

# Scrutiny measures & actions full monitoring report

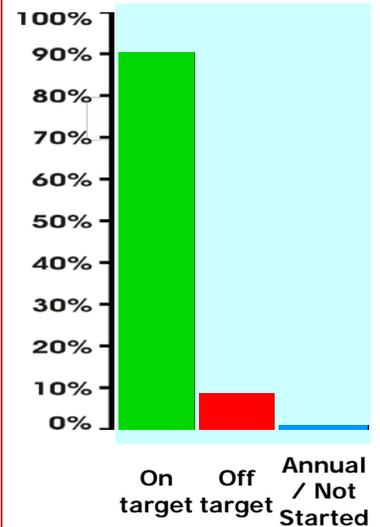
## Policy and Resources scrutiny - Quarter 1 2018/19

Filtered by:  
 Organisation - Carmarthenshire County Council  
 Source document - Corporate Strategy 2018/19

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
3. Continue to improve learner attainment for all	Actions	1	1	0	0	N/A	0	100%	100%
5. Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of	Actions	6	5	1	0	N/A	0	83%	78%
	Measures	3	2	1	0	0	0	67%	
6. Create more jobs and growth throughout the county	Actions	3	3	0	0	N/A	0	100%	100%
11. A Council wide approach to support Ageing Well in Carmarthenshire	Actions	3	3	0	0	N/A	0	100%	100%
14. Promote Welsh Language & Culture	Actions	9	9	0	0	N/A	0	100%	100%
15. Building a Better Council and Making Better Use of Resources	Actions	59	57	2	0	N/A	0	97%	90%
	Measures	11	6	4	0	0	1	55%	
<b>Overall Performance</b>	<b>Actions and Measures</b>	<b>95</b>	<b>86</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>91%</b>	

**Performance against Target**



# OFF TARGET

## ACTIONS - Theme: 15. Building a Better Council and Making Better Use of Resources

### Sub-theme: B3. Making a difference

<b>Action</b>	13318	<b>Target date</b>	30/09/2019
<b>Action promised</b>	We aim to encourage both Members and Officers to go paperless for Democratic Meetings		
<b>Comment</b>	Council was due to consider a report on paperless working at its meeting held on the 11th July 2018 however this report was deferred to the meeting of Council on 12th September.		
<b>Remedial Action</b>	To be determined by Council		
<b>Service Head:</b> Linda Rees Jones	<b>Performance status:</b> Off target		

## Theme: 15. Building a Better Council and Making Better Use of Resources

### Sub-theme: B5. Valuing our people; engaging, leading and supporting

Measure Description	2017/18 Comparative Data			2018/19 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of working days lost to sickness absence per employee  PAM/001	9.7	10.1	Q1: <b>2.4</b>  End Of Year: <b>10.1</b>	Target: <b>2.0</b>  Result: <b>2.2</b>  Calculation: <b>13073.2 ÷ 6047.9</b>	Target: <b>4.0</b>	Target: <b>6.8</b>	Target: <b>9.6</b>
<b>Comment</b>	An improved result on last year's performance. The Corporate PI is split between the departments and the focus and challenge is placed at DMT, CMT and the Challenge and review forum. A self reflection is undertaken by the departments and any gaps identified and intervention & support can be put in place, to ensure improved performance. Data is sent to each Head of Service which looks at FTE days lost, reason for absence etc.						
<b>Remedial Action</b>	The challenge forum will continue for all Heads of Service, evidence of good practice will be highlighted. 2 Corporate working groups looking at the areas with the highest levels of Stress and MSDs, with bespoke interventions from a multidisciplinary PM team who will support the departments. This could include training, work shops, resilience, OD support, wellbeing and health preventative work. This will form part of the Wellbeing plan for the 3 largest departments. The HR business partners continue to work with DMTs to analyse attendance performance and support action planning to improve attendance and appropriate manage sickness absence.						
<b>Service Head:</b> Paul R Thomas	<b>Performance status:</b> Off target						

