vote opening system was in place and carried out in an effective manner working within very tight timescales and rigid working practices for the Police and Crime Commissioner and Senedd elections during May 2021.

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

 See [sources of evidence to inform self-assessment as outlined in Local Government and Elections Act 2021](#)



## Key Areas for Improvement arising from Self-assessment

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

### Moving Forward

The Business Unit will continue to provide support to the department, staff and Members.

We will support the Corporate Resources Department by being the first unit to implement the 'No PO No Pay' initiative. The initiative will increase compliance with existing financial procedure rules, whereby supplier invoices are rejected if they are not able to provide a PO number. This approach applies to the purchase of goods and services from suppliers only, it does not cover 3<sup>rd</sup> party payments for example grant recipients. **A1**

We will continue to work with colleagues in the TIC Team and implement any recommendations from their reviews that impact on our work area, ie electronic signatures, staff travel system, hybrid mail system, storage. **A2 & A3**

We will also implement all recommendations from Internal Audit reviews, ensuring that any procedural / administrative changes are implemented. **A3**

As part of better ways of working, we will continue to work with business unit managers to further develop paperless processes and systems. **A1 & A2**

A number of officers are attending specific election postal votes training in the new year. This will ensure that we plan and are prepared for Local Authority and Town & Community Council elections in May 2022.

Following the elections in May 2022, we will work with the incoming administration to develop a Moving Forward Strategy and agree member portfolios. **A4**

★ Address & cross-reference any actions arising within the Business Unit Action Plan section below if applicable

## Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk	Business Unit Action Plan Ref No.
		All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: <ol style="list-style-type: none"> <li>1. Any Risks that it has on the <b>Corporate Risk Register</b></li> <li>2. <b>Significant Risks</b> (scored 16+)</li> <li>3. <b>Service High Risk</b> (scored 12+)</li> </ol>	
		No Corporate or Service Risks identified.	

★ All Corporate, Significant Risks and Service High Risks must be addressed in the Business Unit Action Plan below

## 5 Ways of Working

<b>1. Long Term</b>	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet <b>long term</b> needs</i>
<i>How good are we at this?</i>	<b>Partial</b>
Self-Assessment Review:	As a service we welcome the introduction of better ways of working ensuring our service users benefit from the changes we make to our process.
Planned Improvement for 22/23 - we will: (link to action plan)	Continue to streamline processes especially those that are heavily reliant on paper. Implement all recommendations from TIC and Internal Audit reviews. <b>A1 &amp; A2</b>
<b>2. Prevention</b>	<i>How acting to <b>prevent</b> problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	The Unit proactively supports managers within a number of functions, such as HR processes, financial regulations, procurement.
Planned Improvement for 22/23 - we will: (link to action plan)	Implement all recommendations from TIC and Internal Audit reviews. <b>A3</b>
<b>3. Integration</b>	<i>Considering how well-being objectives may <b>impact</b> upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	Development of the forward work programme for Corporate Management Team ensuring reports are tabled at the appropriate timings and in line with the democratic committee cycle.
Planned Improvement for 22/23 - we will: (link to action plan)	Continue to review the forward work programme with departmental report co-ordinators. <b>A6 &amp; A8</b>
<b>4. Collaboration</b>	<i>Acting in <b>collaboration</b> with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	<b>Partial</b>
Self-Assessment Review:	Development of the forward work programme for Corporate Management Team ensuring reports are tabled at the appropriate timings and in line with the democratic committee cycle.
Planned Improvement for 22/23 - we will: (link to action plan)	Continue to review the forward work programme with departmental report co-ordinators. <b>A8</b>
<b>5. Involvement</b>	<i>Importance of <b>involving</b> people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	<b>Strong / Partial / None</b>
Self-Assessment Review:	
Planned Improvement for 22/23 - we will: (link to action plan)	

## Business Unit Action Plan

Ref #	Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
<b>A</b>	<b>Business &amp; Cabinet Support</b>				
1	Ensure that all budget efficiencies agreed are delivered and identify potential efficiencies for future years.	31/03/23	Nicola Evans	P&R	-
2	Assist TIC with specific corporate efficiency projects.	31/03/23	Nicola Evans	P&R	-
3	Implement all TIC and Internal Audit recommendations from reviews that have an implication on the unit.	31/03/23	Nicola Evans	P&R	-
4	Work with the new administration to produce a Moving Forward Strategy.	31/03/23	Nicola Evans	P&R	-
5	Work with the new administration to agree member portfolios.	31/03/23	Nicola Evans	P&R	-
6	Produce a forward work programme for Corporate Management Team (CMT).	31/03/23	Nicola Evans	P&R	-
7	Ensure all CMT actions are followed up.	31/03/23	Nicola Evans	P&R	-
8	Produce a departmental forward work programme.	31/03/23	Nicola Evans	P&R	-
9	Co-ordinate Cabinet / Corporate Management Team Away Days.	31/03/23	Nicola Evans	P&R	-

# Electoral Services and Civil Registration: Amanda Bebb

## Divisional Profile



Both Electoral Services and Civil Registration are statutory services. The Registration Service includes the registration of births, deaths, stillbirths, marriages and civil partnerships, the provision of a certificate service and the provision of Citizenship Ceremonies. Electoral Services is responsible for the update and maintenance of the Register of Electors and the conduct of all elections relevant to Carmarthenshire.



Although the Registration Service is regulated by the Registrar General, the local and legal responsibility for the provision of the Service is given to the Proper Officer. The Proper Officer for Carmarthenshire is Wendy Walters, Chief Executive.

Wendy Walters is also the designated Returning Officer (or Deputy/ acting depending on the type of election) for all elections administered for Carmarthenshire. Electoral Services are also responsible for the update and maintenance of the Register of electors and any relevant boundary maintenance.

This Service area is also responsible for Coroner Services. Coroners although appointed and paid for by local councils, are not local government officers but holds office under the Crown. The current Acting Senior Coroner is Mr Paul Bennett for the Pembrokeshire and Carmarthenshire Jurisdiction. The Service therefore works with the Coroner and Pembrokeshire Council to ensure value for money, performance and financial efficiencies are achieved.

## Self-assessment of performance in 2021/22

The work of the *Registration Service* has been under such continuous spotlight during the last year as we moved through the global pandemic. The pressures of high increase in death numbers alongside a backlog in birth registration emerging from the 1<sup>st</sup> wave as well as handling continuous changes to ceremony delivery have been immense. The backlog of some 800 births were cleared down in 4 months of recommencing the service. Arrangements for marriages and civil partnerships continue to evolve.

Together with dealing with the pressures of the pandemic, major legislative change was introduced with the Marriage Schedule System. The introduction of this major change impacts members of the Clergy and Approved Persons who will no longer be responsible for completing the formal register for the marriages they solemnize.

Our Registration Staff have demonstrated considerable resilience, adaptability and an on-going commitment to deliver a professional and caring service during a time when they were worried about their own personal safety and that of their families. Coupled with this they have embraced new legislation.


The *Election Team* were tasked with administering a complex combined Police and Crime Commissioner election with Senedd Elections which saw 16- and 17-year-olds and foreign nationals voting for the first time at the Senedd elections, two different voting systems whilst putting in place new procedures throughout the election process to comply with public health guidance with the main aim to ensure that voters were confident that they could vote safely. Due to the lateness of legislation, the election team together with a highly skilled Election Project team showed great teamwork, a resilience and commitment to the long hours required to deliver a successful combined election.

## National Service Standards

Under the governance arrangements, Carmarthenshire Registration Service is committed to the service delivery standards developed by the General Register Office (GRO) and adheres to good practice guidance and the codes of practice. GRO guidance provides information on specific national standards the Local Authority must meet together with aspirational standards.

