

Carmarthenshire County Council

2011/12

Business and Financial Planning 2009 -12

2009/10

2010/11

Resources Department

Overview of Three Year Service Business Plans

Part 1 Departmental Overview

Part 2 Resource Implications

Part 3 Abbreviated '2 Page' Business Plans per Division

The Following Divisions are included in this plan :-

- Financial Services
- Corporate Property
- Information Computer Technology
- Audit, Risk and Procurement

Scrutiny

Policy and Resources
Policy and Resources
Policy and Resources
Policy and Resources

Note – Full review Divisional plans are available on www.carmarthenshire.gov.uk/performance

Part 1 Departmental Overview

Understanding the Service and its Priorities

An Overview of the Service provided by the Department

We provide strategic support and operational services to a variety of clients across the community, as well as individual members/full council at the strategic level. Strategically, we also have a key role to play in the Authority's development, particularly through resource maximisation (both securing new sources/methods of finance, and safeguarding existing resources), corporate property management as well as the promotion of technological advancement, particularly in relation to the 'e-government' agenda.

The Divisions are:

- Financial Services
- Corporate Property
- Information Technology
- Audit, Risk and Procurement (including Resources Business Support Unit)

How the Department supports the Authority's wider policy objectives and strategic priorities

The Resources Department has a lead role in the 'Making Better Use of Resources' priorities of:

- Improving the management of Finances and Procurement
- Improving the management of Property
- Improving services by the use of Information Technology

The Resources Department also plays a significant role in supporting the Authority's key building blocks of:

- Investment and Innovation - maximising external and European Funding; supporting area regeneration and creating jobs and improved productivity.
- Fairness and Social Inclusion – by promoting awareness of Benefits, and ensuring prompt payment to low-income households.
- Putting Customers first – with a key role in promoting E-Government to engage and assist the community.
- A Better Place – supporting the long-term view of sustainable development.
- Building a Better Council.

The Key Strategies that the Department is responsible for are:-

- The Authority's Asset Management Plan
- The Corporate Accommodation Strategy
- 3 Year Capital Programme
- 3 Year Revenue Budget
- Treasury Management Policy and Strategy
- Corporate IT Strategy
- Corporate Procurement Strategy 2008/10
- Risk Management Strategy 2008/11
- Anti Fraud and Anti Corruption Strategy 2005/11

The Department supports the Delivery of the Authority's Community Plan, through:

- Effective financial and budget management via new financial systems and procedures.
- Efficient and effective use of Capital Resources.
- Acquisition of land and buildings for the development of road schemes and other purposes.
- Disposal of surplus property and the generation of capital receipts to support the capital program and to provide match-funding for other projects.
- Providing ICT support and development for all corporate core applications.
- Using ICT to provide better access to management information, and as a tool for improved communication.
- Investment and innovation through supporting Area Regeneration, creating jobs and improving creativity.
- Encouraging sustainable development and partnership working.

How these policy objectives and priorities have been determined – the evidence and reasoning behind them

- The Community Plan identified the priorities for the Council and its partners after widespread consultation.
- The Council then identifies how it can contribute to achieving these priorities and identifies baseline and targets for improvement.
- Bi Annual residents Attitude Surveys also influence priorities.
- A Risk Assessment aligned to the annual Improvement Plan process is undertaken in the context of delivering these objectives and priorities are then incorporated into the Community Plan, Corporate Strategy and the Business Planning Cycle of the Authority.

- Customer Consultation and satisfaction surveys.
- Staff consultation Exercises.
- Business opportunities for investment and external funding.

The Scope & Opportunities that Citizens & Communities have to contribute to the shaping of Services

- We consult with the local business community prior to setting the annual level of Council Tax.
- We use the 1200 Strong Citizens Panel to guide the Divisions in areas for improvement.
- We operate a Compliments, Complaints and Comments procedure to highlight areas of both good and poor performance.
- We consult with our tenants and service users on new projects.