## ACTIONS - Theme: 15. Building a Better Council and Making Better Use of Resources

### Sub-theme: B5. Valuing our people; engaging, leading and supporting

<b>Action</b>	12458	<b>Target date</b>	31/12/2018 (original target 31/07/2018)
<b>Action promised</b>	We will develop a Strategic Workforce Plan for the Council		
<b>Comment</b>	The initial stage of identifying key workforce issues is in the process of being finalised. Once completed, the People Strategy Group Board will consider these findings and develop a plan to address the issues.		
<b>Remedial Action</b>	It is anticipated that the People Strategy Group Board will consider the identified issues early Autumn and work will begin to develop an action plan to address any gaps.		
<b>Service Head:</b> Paul R Thomas	<b>Performance status:</b> Off target		

**Theme: 15. Building a Better Council and Making Better Use of Resources**

**Sub-theme: B6. Managing risks, performance and finance**

Measure Description	2017/18 Comparative Data			2018/19 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		Q1: <b>15.92</b>  End Of Year: <b>71.42</b>	Target: <b>20.00</b>  Result: <b>3.39</b>  Calculation: <b>(104400 ÷ 3076250) × 100</b>	Target: <b>30.00</b>	Target: <b>40.00</b>	Target: <b>100.00</b>	
<b>Comment</b>	It is expected that the capital receipts target will be achieved by year end as significant sales are in the pipeline .							
<b>Remedial Action</b>	We will continue to progress with the sales identified to achieve this years target .							
<b>Service Head:</b> Wendy S Walters					<b>Performance status:</b> Off target			

Measure Description	2017/18 Comparative Data			2018/19 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	97.71	97.47	Q1: <b>31.70</b>  End Of Year: <b>97.57</b>	Target: <b>31.00</b>  Result: <b>30.16</b>  Calculation: <b>(28867444.29 ÷ 95707687.99) × 100</b>	Target: <b>56.00</b>	Target: <b>84.00</b>	Target: <b>97.60</b>	
<b>Comment</b>	There is no obvious reason for the result falling below target and being lower than the same period last year.  Recovery action has been taken in accordance with the revised procedures which proved very successful during 2017/18 and in fact more cases have been subject to action than during the same period last year. It is therefore anticipated that results will be back on track as the year progresses.							
<b>Remedial Action</b>	No changes proposed to the revised recovery processes that were successfully introduced during 2017/18							
<b>Service Head:</b> Ann Thomas					<b>Performance status:</b> Off target			

Measure Description	2017/18 Comparative Data			2018/19 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	98.77	98.26	Q1: <b>38.86</b>  End Of Year: <b>99.52</b>	Target: <b>36.00</b>  Result: <b>35.91</b>  Calculation: <b>(17706356.99 ÷ 49302291.3) × 100</b>	Target: <b>62.00</b>	Target: <b>88.00</b>	Target: <b>98.50</b>
<b>Comment</b>	Q.1 result is slightly below target and down on the unprecedentedly high result for same period in 2017/18 (although Q.1 result is still well above the same period 2016/17).  This year's result has been affected by a number of issues including:  1. A large new assessment came into rating part way through Q.1 giving rise to a charge of £1.3 million. No payments had been received by end of Q.1						

2. The transitional relief scheme which staggers the increases faced by ratepayers due to the 2017 revaluation means that many ratepayers will have seen significant increases in their bills, well above the normal "inflation" factor.

3. A major public sector ratepayer with numerous high value accounts delayed payment of their 2018-19 instalments with the first payments not being received until Q.2

**Remedial Action**

No specific action required as the normal recovery procedures are being taken in respect of unpaid accounts

Service Head: Ann Thomas

Performance status: Off target



**Theme: 5. Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of**  
**Sub-theme: C. Improving the lives of those living in poverty**

Measure Description	2017/18 Comparative Data			2018/19 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		Q1: <b>97.01</b>  End Of Year: <b>96.72</b>	Target: <b>94.00</b>  Result: <b>93.55</b>  Calculation: <b>(29÷31) × 100</b>	Target: <b>94.00</b>	Target: <b>94.00</b>	Target: <b>96.00</b>

**Comment**

This indicator is prone to fluctuation but given the complexity of the Housing Benefit scheme and the high number of new and inexperienced staff within the section, this continues to be a very positive result

**Remedial Action**

Identified errors will continue to be analysed and any trends addressed through staff briefings and additional training where necessary.