- Carmarthenshire Registration Service submits Annual Performance Reviews to the Registrar General confirming adherence to the Code of Practice, key service developments and performance indicators.
- Follow up discussions with the General Register Office Compliance Officers have confirmed that Carmarthenshire Registration Service continues to deliver services to an excellent level. The Service works to the Public Protection Counter Fraud framework to ensure compliance.
- Registration Officers meet regularly to discuss all aspects of the service and the Superintendent Registrar meets monthly with the Electoral Service and Civil Registration Manager to discuss registration matters and other local authority requirements.
- The Service is subject to Stock and Security reviews by the General Register Office and security of stock, data and fees is deemed paramount within this service. Registration officers and all staff are aware of the established security protocols and of the need to maintain robust filing and document retention systems. Up to date banking instructions and audit arrangements are in place. Cash handling and deposit arrangements are also appropriate.

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

 [See sources of evidence to inform self-assessment as outlined in Local Government and Elections Act 2021](#)

## Key Areas for Improvement arising from Self-assessment

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

- To take all opportunities to engage, contribute and support the retention of the current easements continuing with regards death registration being enabled by telephone and electronic transmission of documents.
- To build upon and strengthen the partnerships established during the pandemic – i.e., hospitals, Medical Examiners, Funeral Directors, Coroner, health board and our mass fatalities project group to ensure we meet our statutory duty and to support bereaved families through their registration journey.
- To determine if our opening times still meet customer trends and business needs by participating in relevant consultation with our customers, staff and key stakeholders to seek views that will help make a decision on service improvement. **A2**
- We will analyse our performance indicators-both internal and external (such as statutory duty to register deaths in 5 days, births within 42 days, number of certificate applications processed, number of 16/17 year olds resident within Carmarthenshire to percentage registered to vote, stats on number of electors registered : number actually voting), this vital information for both services will aid the decision-making process as well as assess the efficiency & effectiveness of service delivery. **A2**
- To address each service area staffing structure and develop a robust workforce equipped with the necessary skills and knowledge to enable service delivery in any exceptional circumstances
- To commence planning for the delivery of the Local Elections schedule to take place on 5 May 2022.
- To implement the Carmarthenshire Electoral Boundary order.
- The recruitment of an Engagement Officer, whose role will be to consult, engage and analyse registration and participation in the Local Elections 2022.

 **Address & cross-reference any actions arising within the Divisional Summary Action Plan section below if applicable**

## Key Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk	Divisional Summary Action Plan Ref No.
		All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the <b>Corporate Risk Register</b> 2. <b>Significant Risks</b> (scored 16+) 3. <b>For Service High Risk (scored 12+), see Divisional Plan</b>	
CRR190031	12	Failure to comply with the requirements of the Local Government and Elections Wales Act in delivering Local Elections and not fulfilling our obligation to engage and promote registration and voting among 16–17-year-olds and other qualifying foreign nationals.	<b>B2</b>
New	-	Risk of not generating sufficient income to meet the income target as the Registration service is demand led. There is a risk of further Covid disruption, depending on infection rates.	
New	-	Loss of accommodation in relation to reduced Council owned buildings-this could impact on registration services. Secondly could have an impact on the administration of elections where a number of buildings are required.	

★ All Corporate and Significant Risks must be addressed in the Divisional Summary Action Plan below

## 5 Ways of Working

<b>1. Long Term</b>	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet <b>long term</b> needs</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	<p>The Council is committed to delivering the service in accordance with the Good Practice Guide with achievement to National Standard as a minimum. All Key Performance Indicators for both Statutory Standards and Operational Delivery Standards within the guide are measured. Achievement is reported to General Register Office (GRO) in the Annual Performance Report. The GRO assessment templates are used to ensure that standards of work meet the GRO statutory and operational delivery requirements. These standards help us to reflect on our staffing needs and plan for business continuity.</p> <p>Electoral Services are required to comply with the National electoral register data matching test then analyse results and act upon those results. The Electoral Administration Act 2006 gave the Electoral Commission powers to set and monitor performance standards for electoral services.</p> <p>Under these provisions, the Commission:</p> <ul style="list-style-type: none"> <li>determine and publish standards of performance for relevant electoral officers in Great Britain (Electoral Registration Officers and Returning Officers).</li> <li>Carmarthenshire elections team pride themselves on the joined-up work to ensure there is consistency in delivering elections within the Mid and West Wales region. The joined-up approach ensures we reflect on each Electoral Canvass and each election and put measurements in place from lessons learnt.</li> </ul>
Planned Improvement for 22/23 - we will: (link to action plan)	<p>We will continue to invest in meeting our service delivery standards and will strive to meet the changing needs of our communities by example:</p> <ul style="list-style-type: none"> <li>looking at the hours we operate and ensuring we have a robust staffing structure in place. We will engage with all sectors of our County, in particular young people on how we can help to encourage them to register and participate at relevant elections. <b>A3</b></li> </ul>



<b>2. Prevention</b>	<i>How acting to <b>prevent</b> problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	<p>Strong- Covid 19 impacted in every aspect of the Registration service. Business continuity plans and risk assessments were constantly being updated with the aim of maintaining staff levels and manage significant increases in workload. The profile of the service was raised and highlighted how important it was to work with key stakeholders in ensuring that the death journey for the bereaved was as painless as we could make it. We trained up additional staff from the Elections Team and staff from other departments, we participated and contributed to stakeholder meetings -both external and internal, operated a 7-day service at times whilst ensuring the well-being of the team.</p> <p>Detailed planning for an outcome of safe, fair and transparent elections was achieved with the delivery of the combined Police and Crime and Senedd Elections in May 2021.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	<p>As both managers of Registrars and Elections have a key role to play in Wales i.e., Chair of the Wales Regional Group for Registration Services and Vice-Chair (Wales) of the Association of Electoral Administrators and Regional Chair for Wales Coroner Panel, we are in a position to positively contribute to national planning, have early access to proposed legislation etc and feed this back to our local authorities which will aid us in planning both short term and long term business continuity plans. We will continue to participate and contribute to regular Excess Deaths group meetings and monitor and plan for early indications of further waves.</p> <p>We will also work closely with the Elections' Project group in taking forward what we learnt from delivering the 21 elections when planning for the May 22 elections. <b>B1</b></p>
<b>3. Integration</b>	<i>Considering how well-being objectives may <b>impact</b> upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	<p>We contribute to commemorating life events such as birth registration and death registrations.</p> <ul style="list-style-type: none"> <li>• We ensure new parents are notified of the process in registering their new-born baby. We ensured that the back log of postponed birth registrations was dealt with quickly and efficiently when we were able to commence this process.</li> <li>• We also worked with our key partners to ensure that the death registration journey was conducted <u>with respect and dignity</u>.</li> <li>• We continued to deliver citizenship ceremonies as we know that it is important for this process to aid <u>social integration and community cohesion</u>.</li> <li>• Our work in training Registrars and ensuring they are up to date on legislation and guidance surrounding sham marriages and fraudulent use of certificates and fictitious birth certificates contribute to <u>the prevention of crime</u>.</li> </ul> <p>Our planned engagement activities on ensuring that all 16–17-year olds were given the opportunity to register and vote at the May 2021 elections were delivered working with young Influencers, Electoral Commission and our internal partners.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	<p>We will continue to create equal access to our services, providing full bi-lingual options for all ceremonies and registration processes. We will provide awareness and if required training to our stakeholders such as funeral directors, venues licenced for ceremonies, GP practices and Coroner Services with the aim of strengthening harmonious, effective working relations.</p> <p>To work with Education sector on becoming more proactive in our activities to promote the importance of registration and voting and to analyse data provided on the number of 16–17-year olds in our county: the number registered to vote and utilising the findings of this data to make informed decisions on future engagement. <b>B2</b></p>



