



Report A

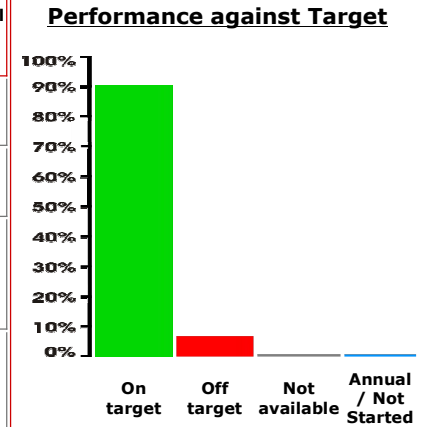
Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - Quarter 3 2016/17



Filtered by:
Organisation - Carmarthenshire County Council
Source document - Improvement Plan 2016/17

The table below provides a summary progress against target for the Actions and Measures contained within the selected document

		Total	On target	Off target	Not reported	Not available	Annual / Not started	% on target	Overall % on target
A. Making Better Use of Resources	Actions	27	27	0	0	N/A	0	100%	97%
	Measures	3	2	1	0	0	0	67%	
B. Building A Better Council	Actions	41	40	1	0	N/A	0	98%	89%
	Measures	5	1	3	0	1	0	20%	
F. Carmarthenshire's communities and environment are sustainable	Actions	1	1	0	0	N/A	0	100%	100%
G. Carmarthenshire has a stronger and more prosperous economy	Actions	5	4	1	0	N/A	0	80%	78%
	Measures	4	3	0	0	0	1	75%	
Overall Performance	Actions and Measures	86	78	6	0	1	1	91%	



OFF TARGET



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Theme: A. Making Better Use of Resources Sub-theme: A1 Improve the Management of Finances and Procurement							
Measure Description	2015/16 Comparative Data			2016/17 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Percentage performance against target to generate capital receipts to support the capital program 2.1.2.12	Not applicable		Q3: 59.72 End Of Year: 74.71	Target: 20.00	Target: 30.00 Result: 20.55	Target: 40.00 Result: 38.58 Calculation: (1010739 ÷ 2620000) × 100	Target: 100.00
Comment	Marginally below target at this stage however expect to realise target by year end						
Remedial Action	Pursue ongoing transactions to ensure completion by year end						
Service Head: Wendy S Walters	Performance status: Off target						



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Theme: B. Building A Better Council Sub-theme: B1 Openness, trust, honesty, integrity							
Measure Description	2015/16 Comparative Data			2016/17 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of Freedom of Information Act request responded to in 20 working days 2.1.1.17	Not applicable		Q3: 92.90 End Of Year: 93.49	Target: 94.00 Result: 91.06	Target: 94.00 Result: 92.29	Target: 94.00 Result: 93.97 Calculation: (732÷779) × 100	Target: 94.00
Comment	By the end of quarter 3, a total of 47 requests were not responded to within the required 20 working days. This was a result of delays in receiving information from departments, incomplete information being received from departments and administrative errors. The time taken to obtain approval from senior managers to release information was also a factor. The target has therefore been very narrowly missed by 0.03%.						
Remedial Action	Awareness raising through departmental co-ordinators is ongoing, to ensure that requests are identified and passed on to the FOIA team immediately. Continual monitoring of deadlines for responses from departments is ongoing and those overdue are being chased.						
Service Head: Wendy S Walters				Performance status: Off target			



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ACTIONS - Theme: B. Building A Better Council			
Sub-theme: B1 Openness, trust, honesty, integrity			
Action	12008	Target date	31/03/2017
Action promised	We will incorporate into the Constitution any new provisions which are within the Local Government Wales Act via the Constitutional Review Working Group		
Comment	Following the 2016 Assembly elections the Welsh Government`s proposals for local government reform have changed. Further details are awaited of any legislation that is to be drafted to capture the new proposals.		
Remedial Action	Await Welsh Government legislation.		
Service Head: Linda Rees Jones		Performance status: Off target	



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Theme: B. Building A Better Council							
Sub-theme: B5 Valuing our staff							
Measure Description	2015/16 Comparative Data			2016/17 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of employees including teachers and school based staff who leave the employment of the local authority, whether on a voluntary or involuntary basis CHR/001	Not applicable		Q3: 4.88 End Of Year: 6.22	Target: 1.00 Result: 1.26	Target: 4.00 Result: 4.19	Target: 5.00 Result: 5.45 Calculation: (436÷8004.5) × 100	Target: 7.00
Comment	The turnover slightly higher than the target but not of concern. This turnover is low when compared with other local authorities and UK median of 14.1% (XperTHR survey 2015).						
Remedial Action	none required						
Service Head: Paul R Thomas				Performance status: Off target			☹️
Measure Description	2015/16 Comparative Data			2016/17 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of working days/ shifts per full time equivalent (FTE) local authority employee lost due to sickness absence. CHR/002	9.6	10.2	Q3: 7.2 End Of Year: 10.1	Target: 2.0 Result: 2.4	Target: 4.0 Result: 4.6	Target: 6.8 Result: 7.6 Calculation: 47155÷6188.6	Target: 9.6
Comment	Each Department is showing an upward trend, difficult to compare year on year performance in all areas, due to restructures. However data is analysed and HR colleagues are working with Heads of Service and managers who monitor and manage attendance of their teams to ensure that support is in place for staff where needed and consistent application of the sickness policy.						
Remedial Action	Sickness performance has been ranked and People Management resources will be prioritised in these areas to support the managers. Attendance management briefings and Refresher training continue. Compliance against policy data is disseminated and used to improve performance.						
Service Head: Paul R Thomas				Performance status: Off target			☹️



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ACTIONS - Theme: G. Carmarthenshire has a stronger and more prosperous economy			
Sub-theme: G5 Tackling poverty and its impact on the local economy			
Action	12144	Target date	31/03/2017
Action promised	We will deliver a campaign to raise awareness of financial advice and support available to residents		
Comment	We were unable to link with the Money Advice Service`s financial capability week due to a national change in focus to aim the campaign at organisations and policy-makers, rather than consumers.		
Remedial Action	Tackling Poverty Panel to discuss this action at the next meeting on February 2nd.		
Service Head: Wendy S Walters		Performance status: Off target	

ON TARGET ETC.