Further Information

	Name	Telephone	E Mail
Director	Roger Jones	01267 224120	RJones@carmarthenshire.gov.uk
Executive Board Members	Cllr W J Wyn Evans Cllr Kevin Madge Cllr Phillip Hughes	01267 234567 ext 4618 01269 825438 01994 231572	WJWEvans@carmarthenshire.gov.uk KMadge@carmarthenshire.gov.uk PMHughes@carmarthenshire.gov.uk
Scrutiny Chair	Mrs L Mair Stephens	01267 267428	LMStephens@carmarthenshire.gov.uk

Improving the way we live and work

How we are working with Partners:

Partners	Project
Ceredigion County Council/Powys County Council	Wide Area Network – MARAN2 (MLL Telecom)
Cardiff County Council/Wrexham County Council	Disaster Recovery Partnership
Neath and Port Talbot County Borough Council/Pembrokeshire County Council/City and County of Swansea	Joint Library System
Dyfed Powys Police	Emergency Planning/Business Continuity
Ceredigion County Council/Powys County Council/Caerphilly County Borough Council/Pembrokeshire County Council and Mid and West Wales Fire and Rescue Service	Call Carrier Services Framework now in place
All Welsh Authorities	Single Non-Emergency Number (SNEN)/Secure Communities Network/Collaborative procurement for desktop hardware/Take a lead role in benchmarking and best practice across Estates Departments.
Pembrokeshire and Ceredigion Councils, Dyfed Powys Police Authority, Mid and West Wales Fire and Rescue Service, Coleg Sir Gar, and Ceredigion College	Purchase of Natural Gas, Heating Oil and LPG
Office of Government Commerce OGC (Co-ordinated by Rhondda Cynon Taf on behalf of South and West Wales Authorities	Purchase of Electricity
The Authority has become a full member of the recently expanded Welsh Purchasing Consortium which is made up of 16 Local Authorities in South and Mid Wales	This provides access to a significant number of contracts and frameworks.
Carmarthenshire NHS Trust (together with Pembrokeshire, Powys and Ceredigion Trusts), Mid & West Wales Fire & Rescue	Staff Vehicle Contract Hire
Participation in appropriate All Wales Framework Agreements (Welsh Public Sector)	PC's Laptops and Printers, IT Consumables, Office Supplies, Photocopiers, Vehicles.
Undertake collaborative working with colleague Pension Fund authorities in Wales	Partnership on development of Annual Benefit Statements, Pension Newsletters and other communication material for use on an All Wales basis.
Carmarthenshire Local Health Board and Hywel Dda Trust	Working together on asset management planning issues
Neath and Port Talbot County Borough Council, City and County of Swansea and Pembrokeshire Coast National Park Authority	Agriculture Planning Advisory Service

Part 2 Chief Officer's - Financial Overview for Department

RESOURCES REVENUE BUDGET										
2008-09		Approved Budget 2009-10			Outlook 2010-11			Outlook 2011-12		
Net £'000		Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
	<u>Director and Support Services Costs</u>									
-8	Chief Officer Group	404	-404	0	415	-404	11	426	-404	22
-8	Total Director and Support Services Costs	404	-404	0	415	-404	11	426	-404	22
	<u>Finance</u>									
2	Corporate Financial Services	3,103	-3,106	-3	3,181	-3,108	73	3,275	-3,109	166
	Local Taxation	2,588			2,621			2,656		
	less recharged to Other Service Heads	-1,384			-1,384			-1,384		
1,246	Net Local Taxation	1,204	-144	1,060	1,237	-162	1,075	1,272	-181	1,091
	Housing Ben Admin	2,477			2,530			2,585		
	less recharged to Other Service Heads	-2,014			-2,014			-2,014		
-709	Net Housing Ben Admin	463	-1,246	-783	516	-1,290	-774	571	-1,335	-764
5	Net Housing Advances	33	-40	-7	34	-41	-7	34	-42	-8
19	Revenues	1,252	-1,254	-2	1,285	-1,255	30	1,300	-1,255	45
0	Benefit Fraud	153	-153	0	157	-153	4	162	-153	9
-6	Payroll	995	-992	3	1,021	-997	24	1,047	-1,002	45
12	Superannuation	880	-881	-1	912	-882	30	941	-884	57
4	Payments	310	-311	-1	303	-313	-10	312	-314	-2
0	Office Manager	52	-52	0	53	-52	1	55	-52	3
0	Administration	113	-113	0	115	-113	2	119	-113	6
373	Audit Fees	456	-74	382	469	-74	395	482	-74	408
54	Bank Charges	54	0	54	56	0	56	57	0	57
-169	Council Tax Benefits	9,525	-9,682	-157	9,800	-9,963	-163	10,083	-10,252	-169