Service Head: Ann Thomas

Performance status: Off target



**ACTIONS - Theme: 5. Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of**  
**Sub-theme: C. Improving the lives of those living in poverty**

Action	12560	Target date	31/03/2019 (original target 31/03/2018)
<b>Action promised</b>	We will extend the Hwb model developed in Llanelli to Ammanford and Carmarthen, making front line support services more accessible to residents		
<b>Comment</b>	Floor plans and planning application being processed. Works to the building will be carried out through the summer with an expected launch of the Hwb in Ammanford late 2018. Work is ongoing in identifying suitable accommodation in Carmarthen to replicate the Hwb model there.		
<b>Remedial Action</b>	Service being delivered to a lesser extent out of Town Hall, Ammanford.		

Service Head: Wendy S Walters

Performance status: Off target



## ON TARGET ETC.

### ACTIONS - Theme: 11. A Council wide approach to support Ageing Well in Carmarthenshire

#### Sub-theme: A. Age Friendly Communities

<b>Action</b>	13227	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will further develop the Ageing Well in Carmarthenshire Action Plan		
<b>Comment</b>	Action plan is now considered as part of the Council's Well-being Objective. Progress has been limited as a result of staff vacancy. Arrangements for the 50+ annual event on the 14 September at the Botanic Garden are progressing well. Close working relationship with colleagues in Communities Department in order to deliver Carmarthenshire is Kind focus to the event		
<b>Service Head:</b> Wendy S Walters	<b>Performance status:</b> On target		
<b>Action</b>	13228	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will improve our engagement and consultation mechanisms with the 50+ Forum		
<b>Comment</b>	Communications methods improving with the 50+ network. Following GDPR data request the membership has reduced to approx. 1,500 (from 2,700) as a result of requiring consent forms to be returned. However, positive response to request for members to register email address for future contact which has meant only approx. 450 members now require paper copies. Dotmailer used to circulate most recent information to members and has been well received and reduced workload for staff in undertaking mailouts. This approach will be further developed going forward		
<b>Service Head:</b> Wendy S Walters	<b>Performance status:</b> On target		

### ACTIONS - Theme: 11. A Council wide approach to support Ageing Well in Carmarthenshire

#### Sub-theme: C. Falls Prevention

<b>Action</b>	13237	<b>Target date</b>	31/03/2019
<b>Action promised</b>	In collaboration with our PSB partners we will deliver staff training through the Making Every Contact Count (MECC) initiative, which will include help relation to fire risks, other hazards, slips, trips and falls and alcohol brief intervention (ABI) training		
<b>Comment</b>	2 cohorts of multi-agency staff have now been trained with feedback survey issued to gather thoughts on experiences of using approach to date. Feedback report on pilot phase to be prepared in September 2018		
<b>Service Head:</b> Wendy S Walters	<b>Performance status:</b> On target		

### ACTIONS - Theme: 14. Promote Welsh Language & Culture

#### Sub-theme: A. Implement and monitor the Welsh Language Standards

<b>Action</b>	12425	<b>Target date</b>	31/03/2020 (original target 31/03/2018)
<b>Action promised</b>	We will develop an integrated Welsh Language Programme for our staff		
<b>Comment</b>	The integrated Welsh Language Programme continues to be delivered with the addition of a new pilot for learning development - Say Something in Welsh (SSiW) part of a research trial that will involve a full evaluation (October 2018) to consider its effectiveness and benefits as an online learning resource.		
<b>Service Head:</b> Paul R Thomas	<b>Performance status:</b> On target		
<b>Action</b>	13280	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will ensure the Council complies with the requirements of the Welsh Language Standards		
<b>Comment</b>	The Policy & Partnership team has built a positive working relationships with departments and we continue to provide practical advice on implementation of the Standards. Detailed guidance notes have been prepared and circulated and we are constantly monitoring implementation. We also receive queries and complaints from members of the public.		
<b>Service Head:</b> Wendy S Walters	<b>Performance status:</b> On target		
<b>Action</b>	13281	<b>Target date</b>	31/03/2019
<b>Action promised</b>	To facilitate good decision making, we will introduce an integrated Impact Assessment which consolidates Equality, Welsh language and Well-being of Future Generations requirements.		
<b>Comment</b>	A draft Integrated Assessment has been prepared, alongside detailed guidance notes for report authors. The Assessment includes questions in relation to the Well-being of Future Generations Act, Equality Act, Welsh Language Measure, UN Convention on the Rights of the Child, the Environment Act and Privacy statements.		
<b>Service Head:</b> Wendy S Walters	<b>Performance status:</b> On target		