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Theme: A. Making Better Use of Resources							
Sub-theme: A1 Improve the Management of Finances and Procurement							
Measure Description	2015/16 Comparative Data			2016/17 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of council tax due for the financial year which was received by the authority CFH/007	Not applicable		Q3: 86.47 End Of Year: 96.63	Target: 31.00 Result: 32.14	Target: 58.00 Result: 59.03	Target: 85.00 Result: 86.29 Calculation: (74787422.88 ÷ 86666328.27) × 100	Target: 97.00
Comment	Very marginally below the same period last year but remains slightly ahead of target						
Remedial Action	Proactive recovery action being maintained.						
Service Head: John Gravelle			Performance status: On target				
Measure Description	2015/16 Comparative Data			2016/17 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of non-domestic rates due for the financial year which were received by the authority CFH/008	Not applicable		Q3: 88.53 End Of Year: 98.40	Target: 33.00 Result: 35.01	Target: 60.00 Result: 62.55	Target: 85.00 Result: 88.35 Calculation: (43341951.05 ÷ 49057224.04) × 100	Target: 97.50
Comment	Very marginally lower than the same period last year but ahead of target (which reflects the potential negative impact on collection rates of the withdrawal of the Retail Relief scheme)						
Remedial Action	No specific action required.						
Service Head: John Gravelle			Performance status: On target				



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ACTIONS - Theme: A. Making Better Use of Resources			
Sub-theme: A1 Improve the Management of Finances and Procurement			
Action	11974	Target date	31/03/2017
Action promised	We will improve financial reporting by monitoring and reporting on individual savings targets to ensure that areas of over and under achievement are explicitly identified enabling effective challenge, remedial action and sharing of good practice.		
Comment	Monitoring being updated in line with bi-monthly budget monitoring cycle. Next monitoring report to Corporate Management Team and Executive portfolio holders in January 2017		
Service Head: Owen Bowen		Performance status: On target	
Action	11975	Target date	31/03/2017
Action promised	We will improve financial reporting by providing sufficient information on reserves and a clear audit trail for decisions regarding reserves.		
Comment	Draft Reserves Strategy report prepared based upon end of year position as at 31st March 2016. Report will go forward to future meeting of the Executive Board		
Service Head: Owen Bowen		Performance status: On target	
Action	11976	Target date	31/03/2017
Action promised	We will improve financial reporting by liaising with Members to ensure financial information is appropriate to their needs.		
Comment	New budget monitoring format implemented for Executive Board and Scrutiny Committees.		
Service Head: Owen Bowen		Performance status: On target	
Action	11977	Target date	31/03/2017
Action promised	We will continue to implement a balanced work programme to ensure that the 'Transform, Innovate and Change' (TIC) programme can support and promote longer term, sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short term/medium term.		
Comment	The team is currently working on a range of corporate and service based projects with progress being monitored via the TIC Team and TIC Programme Board. The programme of work is set out in the TIC Programme Business Plan which has flexibility to accommodate new projects during the course of the year. The team is currently supporting on 17 projects across the organisation.		
Service Head: Robin Staines		Performance status: On target	
Action	11978	Target date	31/03/2017
Action promised	We will ensure the maximum use of Community Benefits in all procurements where such benefit can be realised and report those benefits on all contracts over £1m.		
Comment	Community Benefits have been included as a scored, core element of the forthcoming NPS South West and Mid Wales Regional Engineering Consultancy Framework. A proposed Shared Professional Apprenticeship scheme is being considered with Cyfle which we would be looking to utilise through the life of the framework. A South West Wales Regional Contractors Framework Contractors Engagement Event is planned for the 9th February 2017 and Procurement will be running two separate Workshops during the day on Community Benefits. One for colleagues from the Welsh Public Sector (Clients) who can call-off the framework and the other for 2nd and 3rd tier suppliers. Colleagues in Regeneration have put in a bid for financial resource to fund a dedicated support in this area. 70		
Service Head: Phil Sexton		Performance status: On target	
Action	11980	Target date	31/03/2017
Action promised	We aim to strengthen procurement arrangements by reviewing the reasons for non-compliance with procedures and taking corrective action to prevent these re-occurring.		
Comment	The recent move to a Category management approach to spend will bring significant compliance and efficiency benefits in this area. Two Category Managers have recently been recruited to strengthen the existing Principal Procurement Officer roles. One of these existing roles will move to manage a category of spend and the other will manage the compliance and Community Benefit aspects of Procurement activity. All roles are interchangeable.		
Service Head: Phil Sexton		Performance status: On target	
Action	11981	Target date	31/03/2017
Action promised	We aim to strengthen procurement arrangements by further developing the e-tender Wales Bravo solutions software for Contracts and Tender registers.		
Comment	The e-tender system Bravo has been utilised to develop an up to date Contracts Register, which has been uploaded on the Procurement Pages of the intranet. This work will be on-going to capture historic contracts that have been uncovered as part of the TIC review. A forward work plan for Procurement activity has been shared with PSB Partners.		
Service Head: Phil Sexton		Performance status: On target	
Action	11982	Target date	31/12/2016 (original target 28/04/2016)
Action promised	We aim to strengthen procurement arrangements by establishing, maintaining and regularly reporting to Audit Committee a list of single tender actions		
Comment	A protocol with Audit is currently been agreed to report any single tender actions to the Audit Committee.		
Service Head: Phil Sexton		Performance status: On target	
Action	11983	Target date	31/12/2016 (original target 30/09/2016)
Action promised	We aim to strengthen procurement arrangements by Reviewing the differences in the use of the Council's framework contracts to drive a more consistent process going forward.		
Comment	The recent move to a Category management approach to spend will bring significant compliance and efficiency benefits in this area. Two Category Managers have recently been recruited to strengthen the existing Principal Procurement Officer roles. One of these existing roles will move to manage a category of spend and the other will manage the compliance and Community Benefit aspects of contracting. All roles are interchangeable.		
Service Head: Phil Sexton		Performance status: On target	