Improving the way we live and work

Net £'000		Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
1,471	Rent Allowances	33,363	-31,959	1,404	34,287	-32,886	1,401	35,238	-33,839	1,399
9,445	Miscellaneous Services	9,866	-169	9,697	9,941	-171	9,770	10,181	-173	10,008
11,747	Total Finance Division	61,822	-50,176	11,646	63,367	-51,460	11,907	65,129	-52,778	12,351
	<u>Audit, Procurement & Risk Management</u>									
1	Procurement	451	-456	-5	466	-456	10	480	-456	24
5	Audit & Risk Management	861	-868	-7	888	-868	20	914	-868	46
-45	Business Support Unit	286	-295	-9	296	-295	1	306	-295	11
0	Resources Training	104	-105	-1	107	-105	2	110	-105	5
-39	Total Audit, Procurement & Risk Management	1,702	-1,724	-22	1,757	-1,724	33	1,810	-1,724	86
	<u>Information Technology</u>									
58	Information Technology	3,996	-3,990	6	4,149	-3,990	159	4,302	-3,992	310
103	Corporate Network	1,646	-1,651	-5	1,635	-1,659	-24	1,609	-1,667	-58
21	IT Strategy	1,755	-1,771	-16	1,951	-1,780	171	2,122	-1,789	333
182	Total Information Technology	7,397	-7,412	-15	7,735	-7,429	306	8,033	-7,448	585
	<u>Corporate Property</u>									
-12	Asset Management	1,358	-1,358	0	1,393	-1,357	36	1,433	-1,360	73
-2	Operational Depots	411	-413	-2	446	-413	33	447	-413	34
-224	Admin Buildings	4,747	-4,773	-26	4,864	-4,784	80	4,936	-4,795	141
937	Other County Buildings	954	-88	866	956	-90	866	958	-92	866
-136	Rural Estates	148	-288	-140	149	-296	-147	150	-305	-155
242	Provision Market	1,054	-820	234	1,079	-893	186	1,101	-918	183
2	Livestock Market	95	-108	-13	96	-111	-15	97	-114	-17
-639	Industrial Premises	686	-1,328	-642	705	-1,407	-702	719	-1,447	-728
-507	Commercial Properties	141	-582	-441	142	-599	-457	142	-616	-474
-339	Total Corporate Property	9,594	-9,758	-164	9,830	-9,950	-120	9,983	-10,060	-77
11,543	RESOURCES TOTAL	80,919	-69,474	11,445	83,104	-70,967	12,137	85,381	-72,414	12,967

Improving the way we live and work

Resources Capital Budget Expenditure	Council	External	Total	Council	External	Total	Council	External	Total
	Funding	Funding	Scheme	Funding	Funding	Scheme	Funding	Funding	Scheme
	2009/10	2009/10	2009/10	2010/11	2010/11	2010/11	2011/12	2011/12	2011/12
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INFORMATION TECHNOLOGY									
IT Strategy Developments									
Enhancements to County Backbone Network	125	0	125	250	0	250	0	0	0
Collaborative Desktop Software Replacement	100	0	100	100	0	100	0	0	0
Agile' (Home / Mobile / Remote) Working	100	0	100	100	0	100	0	0	0
Secure Comms/Connected Society	25	0	25	0	0	0	0	0	0
Disaster Recovery / Emergency Planning / Business Continuity	50	0	50	50	0	50	0	0	0
E-Government/Service Transformation Developments	0	0	0	150	0	150	0	0	0
Schools Technical Development	0	0	0	50	0	50	0	0	0
Government Connect and central initiatives	0	0	0	50	0	50	0	0	0
GIS Procurement	0	0	0	50	0	50	0	0	0
2011/12 Minimum Required which will be prioritised through ITSG	0	0	0	0	0	0	1,000	0	1,000
Total Information Technology	400	0	400	800	0	800	1,000	0	1,000
CORPORATE PROPERTY									
Disability Discrimination Act Works	200	0	200	500	0	500	600	0	600
Contact Centre	53	0	53	0	0	0	0	0	0
Newcastle Emlyn Livestock Mart	50	0	50	0	0	0	0	0	0
Cross Hands - works to adopt private roads / drains	50	0	50	0	0	0	0	0	0
Eastern Gateway, Llanelli	2,500	0	2,500	0	0	0	0	0	0
St Davids Park - General	571	0	571	0	0	0	0	0	0
St Davids Park - Education Move	2,291	0	2,291	0	0	0	0	0	0
Property Maintenance									
Capital Maintenance	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000
Minor Works Capital (Bldgs)	0	0	0	500	0	500	500	0	500
Refurbishment 3 Spilman Street	366	0	366	0	0	0	0	0	0
Rural Estates	12	0	12	0	0	0	0	0	0
Total Corporate Property	9,093	0	9,093	4,000	0	4,000	4,100	0	4,100
RESOURCES TOTAL	9,493	0	9,493	4,800	0	4,800	5,100	0	5,100