**ACTIONS - Theme: 14. Promote Welsh Language & Culture****Sub-theme: B. Welsh Language Promotion Strategy**

<b>Action</b>	12938	<b>Target date</b>	31/03/2021
<b>Action promised</b>	To promote the Strategy for Welsh Language - We will increase the numbers acquiring basic and further skills in Welsh through the education system and through language transmission in the home		
<b>Comment</b>	This action links in closely with the Welsh in Education Strategic Plan (WESP) and projects such as Cymraeg i Blant, which is funded by the Welsh Government. The WESP was formally launched on 25 June 2018 and further to this, we will work closely with the Education Department to circulate the `Being Bilingual in Carmarthenshire` booklet, in order to support schools along the Language continuum.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	12939	<b>Target date</b>	31/03/2021
<b>Action promised</b>	We will increase the confidence of Welsh speakers and therefore the use of the Language in every sphere of life, and encourage and Support the county's organisations to make the Welsh Language an increasingly natural medium for their Services		
<b>Comment</b>	The Council has a number of learning opportunities in place for members of staff through the internal Welsh for Adults team and the National Centre for Learning Welsh. During the year we have developed and promoted a Bilingualism awareness survey in order to provide an evidence baseline for our work. This is being administered through the County Strategic Forum.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	12940	<b>Target date</b>	31/03/2021
<b>Action promised</b>	We will take steps to positively affect population movements to attract our young people to the county so that gains made in terms of Welsh speakers through the education system are not lost. Also efforts to assimilate newcomers and ensure new planning developments do not have a detrimental effect on the viability of the Welsh language		
<b>Comment</b>	The County`s Strategic Welsh Language Forum is working closely with the Welsh Government`s Welsh language Unit to develop further a `Welcome Pack` for newcomers to the county. We are currently considering options in relation to distribution and we are aiming to start this work during the summer months. Two members of the County Strategic Forum are members of the LDP Stakeholder Group and regular updates are received in relation to the revision of the Local Development Plan. There are also key projects underway within the Safer Homes and Communities Division which support this work, such as the rural housing needs survey. The focus of the next Forum meeting in September will be on Housing.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	12941	<b>Target date</b>	31/03/2021
<b>Action promised</b>	We will target specific geographic areas within the county, either because they offer the potential to develop or because they cause linguistic concern to increase the numbers of residents in those areas who can and do use Welsh		
<b>Comment</b>	The Mentrau Iaith have been successful in a bid through LEADER in order to appoint additional resources to the eligible areas. The Priority Area Officers have been appointed and have prepared a specific work plan, which will be presented to the November meeting of the Strategic Forum.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	12942	<b>Target date</b>	31/03/2021
<b>Action promised</b>	We will market and promote the Welsh language. Raising the status of Welsh and awareness of the benefits of bilingualism and bilingual education. And by raising awareness of these benefits, attracting more residents of the county to acquire the language		
<b>Comment</b>	The County Strategic Forum has lead on the preparation of a Welcome Pack for individuals / families moving to Carmarthenshire which provides the linguistic context and the opportunities for a bilingual education. The Bilingualism awareness survey will provide a clear evidence base for our work during 2018-19 and the priority areas.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	13284	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will develop a suite of measures to support our progress on promotion of the Welsh Language		
<b>Comment</b>	During 2017-18, we have undertaken detailed research on the data and measures currently in place. We are also aware that the Welsh Government are looking to establish indicators to measure progress against the Cymraeg 2050: Welsh language strategy. We will continue to work closely with the Members Advisory Panel and the Strategic Forum in order to progress.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	