<b>4. Collaboration</b>	<i>Acting in <b>collaboration</b> with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	<p>The Registration Service regularly asks customers to complete satisfaction surveys so that we can understand what is working well and meeting expectation and what isn't working well and could be improved upon. We have worked and will continue to work with external bodies such as the Home Office to deliver its Public Protection and Counter Fraud agenda. The General Register Office, where we have the opportunity to contribute to proposals to legislation change. In the last year we have worked with Welsh Government on their lockdown timetable on opening up marriages and strengthened our relations with funeral directors, mortuaries, Medical Examiners, Coroner Services and the local crematorium services – all working together to deliver a dignified death registration journey for families during what was very difficult times.</p> <p>Elections worked collectively with the Association of Electoral Administrators, Electoral Commission, Cabinet Office and Welsh Government to deliver a safe and fair election in May 2021. An elections project group was established that ensured all elements of the election planning was controlled and shared by key players.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	To continue to build upon and strengthen relations with key stakeholders in ensuring that we all deliver our service to meet the needs of our customers. <b>A5</b>
<b>5. Involvement</b>	<i>Importance of <b>involving</b> people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	<p>Registration Service has been a key service during the pandemic and worked closely with key stakeholders in pulling together a robust plan for each wave of the pandemic, meeting on a regular basis to ensure that deaths of all faiths were managed with dignity and respect.</p> <p>Although there were periods where marriages were not allowed, giving much turmoil to couples, we worked with the couples and their external wedding venues in ensuring that we could marry them when convenient to all. We continued with the advice of our Senior Business Partners to conduct urgent weddings where one of the parties was seriously ill and not expected to recover, giving comfort to the couple.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	<p>The Registration Service will work towards delivering shared outcomes with a number of key partners including the General Register Office, HM Passport Office, The Home Office and UK Visas and Immigration, the Department for Work and Pensions, the Department of Health and other central government departments.</p> <p>Electoral Services will ensure that there is a programme of engagement working with our educational establishments and youth organisations in ensuring all 14–18-year-olds are aware of their registration and voting rights. Work will continue beyond the May 2022 elections, using statistical information to move forward with engagement plans for all future elections.<b>B2</b></p>

## Action Plan

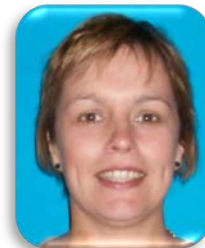
Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
<b>A Civil Registration and Coroner Services</b>					
A1	We will ensure that any potential merger of the coroner's jurisdiction with Swansea/Neath Port Talbot jurisdiction, results in a more resilient and consistent service for the bereaved people by working with key stakeholders including Pembrokeshire Council, Chief Coroner and Ministry of Justice.	Mar 23	Amanda Bebb	P&R	WBO13
A2	We will continue to provide the facilities to the Acting Coroner to ensure the backlog of inquests due to the Coronavirus Pandemic are conducted safely in a timely fashion to give closure to families and loved ones.	Mar 23	Amanda Bebb	P&R	WBO13
A3	We will continue to deliver a Registrars service that meets and exceeds the national standards in all areas by working closely with our stakeholders. to improve the quality of service providing high level services that give value for money and are based on best practice. We will also develop and retain highly skilled and valued officers who will have the right tools to deliver.	Mar 23	Andrea Rowlands	P&R	WBO13
A4	We will pursue the relocation of our Registration Office for the Ammanford area.	Mar 23	Andrea Rowlands	P&R	WBO13
A5.	We will administer and work with our stakeholders in delivering the Civil Partnerships, Marriages and Deaths (Registration etc.) Act 2019.	Mar 23	Andrea Rowlands	P&R	WBO13
A6	We will continue to develop lessons learned from the Coronavirus pandemic to inform how our future services can be delivered in line with the governments' digital agenda.	Mar 23	Andrea Rowlands	P&R	WBO13
A7	We will engage and build upon current relationship with Medical Examiner and Coroner Services in the planning for the introduction of the statutory Medical Examiner scheme.	Apr 22	Andrea Rowlands	P&R	WBO13
A8	We will continue to develop lessons learned from the Coronavirus pandemic to inform how our future services can be delivered in line with the governments' digital agenda.	Mar 23	Andrea Rowlands	P&R	WBO13
<b>Measures</b>					
	We will work with our key stakeholders <ul style="list-style-type: none"> <li>to ensure that we register births within the statutory timeframe of 42 days,</li> <li>non-coronial deaths within the statutory timeframe of 5 days,</li> <li>conduct all Citizenship Ceremonies within 60 days of the Home Office invitation</li> <li>and Issue 100% of Priority Service certificates within 24 hours</li> </ul>	Targets 42 days 5 days 60 days 100%	Andrea Rowlands	P&R	WBO13
<b>B Electoral Services</b>					
B1	To put in place robust planning and engagement arrangements for delivering the May 2022 combined Local and Town and Community Council Elections with the view of ensuring that all eligible electors are registered to vote, and we have in place the facilities for them to exercise their vote.	May 22	Amanda Bebb	P&R	WBO13

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
B2	We will recruit an Engagement Officer whose role will be to primarily work with key stakeholders on delivering a timetable of activities to encourage registration and participation. The role and the activities will be assessed post May elections for their success and take forward lessons learnt for all future engagement.	Sept 22	Amanda Bebb	P&R	WBO13
B3	Review suitability of all polling station accommodation and provide instructions and guidance for polling station staff about temporary reasonable adjustments to make stations fully accessible and consult with representatives of disability groups regarding all aspects of registration and voting.	May 22	Amanda Bebb	P&R	WBO13
B4	To carry out an effective campaign to ensure that all 16- and 17-year-olds and foreign nationals newly enfranchised living within Carmarthenshire are registered and encouraged to participate in the Local Elections taking place on 5 May 2022.	May 22	Amanda Bebb	P&R	WBO13
B5	To expand the team of other Council staff who will gain knowledge and experience on all aspects of administering an election	May 22	Amanda Bebb	P&R	WBO13
B6	Publish and maintain an accurate and legally compliant Electoral register each year and maximise registration for target groups within the County	May 23	Amanda Bebb	P&R	WBO13
B7	To discharge the Council's increasing statutory responsibilities, required by local government and elections (wales) act 2021 and future proposed electoral reform, within the context of extraordinary financial constraints.	May 23	Amanda Bebb	P&R	WBO13



## Profile

Media, Marketing and Customer Service is a diverse unit which prides itself on delivering the highest standards for a range of services. The service has expertise in public relations, graphic design and print, media, advertising, social media, internal communications, web, digital, engagement, consultation, and translation. Our key aim is to ensure all messages are communicated bilingually and attractive in a way that appeals to our given audience. Communicating with our staff, elected members, our business community, our partners, and visitors is the key driver of our purpose, promoting the county as an attractive and commercially viable place to visit and invest in, through the regional and national campaigns that we lead on.



## Self-assessment of performance in 2021/22

The Media and Marketing service have again this year played a key role in supporting all divisions across the authority to effectively communicate in both Welsh and English relevant information to residents, businesses and stakeholders throughout the county ensuring consistency and relevancy across all communications.

As well as additional external communications that has been required for us to publish, the team has delivered a wide range of additional internal communications to support staff who have had to change the way they work including a growing demand on simultaneous translation of all democratic virtual meetings.