RESOURCES 3 YEAR EFFICIENCIES SUMMARY			
Cost Centre	Cost Centre Description	Efficiency £	Notes on Changes
8225	Local Scheme Rebates	-2,000	
414	Discontinued Services	-40,000	Reduction in entitlement
	Payroll	-19,000	1 FTE post due to centralisation
	Payroll	-5,000	Increase SLA charges for outside bodies
8286	Industrial Units Section	-40,000	Increased occupancy at Delta Lakes as site becomes fully established
	St Davids	-30,000	
	Towyside	-3,745	
	Central Telephone Network	-50,000	Reduction in Telephone Voice tariffs - new BT contract. IT Services contribution £25K; other Departments £25K
8302	Computer - Central Operations	-47,725	3 FTE Reduction
	Staffing	-16,000	reduction of 1 post
	TOTAL EFFICIENCIES	-253,470	

Part 3 Abbreviated Business Plans

Abbreviated Divisional Business Plan for Financial Services Division

What we are trying to achieve? (Our Service Objectives)

1. Ensure effective systems and procedures for early closure of annual accounts.
2. Maintain high level of collection rates for Council Tax, Business Rates and Miscellaneous Income.
3. Further develop the Authority's Financial Management System.
4. Support the development of a new Look Government Pension Scheme.
5. To prepare for the International Financial Reporting Standards (IFRS) financial reporting requirements.
6. Further improve financial monitoring procedures throughout the Authority.
7. Raise awareness of Housing Benefit and Council Tax Benefits 'take-up'.
8. Improve access to Housing Benefit and Council Tax Benefits.

Current Strengths

- Responded to the Welsh Assembly Government's Efficiency Agenda by achieving £3m savings via service reviews.
- The automated Budget Monitoring process now in place for most Departments.
- We act as a lead Authority within Wales on Pensions, producing newsletters and documentation, utilising all of the funds including the production of Annual Benefit Statements.
- Recent successful implementation of replacement Electronic Document Management System in Revenue Services Unit.

Areas for Improvement & Key Risks to achieving Service Objectives

- Treasury Management – volatility and uncertainty of markets (High Risk).
- Improve Grants compliance throughout the Authority (Medium Risk).
- Improvement Agreement Grant – Payment of Invoices within 30 days (Medium Risk).
- Improvement Agreement Grant – Payment of Invoices within 30 days (Medium Risk).
- Improvement Agreement Grant – Payment of Invoices within 30 days (Medium Risk).
- Dyfed Pension Fund solvency – Fall in stock markets and low interest rates (Medium Risk).
- Maintain Council Tax, Business Rates and Miscellaneous Income, collection rates in a difficult financial climate.