Action	11984	Target date	31/03/2017
Action promised	We will further develop mechanisms to share good practice and learning with other public sector partners as part of the TIC programme.		
Comment	Meetings have been arranged with representatives from Dyfed Powys Police and Powys County Council with a view to sharing information and good practice in relation to transformation and change programmes. It is hoped to arrange similar meetings with other public sector partners during the coming months. There may also be potential to establish a regional group on an on-going basis to promote the sharing of information and good practice.		
Service Head:	Robin Staines	Performance status:	On target
Action	11985	Target date	28/02/2017
Action promised	We will develop more explicit links between the medium term financial plan (MTFP) and the Council's improvement planning, detailing the impact that financial constraints are having on outcomes for citizens.		
Comment	Draft departmental business plans have been presented to scrutiny committees at the same time as the budget proposals consultations during the period December 2016/January 2017		
Service Head:	Owen Bowen	Performance status:	On target
Action	11986	Target date	28/02/2017
Action promised	We will develop and utilise benchmarking and Value for Money Indicators in budget setting to better inform decisions and allow for further debate and challenge of existing costs and potentially identify further efficiency savings.		
Comment	Additional benchmarking and VFM indicators have been included with the detailed budget, service and KPI information provided in the budget seminar sessions.		
Service Head:	Owen Bowen	Performance status:	On target
Action	11987	Target date	30/09/2016
Action promised	We shall improve financial reporting by developing clearer links between financial and service performance including developing joint financial and performance reports to Members		
Comment	Budget monitoring reports now linked to the performance dashboard. Draft Business plans have been presented to Scrutiny committees at the same time as they consider the budget consultation.		
Service Head:	Owen Bowen	Performance status:	On target



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ACTIONS - Theme: A. Making Better Use of Resources		
Sub-theme: A2 Improve the Management of Property		
Action	11979	Target date 30/04/2016
Action promised	We will report progress against the corporate asset management plan and the office accommodation strategy to Members every six months	
Comment	The Policy & Resources Scrutiny Committee was consulted on the Corporate Asset Management Plan in November 2016 and the AMP was approved by the Executive Board in late December 2016. The Office Accommodation Strategy is to be reviewed to produce a draft 2017-2020 Strategy during 2017 and an update to P&R Scrutiny is scheduled for June 2017	
Service Head: Jonathan Fearn		Performance status: On target
Action	11988	Target date 31/12/2016
Action promised	We will strengthen the service level asset management plans and improve links between these plans and the overarching corporate asset management plan.	
Comment	The Corporate Asset Management Plan was submitted to Policy & Resources Scrutiny Committee in November and formally adopted by the Executive Board in late December 2016. The Corporate AMP has also been circulated to the members of the Strategic Assets Steering Group (SASG) to ensure that services are aware of the requirement to improve linkages with future revisions to Service Asset Management Plans and the Well-being of Future Generations Act. A programme of meetings with the various services has been arranged to review and challenge Service Asset Management Plans and supporting documentation.	
Service Head: Jonathan Fearn		Performance status: On target
Action	11989	Target date 31/03/2017
Action promised	We will continue to develop a strategic approach to Asset Management throughout the organisation by adopting a new Asset Management Plan for 2016-2019	
Comment	The Corporate AMP was submitted to the Policy & Resources Scrutiny Committee in November and formally adopted by Executive Board in late December 2016.	
Service Head: Jonathan Fearn		Performance status: On target
Action	11990	Target date 31/03/2017
Action promised	We will continue to develop a strategic approach to Asset Management throughout the organisation by continuing to work towards with Town and Community Councils and Third Sector organisations on asset transfer to allow local ownership of assets.	
Comment	Following the Executive Board reconfirming the timetable for completion and future consultation on parks, playgrounds and amenity assets, discussions are continuing with various Community Councils and sporting groups/clubs with a view to completing transfers by 31st March 2017.	
Service Head: Jonathan Fearn		Performance status: On target
Action	11991	Target date 31/03/2017
Action promised	We will continue to work towards sharing accommodation with partner organisations where possible to provide savings and multi agency approach to public service delivery	
Comment	Discussions are ongoing with Hywel Dda University Health Board on various sites to assist with accommodation pressures at Glangwili hospital amongst other strategic locations. Discussions are also ongoing with Dyfed Powys Police Authority for the use of office accommodation in Llanelli as part of DPP's strategic asset review. These discussions are part of the work undertaken by the Public Service Board Estates Task and Finish Workstream. The PSB group continues to review the potential for a multi agency approach to various estates / property functions.	
Service Head: Jonathan Fearn		Performance status: On target
Action	11992	Target date 31/03/2017
Action promised	We will continue to improve the management of the Council's property portfolios by implementation of the Councils Office Accommodation Strategy which aims to reduce the number of buildings and increase the efficiency of the portfolio	
Comment	The TIC agile working team in conjunction with Vodafone are progressing the agile working review. The business case for its adoption across the entire administrative portfolio is currently being undertaken along with a pilot space survey on 3 Spilman Street. The outcome of the business case and future agile working proposals will be integral to the forthcoming review of the Office Accommodation Strategy 2014 -17, which will be undertaken later in 2017.	
Service Head: Jonathan Fearn		Performance status: On target