The team continues to play a key role in supporting businesses, particularly those in the tourism industry, to react and recover as restrictions are lifted and aim to ensure that they can benefit from targeted support and in creating campaigns that will continue to attract people to holiday and visit Carmarthenshire.

The additional demand on customer services during the past 12 months has been dramatic. It has been challenging to deliver a service due to the increase in service demand. It has been inevitable that there has been an increase in waiting times and number of abandoned calls. New processes and further discussions with specific services are taking place to reduce this as best we can. Recruitment has proved to be difficult, and we continue to look for additional staff to join the team to build resilience into the staffing structure.

The team also successfully trialled standby arrangement to assist with communication outside of normal working hours. This has been critical during recent events.

Some of the key campaigns and support provided during this time include:

- Prosiect Zero SirGar
- Tackling poverty
- Ty isha
- Housing and regeneration masterplan
- Preparing for election
- Levelling up and community renewal fund
- 20mph changes
- Hwb move to new town centre site in Carmarthen
- Canolfan Eto
- Waste strategy
- Regeneration recovery plan
- WESP
- Pentre Awel
- Recruitment
- Sandy Road consultation
- Conduct formal evaluation of Planning Hwb pilot to inform potential further roll out of approach in other services currently provided by Contact Centre

The pandemic continues to provide an additional strain on the team and its workload. With the general elections coming up and continual changes to covid regulations the team still have a considerable amount of work that cannot be scheduled, and timescales given.

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

## Key Areas for Improvement arising from Self-assessment

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

### Moving Forward

The Media and Marketing team will restructure to ensure the service can deliver and achieve the communication and marketing needs of the Authority and build on the high-class service to its internal and external customers.

To deliver the Council's key principle of *One Council, One Vision, One Voice*, moving forward we will structure in a way that will allow us to have a greater working relationship with partner organisations and ensure the Council brand is proactively promoted through all our communications channels consistently and in a way in which our customers want. **A1**

The service moving forward will be driven by the priorities, services and activity outlined in the corporate plans and we will use our resources and focus our energy to meet these priorities. Working closely with key services we must ensure a consistent, coordinated, and unified approach and department must plan to ensure that we support them in engaging with the right people, in the right way at the right time. **A3**

Key projects that we already know that will require our expertise include: **A1, A3, A7, A10**

- General elections
- Waste strategy
- Ten towns initiative
- Jobs and growth / Developing Carmarthenshire together
- Prosiect Zero Sir Gar / Tackling Climate Change together
- Sponsorship and advertising opportunities
- WESP
- Raising the profile of democracy and how we engage and consult with the public
- MEP
- Canolfan eto
- Pentre Awel
- Levelling Up (2) and community renewal fund (7)
- Major events and filming opportunities
- Post 16 education
- Digital transformation

Customer Services will continue to review all its processes to ensure that we deliver a clear customer journey for all council service enquiries.

- Identify other services where the first of point of contact enquiries could be dealt with by Contact Centre/ adopt a Hwb approach. **E6**
- Pushout and enhance the claim what's your service and develop a consistent approach within the Council to ensure all services manage customers with financial and wellbeing concerns in the same manner to avoid confusion and to build confidence and clarity. **E3**

★ Address & cross-reference any actions arising within the Business Unit Action Plan section below if applicable

## Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk	Action Plan Ref No.
		1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. Service High Risk (scored 12+)	
New	New	24/7 response cover to ensure we keep the public informed of any major incident that happens within the County.	
New	New	Adequate staff numbers to manage the current customer service demand.	
New	New	Translation being able to maintain a service to meet the Welsh language standards.	D1-4
New	New	Under various regulations we are required to communicate in an accessible manner (WCAG 2.1 AA standards) and adhere to data protection. Severe penalties and reputational damage is a factor if not met.	A1
New	New	To ensure the safe management of corporate or major events.	
New	New	Ensuring adequate additional measure are in place if traditional means of communication fail due to eg cyber attacks or major incident.	

★ All Corporate, Significant Risks and Service High Risks must be addressed in the Business Unit Action Plan below

## 5 Ways of Working

<b>1. Long Term</b>	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>Managing Customer Services day to day depending on changes to service and public demand is becoming more of a challenge. The long term needs to recruit more staff is critical for this service to progress and develop to become the front door for this council, providing a clear point of entry to each of our customers.</li> <li>Developing a corporate communications plan will allow communication and engagement to embed the responsibility with everyone who represents the Council. The strategy will be a key tool to assist and support everyone in knowing how to communicate with their audience.</li> <li>Effectively introduce and embed the County Council new brand across all communication work, to both internal and external audiences.</li> </ul>
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> <li>Move Carmarthen Hwb to the town centre to improve accessibility and to introduce additional partners to the Hwbs, widening the offer to our customers. <b>E1</b></li> </ul>
<b>2. Prevention</b>	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	<b>Partial</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>Support departments with their messaging by proactively promoting changes to services in the way customers wish to be informed.</li> <li>Continue with standby arrangement to assist with communication outside of normal working hours. This is critical when considering recent events.</li> <li>Improve communications with all staff and develop solutions to communicate effectively with frontline staff who do not have a council email address.</li> <li>We provide a translation service available to all council services which supports the Authority in ensuring all content and engagement is provided bilingually in Welsh and English.</li> <li>We coordinate consultation and engagement to ensure all residents are made aware and have had a voice into any key changes that are happening to services in a way that is easy to understand and follow.</li> </ul>
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> <li>Develop a timeline of key council priorities to ensure relevant resources are given to key council objectives. <b>A1</b></li> </ul>



	<ul style="list-style-type: none"> <li>Look at ways in how Council work can be coordinated and communicated jointly making the message easier to understand for our customers and ensure all our conversations are valuable. <b>A1</b></li> </ul>
<b>3. Integration</b>	<i>Considering how well-being objectives may <b>impact</b> upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	<b>Strong</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>We play a key role in supporting all Well-being Objectives 4 / 5 / 8 / 10 / 12 / 13 helping consult / engage / assist with comms / lead on customer experience etc. We also support all other well-being objectives.</li> <li>The new Carmarthenshire tourism brand and how this is developed with the customer in mind performs effectively to its given audience with specific campaigns such as walking, beaches and what's on figuring in the top five requests on a regular basis.</li> <li>Our Translation service continues to support the Council and other key partners to deliver their services bilingually.</li> <li>Continue to work with local, regional and national stakeholders to develop and deliver marketing actions to support post pandemic economic recovery, with focus on rural Carmarthenshire and seasonality.</li> </ul>
Planned Improvement for 22/23 - we will: (link to action plan)	-
<b>4. Collaboration</b>	<i>Acting in <b>collaboration</b> with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	<b>Partial</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>We represent the County at the annual all Wales tourism summit and attend the quarterly South West Wales Regional Tourism Forum.</li> <li>Attend Customer Focus Wales.</li> <li>Hwb opens its doors to work collaboratively with other partners such as Dyfed Powys Police.</li> <li>We attend the all Wales warning and informing group to proactively look at how we manage emergencies.</li> <li>Regional corporate communications group chaired by Hywel Dda Health Board.</li> <li>We coordinate the public relations for the Dyfed Powys Police and Crime panel.</li> <li>Represent marketing and media on various cross departmental working groups and forums.</li> </ul>
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> <li>Continue to work with partners and in a collaboratively way to ensure customers are kept well informed. <b>A1 &amp; A4</b></li> <li>Develop a corporate communications group to improve the way the Council communicate as one council, providing clarity and consistency to our audiences. <b>A3</b></li> </ul>
<b>5. Involvement</b>	<i>Importance of <b>involving</b> people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	<b>Partial</b>
Self-Assessment Review:	<ul style="list-style-type: none"> <li>Developed relevant marketing and promotional campaigns to ensure our customers engage and understand the role of the local authority.</li> <li>Ensure all communication is available to our customers in the format they wish to find out about the local Authority.</li> <li>Ensure all correspondence is fully bilingual Welsh and English and involve customers in all that the Council deliver.</li> </ul>
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> <li>We will work with other Council services to further develop the Council's involvement, participation, and consultation framework. <b>A1</b></li> <li>Improve further the accessibility of our communication and continue to educate services of the importance of clear and accessibly information is to ensure we reach all our audiences. <b>A3 &amp; A7</b></li> <li>Identify specific audiences that we need to reach and ensure we communicate with them in a way that is engaging and effective. <b>A4</b></li> </ul>