Improving the way we live and work


Action Plan

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
1	To comply with the accounts and Audit Regulations 2004, to achieve the closure of accounts and present Audit Committee by 30 th June Annually	June 2009/10/11	
2	To prepare for the IFRS financial reporting requirements from 2010-11 with the transition date being 01.04.09	June 2011	
3	To continue the development of departmental skills in financial management	March 2012	
4	Development of the Financial Management System <ul style="list-style-type: none"> • Final phase of development work for the Mid and West Wales Fire Authority Fleet/Estates 	April 2010 September 2009	
5	Development of the 'Agresso' system e-procurement requirements	March 2012	
6	Maintain a continuous review of working practices and service demands within Accountancy and Technical	March 2012	
7	Further develop and monitor the Grants Compliance function across the Authority	March 2012	
8	Achieve agreed annual targets for accuracy, speed of processing of benefit claims and identified changes in entitlement	March 2012	
9	To undertake Council Tax Discount and Exemption Reviews in accordance with agreed timetable	March 2012	
10	Achieve agreed targets in respect of Council Tax and Business Rates annual collection rate	March 2009/10/11/12	
11	Achieve agreed performance targets in relation to Housing Benefit overpayment recovery	March 2012	
12	Improve collection performance and recovery procedures within Miscellaneous Income (Sundry Debtors) Service	March 2012	
13	Achieve agreed performance targets in relation to Benefits Fraud Investigations	March 2012	
14	Raise awareness of Housing Benefit and Council Tax Benefits 'take-up': <ul style="list-style-type: none"> • Undertake a direct and indirect marketing campaign • Improve on customer satisfaction from the results of the customer questionnaire survey • Aim to increase the number of New Claims received to above 9082 claims within a financial year 	March 2010 March 2010 March 2010	✓ ✓ ✓
15	Ease access to Housing Benefit and Council Tax Benefits <ul style="list-style-type: none"> • Address actions from the Wales Audit Office Inspection 	March 2010	✓
16	To enhance the self-service functionality of the HR/Payroll system <ul style="list-style-type: none"> • Review and develop a roll out programme for current self service users of the HR/Payroll System 	March 2012 June 2009	
17	Development of e-procurement procedures	March 2012	

Improving the way we live and work

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
18	To monitor/maintain/improve performance on set corporate targets for the % of invoices paid within 30 days <ul style="list-style-type: none"> • Introduce new major upgrade on the corporate financial software in order to enhance invoice processing times within the Authority 	March 2012 December 2009	✓
19	To upgrade the operating pension administration software systems to 'Altair'	February 2010	
20	Pensions Administration and Investment Training for Dyfed Pension Fund Trustees	March 2012	
21	Reducing the weighted debt of the Authority's borrowing portfolio	March 2011	
22	To continue, monitoring, maintaining and analysing Treasury Management function	March 2010	
23	To minimise the deficit of the Dyfed Pension Fund	March 2012	

Key Performance Targets for the Service

- BNF004 Achieve the target set for the Time Taken to process Housing Benefit/Council Tax Benefit new claims and change events of 16 days for 2009/10.
- CFH006 Achieve the target of 87.0% for the % of undisputed invoices which were paid in 30 days for 2009/10. 
- CFH007 Maintain the % of Council Tax due for the financial year which was received by the Authority of 97.00% for 2009/10.
- 6.6.1.9 Improve % of recently calculated Housing/Council Tax Benefit claims that have been calculated accurately based on a sample check from 87.5% in 08/09 (baseline) to 89% by 2009/10.

Further Information

	Name	 Telephone	 E Mail
Service Head	Chris Moore	01267 224160	CMoore@carmarthenshire.gov.uk
Detailed Service Business Plans 2008/09		www.carmarthenshire.gov.uk/performance	
Key Strategies: Three Year Capital Programme, Treasury Management Policy and Strategy, Dyfed Pension Fund – Funding Strategy Statement and Statement of Investment Principles		www.dyfedpensionfund.org.uk	

Part 3 Abbreviated Business Plans

Abbreviated Divisional Business Plan for Corporate Property Division

What we are trying to achieve? (Our Service Objectives)

1. Improve the management of Property throughout the organisation.
2. Further develop a strategic approach to Asset Management.
3. Implement the Authority's approved communication Strategy.
4. Generate Capital Receipts to support the ongoing Regeneration of the County.
5. Improve access to the Council's buildings.

Current Strengths

- Income of £30 million over the past 4 years generated by the disposal of surplus property and development opportunities to generate capital receipts for Objective 1 and other projects.
- Sales of Council Houses of over £10 million over the last 3 years.
- Acquisitions of land and buildings for road schemes and other purposes - £6 million over the last 3 years.
- In addition to managing Carmarthenshire County Council properties, Corporate Property provides specific services to the Mid and West Wales Fire and Rescue Authority and Pembrokeshire Coast National Park Authority, Neath Port Talbot and Swansea Councils.