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ACTIONS - Theme: A. Making Better Use of Resources			
Sub-theme: A3 Improve Services by the use of ICT			
Action	11993	Target date	30/04/2016
Action promised	We will ensure that the ICT Work Streams resolve the apparent disconnect between the business and the ICT Service by establishing an ICT steering group with representation from all service departments.		
Comment	A Digital Transformation Steering Group has been established that will provide governance around key digital transformational projects and together with the Strategic Information Governance Group it was felt that ITSG could be disbanded. Significant work has taken place over the last 9 months to ensure there is no disconnect between the business and ICT. ICT have held 3 Digital workshops with over 80 senior managers to share future digital developments and listen to service requirements. ICT have attended Departmental Management Team meetings and Authority roadshows to listen to customer expectations of ICT and to share future development ideas.		
Service Head: Noelwyn Daniel		Performance status: On target	
Action	11994	Target date	31/10/2016
Action promised	We will ensure that the ICT Work Streams resolve the apparent disconnect between the business and the ICT Service by producing a joint business focused Digital Strategy across Carmarthenshire and Pembrokeshire County Councils.		
Comment	ICT Services have engaged extensively with the business via Digital Transformation workshops held in November and December 2016. The draft Digital Transformation Strategy will be consulted upon with staff in January and elected members at a seminar on February 3rd. A draft will go to CMT in February and P&R Scrutiny in March.		
Service Head: Noelwyn Daniel		Performance status: On target	
Action	11995	Target date	31/03/2017
Action promised	We will increase opportunities for customers to access Council services via digital technologies by completing the development of 'My Account' by using Firmstep		
Comment	Senior Web Developer has now started in January and is targeting improving opportunities for customers to access the Council Services online. The Digital Transformation Board is currently finalising the key Council Services to incorporate into the MY Account i.e. Council Tax, Housing Rents, Business Rates possibly being the high-volume services to target.		
Service Head: Noelwyn Daniel		Performance status: On target	
Action	11996	Target date	31/03/2017
Action promised	We will increase opportunities for customers to access Council services via digital technologies by promoting the use of e-forms to services		
Comment	ICT are currently developing new e-forms for use online. Garden Waste Collection Service is a key priority as the service will launch 1st April. ICT are currently working with Marketing & Media to review existing e-forms and identify opportunities and target services that can full integration between the e-forms and back office systems in order to maximize efficiencies.		
Service Head: Noelwyn Daniel		Performance status: On target	
Action	11997	Target date	31/08/2017 (original target 31/03/2017)
Action promised	We will ensure technologies and systems are robust and effective in meeting business and customer needs by continuing to roll out of Office 2013 and Skype for business across CCC		
Comment	Currently, approximately 85% of our estate has been upgraded to Office 2013 including Skype for Business. The remaining 15% are being addressed via Floor walks, proactive contact from the Service Desk and Software self service installs. A significant drive to market Skype for Business to our users and encourage its adoption to drive communication and efficiencies will start in January. SkypeFB has now been demonstrated to CMT, HOS forum, various DMT's and PEB.		
Service Head: Noelwyn Daniel		Performance status: On target	
Action	11998	Target date	31/03/2017
Action promised	We will ensure technologies and systems are robust and effective in meeting business and customer needs by migrating schools to HWB - Welsh Government online learning platform		
Comment	We continue to work closely with colleagues from Education and Welsh government to fully understand the benefits, work load and timescales of a full migration to HWB. We currently have a situation where all pupils in Carmarthenshire have a HWB login and can begin to take advantage of the many benefits. Uptake in schools is regarded as good with Carmarthenshire consistently in the top 5 authorities in Wales for usage. We still waiting for feedback on lessons learned from the limited number of authorities who've carried out a full migration. We need to understand when and how Carmarthenshire should migrate.		
Service Head: Noelwyn Daniel		Performance status: On target	
Action	11999	Target date	30/06/2016
Action promised	We will simplify, rationalise and streamline processes, procedures and technology to ensure we are delivering the best service possible by consolidating technologies within the data centre environment.		
Comment	Workshop held and information gathered. Agreed to prioritise the procurement of a new (completely separate) 300Mb circuit for Internet Access which will also enable potential for Internet Traffic shaping; and start with the re-design of current DMZ environment in County Hall. New Internet Circuit installed to 100MB and awaiting upgrade to 300Mb. One upgraded traffic shaping will then be looked at in greater detail. New switches will be procured for DMZ re-design which will reduce the cable runs, improve performance and capacity (10 Gig back bone) and improve redundancy.		
Service Head: Noelwyn Daniel		Performance status: On target	
Action	12000	Target date	31/03/2017 (original target 30/06/2016)
Action promised	We will simplify, rationalise and streamline processes, procedures and technology to ensure we are delivering the best service possible by improving access to self service options online		
Comment	ICT are currently assisting in many services areas and facilitating in moving their back-office systems to Cloud 'Managed Service' solutions; i.e. Planning Services (ARCUS Global), Social Care (WCCIS). Additionally working closely with TIC, Marketing & Media and the Digital Transformation Board we will be prioritising and focusing on areas that will improve service delivery and provide more personalised online services to the citizen by accessing back-office systems and data.		
Service Head: Noelwyn Daniel		Performance status: On target	