## Media, Marketing and Customer Service Action Plan

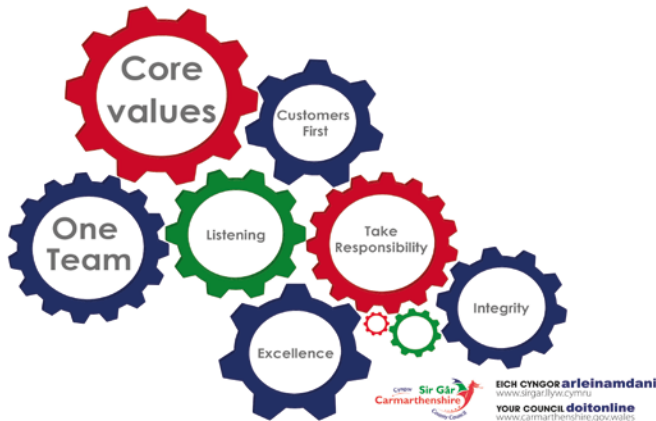
Ref #	Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
<b>A Communications &amp; Marketing</b>					
1.	Deliver the council's corporate communications strategy following the key principle of <i>One Council, One Vision, One Voice</i> . As part of the launch of this strategy, communicate and embed a corporate communications standard across all departments to ensure the basic principles of communication are understood and utilised by all - for example, communications are always accessible, bilingual, friendly and with a clear call to action.	30/08/2023	Deina Hockenull	P&R	WBO13
2.	Improve forward planning to maximise timely and topical PR opportunities and coordination across departments.	31/03/2023	Laura Morris	P&R	WBO13
3.	Set up a cross-departmental corporate comms group to ensure a consistent and co-ordinated approach to communicating with staff and the public and use this group to map out the range of council communications resources and channels both internally and externally to ensure that key messages are communicated with the right audience, in the right way and at the right time.	30/06/2023	Diane Phillips	P&R	WBO13
4.	Service user involvement: The Council should develop a systematic approach to involving service users in the future design and development of its online/channel shifted services. <i>(14300 Regulatory Recommendation)</i>	31/03/2023	Deina Hockenull	P&R	WBO13 AW
5.	To work with services to create web content that places our customer at the heart of everything we communicate online and to highlight the importance of putting the customer first when creating new processes.	31/03/2023	Deina Hockenull	P&R	WBO13
6.	To continuously enhance our flagship websites in terms of content and functionality.	31/03/2023	Deina Hockenull	P&R	WBO13
7.	Improve communications with all staff by using a new corporate Teams channel and Sway with the aim of increasing engagement and provide budget savings. Develop solutions to communicate effectively with frontline staff who do not have a council email address.	31/03/2023	Laura Morris	P&R	WBO13
8.	Re-brand our internal communications across all departments so that it is consistent with corporate branding.	30/08/2023	Deina Hockenull	P&R	WBO13
9.	Support PMP to promote a new staff rewards platform (ICOM), communicate major organisational changes, assist with the new recruitment system and contribute to the development of a workforce engagement plan.	31/03/2023	Deina Hockenull	P&R	WBO13
10.	Plan and deliver priority campaigns that align with Cabinet objectives during the next 12 months, including Transforming Tyisha, Pentre Awel, Recycling (waste strategy and circular economy), Prosiect Zero Sir Gar etc.	31/03/2023	Diane Phillips	P&R	WBO13
11.	Ensure a planned and co-ordinated approach to engagement and consultation across the authority by developing a solution to coordinate requests. Communicate this approach across all departments to ensure consistency.	31/03/2023	Deina Hockenull	P&R	WBO13
12.	Working with local, regional and national stakeholders, develop and deliver marketing actions to support post pandemic economic recovery, with focus on rural Carmarthenshire and seasonality.	31/03/2023	Deina Hockenull	P&R	WBO5
13.	NEW: Increase the follower growth of the Council's Corporate Social Media account of <i>Facebook</i> (baseline: 20,000)	26,000 followers	Laura Morris	P&R	WBO13
14.	NEW: Increase the follower growth of the Council's Corporate Social Media account of <i>Twitter</i> (baseline: 11,000)	13,000 followers	Laura Morris	P&R	WBO13

Ref #	Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
15.	ICT/005 - Number of user sessions to the County Council website (Target 21/22: 2,750,000)	3,000,000 sessions	Deina Hockenhill	P&R	WBO13
<b>B Tourism</b>					
1.	Develop and deliver actions to increase local secondary spend from both overnight and day visitors.	31/03/2023	Huw Parsons	C& Regen	WBO12
2.	Increase the number and economic / branding value of film and screen productions in the County, liaising pre and during filming and promoting post.	31/03/2023	Huw Parsons	C& Regen	WBO12
3.	Attract and develop the number and value of major and signature events to Carmarthenshire, focusing on those that amplify the values of Carmarthenshire and deliver local benefits.	31/03/2023	Huw Parsons	C& Regen	WBO12
4.	That the Council builds on existing arrangements to work with all interested partners in the tourism sector to create and promote a Carmarthenshire destination offer. MFR-25	31/03/2023	Huw Parsons	C& Regen	WBO12
5.	That the Council works with all interested partners in the tourism sector and local communities to develop, support and promote a programme of year-round local events/festivals across the County MFR-26	31/03/2023	Huw Parsons	C& Regen	WBO12
6.	That the Council works with partners and the private sector to identify opportunities to address the current gap in terms of open air and all-weather provision in the County. MFR-27	31/03/2023	Huw Parsons	C& Regen	WBO12
7.	Establish a new brand and communication strategy to support increased value of visitor economy as well as brand value of local products and services to residents.	30/06/2023	Huw Parsons	C& Regen	WBO12
<b>C Advertising &amp; Branding</b>					
1.	Create and promote a digital support "toolkit" for local community event organisers that will enable them to plan and deliver safe, vibrant and sustainable activities.	31/03/2023	Deina Hockenhill	P&R	WBO13
2.	Effectively introduce and embed the County Council new brand across all communication work, to both internal and external audiences.	31/03/2023	Huw Parsons	P&R	WBO13
3.	Integrate more effective digital ordering and client relationship software package, increasing the efficiency and quality of design requests.	30/08/2023	Huw Parsons	P&R	WBO13
4.	Plan and implement campaign to attract external income through offering advertising opportunities through bus shelters and roundabouts.	31/03/2023	Deina Hockenhill	P&R	WBO13
5.	Increase the planning and understanding of advertising opportunities by providing online "Toolkit" outlining why's, how's and case studies.	31/03/2023	Deina Hockenhill	P&R	WBO13
<b>D Translation</b>					
1.	Use Déjà vu to its full potential and as efficiently as possible. Ensure that the terms in the terminology are correct and that we are consistent as translators.	31/03/2023	Helen Davies-Eynon	P&R	WBO12
2.	Improve customer awareness of what the translation service can provide.	30/08/2023	Helen Davies-Eynon	P&R	WBO12
3.	Simultaneous Translation – look at how to extend the Unit's simultaneous translation service for departments and creating a simultaneous translation protocol. Create a formal simultaneous translation request form similar to the written translation request on the new system coming into effect. Thus making the managing of requests more efficient.	31/03/2023	Helen Davies-Eynon	P&R	WBO12