Areas for Improvement & Key Risks to achieving Service Objectives

- Improve access for disabled people to the Council's buildings.
- Capital receipt generation – downturn in the Property Market.
- Loss of rental income – downturn in the Property Market

Improving the way we live and work

Action Plan

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
1	Continue to co-ordinate the carrying out of physical improvements to enhance access for the disabled to key Council Buildings	March 2012	
2	To further develop the Authority's Property Management/Information Systems to ensure greater coverage and accuracy <ul style="list-style-type: none"> • Ensure effective introduction of the new Corporate Property Portfolio Management system 	March 2012 March 2010	
3	Continue developing the strategic approach to Asset Management throughout the organisation <ul style="list-style-type: none"> • Continue to implement the Accommodation Strategy with a particular focus on St David's Park: Relocation of Education and Children's Services Department to St David's Park Relocation of Technical Services Department to Parc Myrddin 	March 2012 January 2010 January 2012	
4	To generate capital receipts and to lead in redeveloping surplus sites and town centres: <ul style="list-style-type: none"> • Aim to complete the Carmarthen Town Centre Development • Aim to complete the development of the Eastern Gateway, Llanelli 	March 2012 May 2010 December 2011	
5	To acquire property to assist with the Capital Programme	March 2012	
6	To provide property advice and management of key projects in support of the Regeneration Master Plan	March 2012	
7	To continue to improve the management of the Council's Property portfolios: <ul style="list-style-type: none"> • To re-let and handover Carmarthen Provisions Market 	March 2012 December 2009	

Key Performance Targets for the Service

- 2.1.2.12 To maintain Income - continue to generate 100% of the target for non ring-fenced capital receipts.
- 2.1.2.15 To improve the % of the buildings open to the public which are suitable for and accessible to disabled people from 51.2% in 2008/09 to 60.0% by 2010.

Further Information

i	Name	☎ Telephone	✉ E Mail
Service Head	Jonathan Fearn	01267 246244	JFearn@carmarthenshire.gov.uk
Detailed Service Business Plans 2008/09		www.carmarthenshire.gov.uk/performance	
Key Strategies: Asset Management Plan and the Accommodation Strategy			

Part 3 Abbreviated Business Plans

Abbreviated Divisional Business Plan for IT Division

What we are trying to achieve? (Our Service Objectives)

1. Implement the Authority's approved ICT Strategy.
2. Improve services by the use of ICT.
3. Support the learning culture by further improving ICT within Schools.
4. Improve communication links both within and outside the organisation.
5. Promote E-Government opportunities.
6. Engage with partners to identify opportunities to reduce costs.

Current Strengths

- Worked in partnership with other Authorities to establish a new telephone contract. New Disaster Recovery arrangements also established.
- Progress made to develop the strategic direction of Information Communication Technology (ICT). New Business Process Improvement Group established, and a review currently being carried out of E-Government possibilities for the future.

Areas for Improvement & Key Risks to achieving Service Objectives

- Need to address increasing risk of Third Party Security.
- Provision of an adequate IT service to Schools within the County.
- Effective implementation of the Mozart Project to improve, rationalise and control the number of servers within the Authority.
- Significant Staff retention and recruitment issues as a consequence of trained staff being lost to the private sector.

Improving the way we live and work

Action Plan

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
1	Deliver the ICT Strategy 2009/12 <ul style="list-style-type: none"> • Data/Information Standards and Security: Maintain awareness and achieve ISO 27001 	March 2012 March 2011	
2	Increase Income, Reduce Costs, Increase Collaboration <ul style="list-style-type: none"> • Shared Applications Services across Authorities through the SOCITM applications Working Group • Desktop Asset Audit 	March 2012 March 2011 March 2010	
3	Further improve Service Delivery including delivery to schools <ul style="list-style-type: none"> • Deliver improved filtering, email and groupware solutions for Schools • New SLAs for schools 	March 2012 March 2010 March 2011	
4	Improve and enhance on the server infrastructure <ul style="list-style-type: none"> • provide a strategy for future demand and growth in application and data requirements • Develop disaster recovery provisions, under-pinning departmental Business Continuity plans 	March 2012 March 2012 March 2012	

Key Performance Targets for the Service

No mandatory measures set by the Welsh Assembly Government for the ICT Division, although the Welsh Assembly Government are in consultation with the Society of IT Managers (SOCITM) to introduce new performance measures for forthcoming years.