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ACTIONS - Theme: B. Building A Better Council			
Sub-theme: B1 Openness, trust, honesty, integrity			
Action	12001	Target date	31/03/2017
Action promised	We will ensure all Committees have an up to date Forward Work Programme and have Regular reviews.		
Comment	All Committees had Forward Work Programmes, and these are being regularly reviewed.		
Service Head: Linda Rees Jones		Performance status: On target	
Action	12002	Target date	31/03/2017
Action promised	We will publish a Register of Delegated Decisions		
Comment	This matter was considered by Corporate Management Team at its meeting of the 3rd May 2016, when it was agreed that despite such a Register not being a statutory requirement, significant executive decisions by officers would be published, although it was highly unlikely that there would be any, as practice in Carmarthenshire is to refer such decisions to the executive Board. Purely operational decisions will not be published.		
Service Head: Linda Rees Jones		Performance status: On target	
Action	12003	Target date	31/03/2017
Action promised	We will ensure that relevant Member Development Plans are in place which will identify learning needs to assist with the Councillor function.		
Comment	The Democratic Services Committee received an update of the work on-going in relation to member training at its meeting of the 28th November 2017. The Learning and Development Unit are currently undertaking a few Focus Group meetings with members to inform the setting of the induction programme.		
Service Head: Linda Rees Jones		Performance status: On target	
Action	12004	Target date	30/09/2016
Action promised	We will review the remit of Audit Committee to make sure it is delivering what is expected of it.		
Comment	Meeting held on 18th July 2016. Members considered current remit against the Constitution and CIPFA guidance		
Service Head: Phil Sexton		Performance status: On target	
Action	12005	Target date	31/03/2017
Action promised	We will conduct a sample survey of members to see if there has been an improvement in the information they receive on works or developments being made in their wards. (In particular, as a result of members feedback received in KIOP workshops).		
Comment	The commitment was to undertake this random survey of members during the financial year, and this will be done.		
Service Head: Linda Rees Jones		Performance status: On target	
Action	12006	Target date	31/08/2017 (original target 31/03/2017)
Action promised	We will produce a Made Simple Guide to the Constitution for both members and the public		
Comment	This Guide will be produced for circulation after the May 2017 election.		
Service Head: Linda Rees Jones		Performance status: On target	
Action	12007	Target date	31/03/2017
Action promised	We will continue to review any opportunity to improve the openness and transparency of the Council via the Constitutional Review Working Group and implement any agreed recommendations made by the group who will continue to meet annually		
Comment	A meeting of CRWG has been scheduled for the 6th March 2017 to discuss any amendments to be recommended to Council's Constitution.		
Service Head: Linda Rees Jones		Performance status: On target	
Action	12009	Target date	31/03/2017
Action promised	We will reflect any requirements of the `Well Being of `Future Generations Act` into the Council process		
Comment	County Council resolved at its meeting of the 25th January 2017 to designate the Policy and Resources Scrutiny Committee as the statutory Committee for scrutinising the work of the Public Service Board.		
Service Head: Linda Rees Jones		Performance status: On target	
Action	12010	Target date	31/03/2017
Action promised	We will ensure the Council is fully engaged in the development of the new Local Government (Wales) Bill		
Comment	The Local Government Secretary Mark Drakeford has set out a clear timetable for talks on local government reform and has visited most of the 22 Local Authorities. This is being followed by formal consultations which will conclude before the local government elections in May 2017.		
Service Head: Wendy S Walters		Performance status: On target	
Action	12011	Target date	31/03/2017
Action promised	We will establish a robust Information Asset Risk register for the Council to ensure a strong information governance culture across the Council		
Comment	196 entries in departmental registers have been completed, a small increase on the last progress report for Q2. However, as reported previously, work will be undertaken to quality assure each entry for accuracy and compliance with what is required. This is complicated somewhat by changes to services as a result of restructuring. Further work is ongoing to chase up completions.		
Service Head: Wendy S Walters		Performance status: On target	



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Theme: B. Building A Better Council							
Sub-theme: B2 Putting customers first							
Measure Description	2015/16 Comparative Data			2016/17 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Average speed (seconds) to answer calls to the Contact Centre 2.2.2.20	Not applicable		Q3: 14 End Of Year: 15	Target: 25 Result: 22	Target: 25 Result: 21	Target: 25 Result: 22 Calculation: 4396290 ÷ 200173	Target: 25
Service Head: Wendy S Walters				Performance status: On target			



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ACTIONS - Theme: B. Building A Better Council		
Sub-theme: B2 Putting customers first		
Action	12012	Target date 31/03/2017
Action promised	We will facilitate and promote a channel shift to enable customers to manage their own interactions with the Council. This will include the development of 'My Account' on the Council website to specifically encourage more online take up of services.	
Comment	As part of the TIC Channel Shift project we are continuing to work closely with IT and all departments to map out existing and new processes into a digital format. This work will be ongoing and includes both internal and external forms. MyAccount is under development. The registration process and dashboard is in the design phase.	
Service Head:	Wendy S Walters	Performance status: On target
Action	12013	Target date 31/03/2017
Action promised	We will promote the 15 year Regeneration Plan in partnership with local media, and via web and social media platforms.	
Comment	The Regeneration Plan, and individual schemes within it, has continued to be promoted via press, social media, on the newsroom and in the weekly news bulletins sent to staff.	
Service Head:	Wendy S Walters	Performance status: On target
Action	12014	Target date 31/03/2017
Action promised	We will raise further awareness of the Do It Online campaign to encourage more people to interact via the website.	
Comment	Promotion has continued in several service areas to encourage residents to Do It Online. These include bin collection times, reporting flytipping, consultation for a number of issues including this year's budget, and school admissions.	
Service Head:	Wendy S Walters	Performance status: On target



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ACTIONS - Theme: B. Building A Better Council			
Sub-theme: B3 Listening and delivering on promises			
Action	12015	Target date	31/03/2017
Action promised	We will further develop the Council's consultation and engagement approaches in line with the new Communication Strategy		
Comment	iLocal is now the default location for all Council consultation exercises. Our approach will be reviewed during January to ensure value and maximize effectiveness.		
Service Head: Wendy S Walters	Performance status: On target		
Action	12016	Target date	31/03/2017
Action promised	We will develop methodology and support the implementation of the consultation and engagement approach for the three counties well-being assessment which is required by the Public Services Board		
Comment	A consultation and engagement framework was developed, agreed and implemented on a regional basis. The framework outlined a common approach to engaging with the public, and a large scale joint survey was developed and implemented by partners across the region (a total of over 6500 responses)		
Service Head: Wendy S Walters	Performance status: On target		
Action	12017	Target date	31/03/2017
Action promised	We will support the development of the Public Services Board Consultation and engagement strategy		
Comment	A strategy has been drafted, but it has been decided that the process of strategy development requires greater input from PSB partners. This change of approach means the action will not be completed during 2016-17.		
Service Head: Wendy S Walters	Performance status: On target		
Action	12018	Target date	26/05/2017 (original target 31/03/2017)
Action promised	We will seek to improve current voter registration levels by pro-actively promoting the message of how important it is to "Have Your Say".		
Comment	This is a on-going action. We have recently updated the Register of Electors and actively worked with Nursing Homes. Post Christmas there will be a PR programme in place in the run up to the May 2017 Elections.		
Service Head: Wendy S Walters	Performance status: On target		