Ref #	Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
4.	Look further into grant funded / 3rd party work, making enquiries as to what projects are grant funded in order to report on further income opportunities for the Unit.	31/03/2023	Helen Davies-Eynon	P&R	WBO12
<b>E Customer Service</b>					
1.	Develop Carmarthen Hwb to include partnership working with employability projects and other agencies.	30/06/2023	Eifion Davies	P&R	WBO13
2.	Develop and promote the Claim <i>What's yours</i> initiative to support the Council's tackling poverty initiative which is responding to the current challenges faced by residents and communities.	31/03/2023	Deina Hockenhull	P&R	WBO13
3.	Produce corporate customer service standards to enable customers to receive the same level of service no matter where in the organisation they are dealt with and inform staff of the service expected.	30/06/2023	Deina Hockenhull	P&R	WBO13
4.	Produce a standard Enquiry / Contact Us form to be used online by customers ensuring that all information is received in a consistent format and that all relevant information is captured.	30/08/2023	Eifion Davies	P&R	WBO13
5.	Continually review processes and eforms with customers at the forefront to ensure that any online forms are easy to use for customers and gets the information to the relevant part of the organisation thus reducing double handling of data.	31/03/2023	Eifion Davies	P&R	WBO13
6.	Increase the number of customer service enquiries/requests that can be dealt with at first point of contact and strengthen processes for managing those requests that needed to be actioned within services.	31/03/2023	Eifion Davies	P&R	WBO13
7.	NEW: Number of residents requesting a face to face appointment at one of the three main town centre Hwbs (Carmarthen, Llanelli or Ammanford).	-	Eifion Davies	P&R	WBO13
8.	NEW: Number of calls handled at the Contact Centre.	-	Eifion Davies	P&R	WBO13
9.	2.2.2.20 - Average speed (mins) to answer calls to the Contact Centre.	5 mins	Eifion Davies	P&R	WBO13

## 4. Department Resources

### Core Values



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

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

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

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

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

### Seven areas of Corporate Change required

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

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

#### 1. Corporate Planning

##### **See Section 2 - Strategic Context**

Following local government elections in May 2022 we will publish a revised Corporate Strategy incorporating Well-being Objectives.

#### 2. Financial Planning - Budget Summary

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

##### **Administration and Legal**

Budget setting process (Council 3<sup>rd</sup> March 2021)

<https://democracy.carmarthenshire.gov.wales/ieListDocuments.aspx?CId=155&MId=4219&Ver=4>

There is a corporate decision to move IT systems to a cloud based solutions which will result in significant additional costs and budget pressures. Systems within the service include Landcharges, Timebase, the Legal Services Case Management System and the Committee Management System (which transferred to a cloud solution as of October 2020).

A draft determination by the Independent Remuneration Panel for Wales proposed a significant increase in Member Salaries at approx. £250k per annum. A growth bid was successfully submitted for £200k to ensure that funding was available within this budget should the determination be confirmed in the final 2022 report.

<b>Regeneration</b>		
<b>Capital Covid Recovery £3.7m inclusive of:</b>	<b>Revenue Covid recovery £0.7m inclusive of:</b>	<b>Capital Funding (Non recovery related) £2m inclusive of:</b>
Transforming Towns £1.2m PDF £1m Ten Towns £1m Rural Enterprise fund £0.5m	Business Support fund £0.5m Business Skills support fund £0.2m	Business Renewable Energy Fund £0.5m £1.5m Capital allocation for Transformational Strategic Projects

## Financial Planning - Savings and Efficiencies

<p><b>Administration and Legal</b> Reduction in Member travel budget due to multi-location meetings – a proportion of the members’ budget has been given up to achieve the necessary divisional budget savings.</p> <p><b>Regeneration</b> <b>2022/23</b> Total £70k:- £20k - Anticipated increase in Income/reduction in operating costs on administrative estate through New Ways of Working. £25k anticipated decrease in utility costs on administrative estate due to reduced occupancy through continued agile working. £10k reduction in community grants. £15k supplies within industrial budget. <b>2023/24:-</b> £30k additional income from Swansea University Parc Dewi Sant. <b>2024/25:-</b> £30k anticipated increase in income / reduction in operating costs on admin estate through new ways of working</p>
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## 3. Key Workforce Planning Issues

<p><b>📌 <a href="#">Workforce Planning Toolkit</a> to help complete this section</b></p> <p>Need to identify:</p> <ol style="list-style-type: none"> <li>1. Current workforce issues?</li> <li>2. Future business priorities and implications on the workforce?</li> <li>3. What is your Development Plan to address the gap implications? (between 1 &amp; 2 above)</li> </ol> <p><b>Admin &amp; Legal</b> Workload pressures, particularly since the beginning of 2020, have had a significant and detrimental impact upon staff health and well-being.</p> <p><b>People Management</b> The age profile in some areas of the service is a cause for concern but we have developed contingency plans to meet potential succession planning requirements. However, the legacy costs of the pandemic has resulted in a steady growth in demand for our services post covid, with an increase in absences and referrals into our Wellbeing Support Services. Our Health &amp; Wellbeing and Occupational Health teams are relatively small and so we will need to grow the teams to meet demand. We will also need to respond to the recommendations resulting from the TIC review that will affect our Working Safely team.</p> <p><i>Workforce Planning</i> There is a need to make better use of data and intelligence to help inform future workforce development requirements. Ensure that the service is able to further respond to the on-going recruitment and retention challenges within the social care sector via the Social Worker development programme and the integrated Awiff induction programme</p>
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The impact of the Covid-19 pandemic has further increased the demands for digital skills across all services and the service will need to ensure that it has also has the capacity and skills to respond to this approach

*People Services* - The age profile in some areas of the service is a cause for concern but we have developed contingency plans to meet potential succession planning requirements.

*Employee Services* – team will need to be re-skilled following recruitment review and implementation of the new recruitment system to reduce risk and increase resilience. Personal development plans will be created for each team member.

*Employer Pensions Administration* has seen an increase in demand to support the provision of data. Part of the Employee Services restructuring will look at identifying the level of resource required to meet this demand on an ongoing basis. Early indication suggest that an additional resource will be needed and that a growth bid will be submitted.

*Resourcelink Team* – we have successfully grown the number of MyView users which has helped to free up resources in departments and allowed us to relinquish a resource. However, we have seen a significant increase in demand for systems development and user support, so this part of the service will need to grow over the next 18 months to 2 years to meet demand.

The age profile in some areas of the service is a cause for concern but we have developed contingency plans to meet potential succession planning requirements.

*HR Business Partners* will continue to support their DMTs to develop workforce plans to support business priorities.

#### *TIC*

The lack of capacity within the services to support change and transformation objectives has been highlighted as a significant risk, and this has the potential to impact on its ability to progress a number of key priorities such as service improvement, commercialisation and its response to the NZC agenda. One of the objectives for the TIC programme will be to develop the capacity and skills within services to adopt a self-help approach to reviewing and challenging working practices and implementing the associated changes in a sustainable way. The TIC team is also looking make further use of data and information to support a more evidence based to identifying priorities and improvement activity and there will be a need to ensure that the team has the relevant skills and capacity to undertake this work.