Further Information

i	Name	☎ Telephone	✉ E Mail
Service Head	Mansel Phillips	01267 246303	EMPhillips@carmarthenshire.gov.uk
Detailed Service Business Plans 2008/09		www.carmarthenshire.gov.uk/performance	
Key Strategies: Corporate IT Strategy, Making the Connections and the Efficiency Agenda, Public Sector Broadband Aggregation, Mozart, Symphony, Corporate Accommodation Strategy and the Corporate Information Security Policy and Information Management Policy		www.carmarthenshire.gov.uk	

Part 3 Abbreviated Business Plans

Abbreviated Divisional Business Plan for Audit, Risk, Procurement Division (including Resources Business Support Unit)

What we are trying to achieve? (Our Service Objectives)

1. Protect the Authority's assets and minimise the risk of loss through waste, fraud and error.

2. Support and monitor the delivery of strategic procurement across the Authority.

Current Strengths

- £3 Million Procurement efficiencies achieved to date.
- Corporate Procurement Unit assisting in integrating of sustainability into the procurement process, providing specific guidance/ training where appropriate.
- In addition to auditing Carmarthenshire County Council functions and services Internal Audit provides services to Mid and West Wales Fire and Rescue Authority.

Areas for Improvement & Key Risks to achieving Service Objectives

- Design and Construction Procurement arrangements potentially conflicting with Funding Bodies' tendering requirements.
- Effective implementation of Property and Engineering Design and Contractors Framework.
- Play an integral role in terms of membership of the Welsh Purchasing Consortium.

3. Ensure a proactive approach to identifying potential risk areas within the organisation, and limit the scope of potential loss.

- Addressed the Government's 'Rethinking Construction' Agenda by implementing the new Engineering and Property Design Frameworks
- Corporate Procurement Unit used as a formal reference point by Value Wales and WLGA on procurement issues.

▪

- To deliver on agreed contracts on the Contractors Framework for Property Works.
- To lead on Authority specific procurement projects.
- Respond to Injury claims in a timely fashion.

Improving the way we live and work

Action Plan

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
1	Ensure Audit reviews are undertaken to the agreed CIPFA standards (Annual Requirement)	March 2010	
2	Review the current Audit Management Systems (Annual Review)	March 2010	
3	Review the Authority's Anti Fraud and Anti Corruption Strategy (Annual Review)	March 2010	
4	Improve effectiveness of Service Risk Registers (Annual Requirement)	March 2010	
5	Improve effectiveness of Project Risk Registers (Annual Review)	March 2010	
6	Ensure Business Continuity Management is embedded throughout the Authority <ul style="list-style-type: none"> • Completion of Business Impact Analysis 	March 2010	
		April 2009	
7	To further integrate the targeting, identification, recording and monitoring of efficiencies achieved from the procurement activity <ul style="list-style-type: none"> • Achievement of procurement efficiency target of £3 million by 2010 	March 2010	
		March 2010	
8	To continue to assist in implementing elements of e-procurement	March 2012	
9	To contribute to the implementation of 'Constructing Excellence' through the Contractors Frameworks and Design Procurement i.e. partnering	March 2010	
10	To further integrate sustainability into the procurement process	March 2011	

Key Performance Targets for the Service

No Mandatory measures set by the Welsh Assembly Government for the Audit, Risk and Procurement Division.

Further Information

i	Name	☎ Telephone	✉ E Mail
Service Head	Phil Sexton	01267 246217	PSexton@carmarthenshire.gov.uk
Detailed Service Business Plans 2008/09		www.carmarthenshire.gov.uk/performance	
Key Strategies: Audit Charter, Three Year Audit Plan, Financial Procedural Rules, Anti Fraud & Anti Corruption Strategy 2008/11, Risk Management Strategy 2008/11, Procurement Strategy, Contract Procedure Rules, Quotation Procedure Rules, Making the Connections.		www.carmarthenshire.gov.uk	