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ACTIONS - Theme: B. Building A Better Council		
Sub-theme: B4 Working in partnership		
Action	12019	Target date 31/03/2017
Action promised	We will introduce the new Public Services Board (PSB) and partnership arrangements with the development of a new website and communication arrangements.	
Comment	<p>The PSB continues to meet with good levels of attendance by partners and it is pleasing to note that collaborative partnership working is continuing and improving.</p> <p>The new partnership structure has been established with new multi-agency groups meeting - 'Fair and Safe Communities', 'Prosperous and Resilient Communities' and 'Healthy Families and Communities' - to take forward partnership working to address key areas. The PSB's engagement website is live - www.thecarmarthenshirewant.wales - and the engagement activity started by the well-attended event, held in September as part of the process of developing a well-being assessment, has continued with links made with wider partners.</p> <p>A newsletter is produced after each PSB meeting to raise awareness of the work of the PSB and partnership working taking place. This is circulated to all staff of partner organisations and is available on the website.</p> <p>Good use is also made of the PSB's publication, Carmarthenshire News, to promote PSB related business.</p>	
Service Head: Wendy S Walters		Performance status: On target
Action	12020	Target date 31/03/2017
Action promised	We will assist with our collaborative communication and create a new communications group that will deliver the bi-annual Carms News and the new Public Service Board (PSB) website and e-alerts	
Comment	Group has now been set up which meet on a bi-monthly basis. majority of partners attend but work will continue to ensure all participate.	
Service Head: Wendy S Walters		Performance status: On target
Action	12021	Target date 31/03/2017
Action promised	We will support the development of the Wellbeing Assessment working in partnership with colleagues within the Council as well as colleagues from Ceredigion, Pembrokeshire and other Public Service Board Partners	
Comment	Consultation report completed, well-being assessment created and will be presented to PSB for approval.	
Service Head: Wendy S Walters		Performance status: On target



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Theme: B. Building A Better Council							
Sub-theme: B5 Valuing our staff							
Measure Description	2015/16 Comparative Data			2016/17 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% HPP's carried out during the year (not including half year reviews)	Not applicable		Q3: 73	Target: 40	Target: 60	Target: 72	Target: 88
1.3.2.11a			End Of Year: 85	Result: 41	Result: 59	Result: Not available	
Comment	The responsibility for HPP has transferred across to People Management. It has been agreed with the Assistant Chief Executive (People Management) to suspend this measure while the process is reviewed with a view to establishing outcome based measures in due course						
Service Head: Paul R Thomas				Performance status: Result not available			



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ACTIONS - Theme: B. Building A Better Council		
Sub-theme: B5 Valuing our staff		
Action	12023	Target date 31/03/2017
Action promised	We will finalise and implement the revised structure for the People Management Division.	
Comment	Phases 1 and 2 of the implementation of the revised structure for the People Management Division have been completed. Phase 1 was the implementation of the Divisions Strategic Management Team - ie Employee Well Being Manager, People Services Manager, Organisational Development Manager and Business & Projects Coordinator Phase 2 looked at the next tier down for every business unit - Business Partners for the Division. Phase 3 has commenced and is looking at the configuration of the rest of the teams. Some key appointments have been made and work is on going to finalise the realignment	
Service Head: Paul R Thomas		Performance status: On target
Action	12024	Target date 31/03/2017
Action promised	We will ensure all staff have an individual performance appraisal	
Comment	With the transfer of the lead for Performance Appraisal to People Management there is an opportunity to strategic review the effectiveness of the process and measures. This review is underway and an action plan will be developed.	
Service Head: Paul R Thomas		Performance status: On target
Action	12025	Target date 31/03/2017
Action promised	We will simplify communication mechanisms both within People Management and those used for communicating people management initiatives to the wider workforce	
Comment	Access to People Management information on the Council`s Intranet has been streamlined and the Division has received positive feedback on the content and format. In terms of internal communication within the Division - work is underway to identify current communication mechanisms before agreeing new ways of working.	
Service Head: Paul R Thomas		Performance status: On target
Action	12026	Target date 31/03/2017
Action promised	Review the ICT systems and equipment used within People Management and drive developments. 1) a single personnel record; 2) effective self-service; 3) agile working for PMP officers; 4) a clear business requirement for ICT communicated to the ICT Strategy group; 5) more effective use of the insight reporting system	
Comment	Work is ongoing to ensure integration of HR and Payroll systems to enable development of self service and personnel records. Business plan drafted for Digital Transformation resources to support review Resourcelink capability and recruitment and other processes.	
Service Head: Paul R Thomas		Performance status: On target
Action	12027	Target date 31/03/2017
Action promised	We will work towards maintaining the Welsh Government Corporate Health Standard, Platinum award	
Comment	Following an intensive 2 day external assessment in June 16, where the 4 assessors spoke to the Working Group, Staff, Managers, Trade Union, The Leader, Executive Board Member and The Assistant Chief Executive and visited sites across the authority and reviewed all the evidence gathered for the submission. We have been awarded the Platinum Corporate Health Standard, and are still the only Authority in Wales to have achieved this.	
Service Head: Paul R Thomas		Performance status: On target
Action	12028	Target date 31/03/2017
Action promised	We will develop an overarching behaviour statement aligned to our newly developed core values to ensure employees and managers appreciate and understand the Equality Duty and how it relates to their role in our organisation (SEPA)	
Comment	Work has begun on bringing the refreshed Core Values to life for staff via the new online induction process. Once this exercise is complete it will be made available on the Council`s Intranet.	
Service Head: Paul R Thomas		Performance status: On target
Action	12029	Target date 31/03/2017
Action promised	We will support the organisation to workforce plan effectively and develop a strategic workforce plan for the Council	
Comment	HR Business Partners have attended business planning sessions and provided information and advice to managers to assist them to develop workforce plans. It is anticipated that following the development of departmental plans, general themes can be drawn out to produce an organisational workforce plan.	
Service Head: Paul R Thomas		Performance status: On target
Action	12030	Target date 31/03/2017
Action promised	We will develop an integrated programme of Welsh Language development for our employees (SEPA)	
Comment	A Risk Management bid to fund a Learning & Development Advisor (Welsh Language)post for two years has been agreed and work has begun to develop a Job Profile and initiate the recruitment process. The development of an integrated programme of development will be a key part of the job role.	
Service Head: Paul R Thomas		Performance status: On target
Action	12031	Target date 31/03/2017
Action promised	We will undertake an audit of the Language Skills of our employees (SEPA)	
Comment	Departmental services continue to capture language skills data both electronically and manually for those areas identified as outstanding in their departmental workforce profiles. These are mainly operational service areas that have been unable to benefit from the online process and require an alternative approach. The current position shows that 83% of those employees within the scope of the skills audit have now provided their self-assessed level of language skills. Additional information has also been sought in terms of their development requirements, the level of skill they wish to achieve	

and an indication of their learning preference. This information is being used to inform the Language Skills Development Plan.