### **Regeneration**

The Regeneration service workforce has proven to be very resilient and adaptable with its response to the pandemic. We have provided support to businesses, communities and vulnerable residents, delivering significant business support grants, providing business advice and support via a dedicated business contact centre, providing foodbank support and food parcel deliveries, creating a county wide community directory to signpost residents to services and support available locally.

The focus is now supporting the county's economy to recover. To deliver on this ambition we will:

#### 1. Identify current **workforce issues**:

- Hybrid working - (see 4 below).
- European funded staff seek other employment - XX% of regeneration posts are funded by EU grant. This funding will come to an end in March 2023. The work programmes however will need to continue beyond then to support our recovery proposals.
- Agency staff – we will be reviewing the use of Agency staff and identify permanent positions, where appropriate.

#### 2. Consider future **business priorities** and implications on the workforce:

- European funded programmes, e.g. LEADER ending in March 2023
- Greater focus required on business support and engagement with a focus on progressive procurement opportunities to increase our spend with local businesses



- Community Bureau function to be expanded to provide specialist Business Planning service for the Authority for external funding programmes and a corporate intelligence function, providing a central point for external funding across the authority.
  - Additional resource to be considered to support town centre recovery plans.
3. Develop a **Plan** to address the gap implications:
    - Seek alternative external funding to fund activities that are currently funded by the EU programmes and retain European funded staff via expanded Community Bureau Function
    - Recruit 2 Community Bureau funding officers
    - Recruit 2 Business Support officers
    - Recruit 2 regeneration officers
    - Utilise grant funding such as Transforming towns, WG JV and UK Gov LUF to fund specific posts for project delivery
  4. Consider **New Ways of Working** - It is anticipated that the service need for property floorspace will be significantly reduced as the regeneration unit embraces new ways of working. An approach will be developed in consultation with staff that provides accommodation that supports new ways of working coupled with utilisation of technology and digitisation of paper records to deliver a better service. Workspace will be a mix of team and shared zones, configured to support a hybrid working solution comprising a mix of agile collaborative workplace and home working, with staff rotated into the office environment taking into account service need and personal preference. This proposed new way of working will support staff induction, developing, training, and mentoring.
  5. Review **Property Management Structure** – A review will be undertaken with the intention of filling the vacant Property and Major projects post.
  6. Support **Staff Development** – Leadership training will be made available to aspiring future senior managers and the Regeneration Academi development programme “Igniting and building talent” will be re-established to support and develop staff knowledge and skills in key areas of competence reflecting their future ambition.
  7. Support **Continuous professional development** - As a service we are committed to continuous training and development of our staff, both in job-related skills and in their professional career development.

## 4. Procurement

### Admin & Legal

The service is under significant pressure from the ICT department to procure a new cloud based Land Charges Softyware package to replace the current, server based in-house ‘Ladybird’ software. Despite a lack of funding we are looking at available options with a view to moving away from Ladybird as soon as possible.

The service is also under significant pressure from the ICT Department to move its current case management software (Timebase) off the Council’s servers and onto the cloud. Again there is no funding for this but we are looking at all options to try and meet this request.

The Democratic Service will need to review and procure a new hybrid webcasting contract and it is anticipated that this will be at a much higher cost due to the decision to webcast all meetings and the need to increase our hosted content (number of hours footage) by 200 hrs plus.

### Regeneration

Sale of housing development sites where the authority will look to purchase a % of houses completed to a confirmed specification to add to the Council’s Housing stock, including: Cwm Y Nant, Dafen, Llanelli; Carmarthen West; Site 4 Burry Port; Residential sites Burry Port.

## 5. Asset Management

Service Asset Management Plans currently being reviewed with Key issues as follows –

- Delivery of Phase 1 Pentre Awel
- Ten Towns programme and investment in strategic sites in town centres
- Review and confirm operational office need through BWOW workstream
- Review and confirm service non office needs, e.g., social care day centres etc.
- Provide draft Corporate Asset Management Plan to CMT (Q4 2022)
- Rural Estate Review with focus on impact of pollution regulations
- Review of Community Asset Transfer procedures following Town & Community Council consultations
- Review of Council's 5-year capital receipts programme
- Review of Land holdings to highlight opportunities in relation to phosphate mitigation, tree planting and energy generation as part of net zero carbon commitment
- Review and update of Council's disposal of schools policy.

## 6. Risk Management

*See Section 3 – Summary Divisional Plans*

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

## 7. Performance Management

### **Democratic Services**

All Scrutiny Committees prepare an Annual Report giving an account of the Committee's activities over the previous year.

### **Regeneration**

- The Economic Recovery Plan reports performance to the Regeneration Delivery Team (RDT) Board and Cabinet
- Pentre Awel Zone 1 Construction Board
- BREXIT Member / Officer Group
- 10 Towns Working Group
- BWOW Strategic Group

### **Electoral Registration and Registrars**

Under the governance arrangements, Carmarthenshire Registration Service is committed to the service delivery standards developed by the General Register Office (GRO) and adheres to good practice guidance and the codes of practice. GRO guidance provides information on specific national standards the Local Authority must meet together with aspirational standards.

Carmarthenshire Registration Service submits Annual Performance Reviews to the Registrar General confirming adherence to the Code of Practice, key service developments and performance indicators.

Follow up discussions with the General Register Office Compliance Officers have confirmed that Carmarthenshire Registration Service continues to deliver services to an excellent level. The Service works to the Public Protection Counter Fraud framework to ensure compliance. Registration Officers meet regularly to discuss all aspects of the service and the Superintendent Registrar meets monthly with the Electoral Service and Civil Registration Manager to discuss registration matters and other local authority requirements.

The Service is subject to Stock and Security reviews by the General Register Office and security of stock, data and fees is deemed paramount within this service. Registration officers and all staff are aware of the established security protocols and of the need to maintain robust filing and document retention systems. Up to date banking instructions and audit arrangements are in place. Cash handling and deposit arrangements are also appropriate.

## 5. Departmental Key Measures

Definition / Measure Reference (abbreviated definition is fine)		2019/20	2020/21				2021/22		2022/23	Cost Measure (£)
			All Wales Comparative data				Target set	Result (when available)	Target set (at EOY)	
		Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile				
<b>Administration and Legal</b>										
NO MEASURES										
<b>ICT and Corporate Policy</b>										
ICT/002	% use of the ICT Self Service helpdesk	46.5%	58%	NOT APPLICABLE			60.5%	TBC	TBC	
ICT/003	Number of Transactional Council Services available to the public online	30	41	NOT APPLICABLE			45	TBC	TBC	
ICT/009	% of employee laptops with 4GB of memory (RAM) or under – <b>New 21/22</b>	-	-	NOT APPLICABLE			32%	TBC	TBC	
2.1.1.17	% of Freedom of Information Act request responded to in 20 working days	98.46%	96.87%	NOT APPLICABLE			90%	TBC	TBC	
2.1.1.18	No. of appeals to the Information Commissioner under the Act	4	2	NOT APPLICABLE			0	TBC	0	
2.1.1.19	No. of appeals resulting in the Council being compelled by the Commissioner to release information that had been withheld	0	1	NOT APPLICABLE			0	TBC	0	
<b>NEW 22/23</b>	% of staff at Level 3 of the Welsh language skills framework	-	-	NOT APPLICABLE			-	-	TBC	
<b>NEW 22/23</b>	% of posts recruited at the required level of the advertised post	-	-	NOT APPLICABLE			-	-	TBC	
<b>NEW 22/23</b>	No. of staff following Welsh language skills learning and improvement courses	-	-	NOT APPLICABLE			-	-	TBC	
<b>NEW 22/23</b>	No. & % of complaints completed within statutory deadline	-	-	NOT APPLICABLE			-	-	TBC	
<b>NEW 22/23</b>	No. of complaints relating to Welsh Language Standards received	-	-	NOT APPLICABLE			-	-	TBC	
<b>People Management</b>										
PAM/001	The number of working days lost to sickness absence per employee	10.7 days	7.7 days	****	8.4 days	7.7 days	9.6 days	TBC	TBC	
PAM/044	No. of apprentices on formal recognised apprenticeship schemes per 1,000 employees	34.4	27	NOT APPLICABLE			20	TBC	TBC	

Definition / Measure Reference  (abbreviated definition is fine)		2019/20		2020/21			2021/22		2022/23	Cost Measure (£)
				All Wales Comparative data			Target set	Result (when available)	Target set (at EOY)	
		Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile				
<b>Regeneration</b>										
<b>Economic Development</b>										
EconD/001	Direct Jobs created ( <i>change of definition to Inc jobs accommd &amp; No. into Jobs</i> ) with Regen assistance	393	266	NOT APPLICABLE			1,160	TBC	1,000 (TBC)	
NEW 22/23	Indirect Jobs Created (indirect and construction jobs) with Regen assistance	-	-	NOT APPLICABLE			-	-	150 (TBC)	
NEW 22/23	No. of jobs safeguarded with Regen assistance	-	-	NOT APPLICABLE			-	-	500 (TBC)	
NEW 22/23	Number of business enquiries supported	-	-	NOT APPLICABLE			-	-	2,500 (TBC)	
EconD /008	Level of Private Sector Investment / external funding secured (£)	£16,247,339	£6,819,854	NOT APPLICABLE			£9,792,346	TBC	£10M (TBC)	
<b>Regional Partnership</b>										
EconD /020	% of adults that feel more positive with improved confidence about seeking work after receiving employability support	100%	100%	NOT APPLICABLE			100%	TBC	100%	
EconD /021	% of residents that feel more confident in using a computer and gaining IT skills after receiving digital inclusion support	100%	100%	NOT APPLICABLE			100%	TBC	100%	
EconD /022	No. of accredited qualifications achieved by residents attending Employment related courses	258	95	NOT APPLICABLE			200	TBC	200 (TBC)	
NEW 22/23	No. of skills & quals achieved by self-employed /micro businesses	-	-	NOT APPLICABLE			-	-	250 (TBC)	
NEW 22/23	Qualifications achieved within high growth sectors/ employment pathways	-	-	NOT APPLICABLE			-	-	300 (TBC)	
NEW 22/23	No. of employees supported through employability schemes to earn real living wage	-	-	NOT APPLICABLE			-	-	200 (TBC)	
NEW 22/23	Increased digital skill competency levels	-	-	NOT APPLICABLE			-	-	200 (TBC)	
<b>Property &amp; Major Projects</b>										
2.1.2.12	% performance against target to generate capital receipts to support the capital program	87.22%	12.39%	NOT APPLICABLE			100%	TBC	100%	

Definition / Measure Reference (abbreviated definition is fine)		2019/20 Our Result	2020/21 All Wales Comparative data			2021/22		2022/23	Cost Measure (£)	
			Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target set	Result (when available)		Target set (at EOY)
<b>Digital Programme</b>										
ICT/007	Ensure at least 91% of premises across Carmarthen have access to Superfast broadband connectivity or better	-	-	NOT APPLICABLE			-	-	91%	
NEW 22/23	Ensure at least 40% of premises across Carmarthen have access to Gigabit capable broadband.	-	-	NOT APPLICABLE			-	-	40%	
<b>Direct Reports</b>										
<b>Business and Executive Board Support</b>										
	NO MEASURES									
<b>Electoral and Registration Services</b>										
NEW 22/23	Work with key stakeholders to register births within the statutory timeframe of 42 days,	-	-	NOT APPLICABLE			-	-	42 days	
NEW 22/23	Register non-coronial deaths within the statutory timeframe of 5 days	-	-	NOT APPLICABLE			-	-	5 days	
NEW 22/23	Conduct all Citizenship Ceremonies within 60 days of the Home Office invitation	-	-	NOT APPLICABLE			-	-	60 days	
NEW 22/23	Issue 100% of Priority Service certificates within 24 hours	-	-	NOT APPLICABLE			-	-	100%	
<b>Media and Marketing</b>										
NEW 22/23	Increase the follower growth of the Council's Corporate Social Media account of Facebook (baseline: 20,000)	-	-	NOT APPLICABLE			-	-	26,000	
NEW 22/23	Increase the follower growth of the Council's Corporate Social Media account of Twitter (baseline: 11,000)	-	-	NOT APPLICABLE			-	-	13,000	
ICT/005	No. of user sessions to the County Council website	2,050,954	2,969,796	NOT APPLICABLE			2,750,000	TBC	TBC	
NEW 22/23	No. of residents requesting a face to face appointment at one of the three main town centre Hwbs (Carmarthen, Llanelli or Ammanford).	-	-	NOT APPLICABLE			-	-	NO TARGET	
NEW 22/23	No. of calls handled at the Contact Centre.	-	-	NOT APPLICABLE			-	-	NO TARGET	
2.2.2.20	Average speed to answer calls to the Contact Centre.	-	-	NOT APPLICABLE			-	-	5 mins TBC	



## Well-being of Future Generations Act 2015

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

### A. The Sustainable Development Principle of the Act

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

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

### B. The Five Ways of Working required by the Act

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

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

### C. The Seven Well-being Goals of the Act

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



## The Seven Well-being Goals of the Future Generations Act

## 7 National Goals

*A prosperous Wales*

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

*A resilient Wales*

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

*A healthier Wales*

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

*A more equal Wales*

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

*A Wales of cohesive communities*

Attractive, viable, safe and well-connected communities.

*A Wales of vibrant culture and thriving Welsh Language*

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

*A globally responsible Wales*

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

## Local Government and Elections Act 2021

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

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

### The statutory duties placed on the Council :

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

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

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

#### 2. **Duty to consult on performance**

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

#### 3. **Duty to report on performance**

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

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

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

### The Act also references duties from other related Acts

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

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

#### 6. **Socio-economic duty**

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

### Implications for Business Planning 2022/23

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

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

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## Office Use - Business Plan Guidance

### What's new for Business Planning for 2022/23?

- To address the requirements of the Local government and Elections (Wales) Act 2021 the templated has been strengthened in the parts concerning the self-assessment of the 2021/22 year.
- The template has been adjusted to prompt SMART action plans and stronger Performance Indicator coverage. This reflects the Scrutiny Committees and regulators feedback during the year, requesting that business plans should be clearer in identifying what success will look like.

### Business Plan Timetable

Draft <b>Departmental</b> Business Plan	<b>By 12 November 2021</b>
<b>First Draft Divisional</b> Business Plans 2022/23 deadline	<b>By 15<sup>th</sup> Dec 2021</b>
Chief Executive's and Panel Challenge of Departmental Plan	<b>November- December 2021</b>
Opportunity to revise plans following challenge	<b>First two weeks of January 2022</b>
<b>Departmental Plans</b> to accompany Budget to:- <ul style="list-style-type: none"><li>• Departmental Budget Seminars</li><li>• Budget Scrutiny's</li></ul>	<b>Late January - February 2022</b>
<b>Divisional Plans</b> to be worked up in more detail and presented to Scrutiny Committees	<b>TBC</b>

[①Scrutiny remit and business plans](#)