Service Head: Paul R Thomas

Performance status: On target



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ACTIONS - Theme: B. Building A Better Council		
Sub-theme: B6 Ensuring equality of opportunity		
Action	12032	Target date 31/03/2017
Action promised	We will continue to work to remove barriers to accessing Council services and in particular working towards an appointments based system in Customer Services Centers.	
Comment	Customer appointments are now well established across all 3 CSC`s. Appointments are available for Housing Benefits, Council Tax, Blue Badges, Taxi Licensing. Progress is being made in obtaining an IT solution to enable other service areas and the public to book their own appointments online without the need to telephone in advance. Once this is established further promotion of the appointment system will be further communicated.	
Service Head:	Wendy S Walters	Performance status: On target
Action	12033	Target date 31/03/2017
Action promised	We will work with particular sectors of our community in particular the young people of Carmarthenshire and Persons in Charge of Residential/Nursing Homes, to raise awareness of the importance of registering to vote.	
Comment	Recently worked with nursing homes across Carmarthenshire to register their residents and apply for postal votes.	
Service Head:	Wendy S Walters	Performance status: On target
Action	12034	Target date 31/03/2017
Action promised	We will ensure Equality Impact Assessment requirements are embedded into the wider impact assessment process being developed as part of the Well-being of Future Generations requirements	
Comment	A draft integrated assessment has been prepared, alongside draft guidance and a revised implications section for use within Democratic papers. Colleagues from across the authority are currently providing feedback. We are currently organizing a series of training sessions for Elected Members and officers.	
Service Head:	Wendy S Walters	Performance status: On target
Action	12035	Target date 31/03/2017
Action promised	We will deliver the outcomes of the Community Cohesion National Delivery Plan 2016/17	
Comment	<p>Outcome 1: Departments, organisations and people understand hate crime, victims make reports and get appropriate support. Two Hate Crime Awareness Sessions were delivered in Carmarthenshire A range of events and awareness raising activities took place during Hate Crime Awareness Week. A number of relevant conferences were held: Carmarthenshire - Show Racism the Red Card and Carmarthenshire Safe Havens (Schools and Syrian refugees) conference. The Co-ordinator engaged with a range of structures regarding Hate Crime.</p> <p>Outcome 2: Departments, organisations and people understand modern slavery, victims make reports and get appropriate support. Early discussions were held in Carmarthenshire on Welsh Government's draft Code of Practice: Ethical Employment in Supply Chains</p> <p>Outcome 3: Increased awareness and engagement across Gypsy and Traveller communities. Work commenced on a Communications Strategy.</p> <p>Outcome 4: Increased evidence and awareness on immigration and supporting the inclusion of asylum seekers, refugees and migrants. The Co-ordinator has been invited to be an observer on a Pilot Migration Integration Strategic Framework being carried out in Swansea. Further Syrian Refugees were welcomed under the Syrian Resettlement Programme (SRP), to Carmarthenshire during Q3. The Co-ordinator engaged with structures and provided a wide range of advice and support on the SRP, including Local Authority Task Groups, The Wales Strategic Migration Partnership and community groups. Considerable work was undertaken by partners within the region to deliver the SRP, please see below for details.</p> <p>Outcome 5: Increased understanding regarding the impacts of poverty on people with Protected Characteristics across key service and policy delivery. The Co-ordinator was available to the Carmarthenshire Community First Cluster for community cohesion advice and support. The Carmarthenshire Communities First Cluster has been given permission from WG to offer support to all Syrian refugees in Carmarthenshire.</p> <p>Outcome 6: Key policies and programmes are supporting and evidencing delivery against the national goal on more cohesive communities through the Wellbeing of Future Generations (Wales) Act 2015 The Co-ordinator contributed to Carmarthenshire CC's Strategic Equality Action Plan.</p> <p>Outcome 7: Policies and services are responsive to community tensions</p>	
Service Head:	Wendy S Walters	Performance status: On target
Action	12036	Target date 31/03/2017
Action promised	It is the duty of the Council to facilitate and increase the use of the Welsh language and we will continue to promote the use of the Welsh language in our workplace	
Comment	The Policy on the internal use of the Welsh Language has formally adopted. It`s main aim is to promote the opportunities for staff to use their Language skills in the workplace and to outline the support available. This support includes opportunities to learn Welsh or improve written and spoken skills.	
Service Head:	Wendy S Walters	Performance status: On target



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ACTIONS - Theme: B. Building A Better Council		
Sub-theme: B8 Improving our services		
Action	12037	Target date 31/03/2017
Action promised	We will ensure delivery of Well-being of Future Generations (Wales) Act 2015 requirements, to ensure that the 7 national well-being goals and 5 ways of working are taken into account in all that the Council does and to evidence due consideration of the impact on all Council policies and decisions	
Comment	Work on developing a new impact assessment process for the Council is underway. The draft assessment is currently being tested in departments. Development work will also include a series of training events for Elected Members, budget managers and Policy & Performance staff.	
Service Head: Wendy S Walters		Performance status: On target
Action	12039	Target date 31/03/2017
Action promised	We will implement an online electronic booking system and allow phased public access for making appointments for the Registrar.	
Comment	The preferred supplier is on-site on January 20th to showcase the product and discuss implementation. The intention is that this solution will also provide a Corporate appointments booking system for our Customer Service Centres. The 1st phase of implementation is on schedule to be live by March 31st.	
Service Head: Wendy S Walters		Performance status: On target
Action	12040	Target date 31/03/2017
Action promised	We will continue to improve the Council website to give customers better access to services 24/7	
Comment	In terms of minor amends and responding to feedback from the public this work is ongoing. The recent digital transformation workshops provided valuable feedback and insights into simple amends to the website. We have a workshop in March with Planning, this is an opportunity to look at their section of the site and how they can maximise their use of digital platforms. The Channel Shift work also crosses into improving and developing web content. In addition to the planned user testing with CSC/Contact centre, we continue to use Google Analytics to make informed decisions on where improvements are needed.	
Service Head: Wendy S Walters		Performance status: On target
Action	12041	Target date 31/03/2017
Action promised	We will introduce a revised Corporate Performance Management Framework to reflect the new `Well-being of Future Generations Act`.	
Comment	We are still engaging with Wales Audit Office on the WBFG requirements and have been attending DMT's to inform them of the Acts requirements. We will have to identify the Councils Well Being Objectives by the end of March 2017 and this has been built into our Financial and Performance timetable. It's too early to introduce the new framework for 2017/18	
Service Head: Wendy S Walters		Performance status: On target
Action	12042	Target date 31/03/2017
Action promised	We will ensure the consistent application of the Corporate guidelines for Business Planning.	
Comment	The Executive Board Member challenge on each Heads of Service Business Plan was brought forward to May/June to ensure that business plans were fit for purpose. A similar programme will take place for 2017/18 plans.	
Service Head: Wendy S Walters		Performance status: On target
Action	12043	Target date 31/03/2017
Action promised	We will continue with the Executive Board challenge with Heads of Service and peer to peer challenge of Business Plans with Heads of Service.	
Comment	The Executive Board, business plan challenge programme with Service Heads was completed for 2016/17 plans. This challenge programme will be repeated for 2017/18 plans. We will also introduce Heads of Service peer challenge for the emerging 2017/18 business plans. This is to address a Corporate Assessment Proposal for Improvement concerning peer challenge.	
Service Head: Wendy S Walters		Performance status: On target



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ACTIONS - Theme: F. Carmarthenshire's communities and environment are sustainable		
Sub-theme: F7 Ensuring the promotion of the Welsh language and Welsh culture		
Action	12135	Target date
		31/03/2017
Action promised	We will develop and publish a Welsh Language Promotion Strategy	
Comment	The Welsh Language Promotion Strategy has been prepared in partnership with the Members Advisory Panel and the County Language Forum. It has been formally adopted through the Democratic Process and published on the CCC website. Next steps include developing a detailed action plan and a mapping exercise on the current use of resources across the county.	
Service Head: Wendy S Walters	Performance status: On target	



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Theme: G. Carmarthenshire has a stronger and more prosperous economy							
Sub-theme: G5 Tackling poverty and its impact on the local economy							
Measure Description	2015/16 Comparative Data			2016/17 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Average time for processing new Housing/Council Tax Benefit claims 6.6.1.2	Not applicable		Q3: 21.68 End Of Year: 21.76	Target: 29.00 Result: 26.68	Target: 29.00 Result: 23.39	Target: 26.00 Result: 21.56 Calculation: 114401÷5307	Target: 23.00
Service Head: John Gravelle				Performance status: On target			
Measure Description	2015/16 Comparative Data			2016/17 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Average time for processing Housing/Council Tax Benefit notifications of changes of circumstances (days) 6.6.1.3	Not applicable		Q3: 6.31 End Of Year: 5.23	Target: 7.50 Result: 5.99	Target: 7.00 Result: 5.86	Target: 7.00 Result: 5.73 Calculation: 461073÷80414	Target: 5.50
Service Head: John Gravelle				Performance status: On target			
Measure Description	2015/16 Comparative Data			2016/17 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of recently calculated Housing/Council Tax Benefit claims that have been calculated accurately based on a sample check 6.6.1.9	Not applicable		Q3: 96.51 End Of Year: 95.45	Target: 93.00 Result: 93.33	Target: 93.00 Result: 96.73	Target: 94.00 Result: 98.05 Calculation: (251÷256) × 100	Target: 95.00
Service Head: John Gravelle				Performance status: On target			



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ACTIONS - Theme: G. Carmarthenshire has a stronger and more prosperous economy		
Sub-theme: G5 Tackling poverty and its impact on the local economy		
Action	12137	Target date 31/08/2016
Action promised	We will develop a Tackling Poverty Policy statement outlining the Council's overarching approach to tackling poverty	
Comment	Report is due to be presented at Corporate Management Team on 27th February 2017 for dissemination to departments	
Service Head:	Wendy S Walters	Performance status: On target
Action	12138	Target date 31/08/2016
Action promised	We will establish a Tackling Poverty Advisory Panel to oversee the Tackling Poverty Action Plan and support the Executive Board Member with responsibility for Tackling Poverty in executing their responsibilities.	
Comment	The Panel has now been established. It is chaired by Anti-Poverty Champion Cllr Pam Palmer and has cross party and key officer representation including leads of tackling poverty programmes. In order to avoid duplication and streamline agendas DWP also have an open invitation to attend the Panel as appropriate. This effectively merges the former Tackling Poverty Group and Welfare Reform Programme Board. Terms of reference for the group attached here. The group have met twice and identified an initial focus on out of term provision for children particularly in relation to ensuring availability of hot meals.	
Service Head:	Wendy S Walters	Performance status: On target
Action	12139	Target date 31/07/2016
Action promised	We will update the tackling poverty action plan to reflect priorities for 2016/17 and embed it into the KIOP	
Comment	Plan has been updated and uploaded onto PIMS to enable on-going monitoring. Action plan will be reported to the Panel on a quarterly basis following updates.	
Service Head:	Wendy S Walters	Performance status: On target



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ACTIONS - Theme: G. Carmarthenshire has a stronger and more prosperous economy		
Sub-theme: G6 To build a bilingual economy and workforce		
Action	12152	Target date
		31/03/2017
Action promised	We will strengthen the position of the Welsh language in Carmarthenshire by implementing the recommendations of the 'Welsh Language in Carmarthenshire' report of March 2014	
Comment	The Welsh language Members Advisory Panel meetings are themed in order to look at specific areas such as Education and Leisure. The recommendations will be central to the action plan for the Welsh language Promotion Strategy and will be regularly monitored and updated through the Members Advisory Panel.	
Service Head: Wendy S Walters		Performance status: On target