**Theme: 15. Building a Better Council and Making Better Use of Resources**

**Sub-theme: A. Transforming, Innovating and Changing (TIC) the way we work and deliver services**

Measure Description	2017/18 Comparative Data			2018/19 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of Transactional Council Services available to the public online ICT/003	Not applicable		Q1: <b>8</b>  End Of Year: <b>13</b>	Target: <b>14</b>  Result: <b>14</b>	Target: <b>15</b>	Target: <b>16</b>	Target: <b>18</b>
<b>Comment</b>	There are currently 14 Transactional Council Services available to the public online including New Corporate Website, New MY Account and CRM have all been launched. Garden Waste Service has been developed within the new Firmstep System. The most recent addition is the Registrars On-Line Appointments Bookings System which is LIVE with on-going developments in the pipeline.						
<b>Service Head:</b> Noelwyn Daniel			<b>Performance status:</b> On target				

**ACTIONS - Theme: 15. Building a Better Council and Making Better Use of Resources**  
**Sub-theme: A. Transforming, Innovating and Changing (TIC) the way we work and deliver services**

<b>Action</b>	13293	<b>Target date</b>	31/03/2019
<b>Action promised</b>	The TIC programme will continue to support the identification and delivery of efficiency savings.		
<b>Comment</b>	The programme continues to identify and deliver efficiency savings with over £12m saved over the past 5 years. A final figure for savings achieved in the last financial year will be identified in the TIC Annual Report for 2017/18 which, is due to be published in September 2018. The team are also working with colleagues in the finance team to provide for a more accurate way of identifying and reporting all the benefits that arise from TIC projects and where possible, link these to the delivery of PBB's.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	13294	<b>Target date</b>	31/03/2019
<b>Action promised</b>	The TIC programme will continue to implement a balanced work programme to ensure that TIC can support and promote longer term, sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short and medium term.		
<b>Comment</b>	The team continues to implement a balanced work programme which aims to support key strategic corporate projects, improve the quality and efficiency of services and to seek opportunities to reduce waste and bureaucracy across the organisation. A recent Wales Audit Office Review and a follow-up review of TIC Governance arrangements has identified the opportunity to strengthen the approach to the identification and prioritisation of TIC projects which will continue to ensure the delivery of a balanced work programme going forward.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	13295	<b>Target date</b>	31/03/2019
<b>Action promised</b>	The TIC programme will continue to build capacity across the organisation to lead, support and engage people to deliver transformation and change.		
<b>Comment</b>	The authority continues to ensure that there is sufficient capacity within the TIC team to support a challenging work programme and a TIC Officer who had previously been seconded to the team has now been appointed on a permanent basis. One of the aims of the programme is to build the skills and capacity within services in order to promote a more sustainable approach to the delivery of the change and transformation agenda in the future. Representatives from TIC Project teams are offered the opportunity to attend a Continuous Improvement Practitioner course to develop their skills and knowledge in this area of work and then to apply these back in the workplace. Individuals employed on the Council's graduate trainee programme are also offered the opportunity to spend part of their placement working as part of the TIC Programme, recognising that this could offer significant benefits both for graduate trainees and the organisation.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	13296	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will maintain and develop the authorities' main digital platforms being the corporate website, the intranet, the newsroom, Discover Carmarthenshire and the public service board website to be mobile responsive		
<b>Comment</b>	<p>The Newsroom is under development and will become an integral part of the corporate website. We have designed specific functionality for this section of the website, including:</p> <ul style="list-style-type: none"> <li>• Situation updates – for emergencies/severe weather/major events. It will provide a timestamp for key information as it happens with links through to the bigger picture.</li> <li>• Storyboard – complex layout for larger news stories / campaigns with larger visual impact and ability to easily embed multimedia.</li> <li>• Mobile layout has been enhanced to speed up page load for the main newsroom home page.</li> <li>• Article tagging so that users can easily find information for their area and/or topic of interest.</li> <li>• All news items will have capacity to easily cross share to key information on the main website and display associated hashtags, videos, images etc.</li> </ul> <p>We are in the process of migrating the existing content and we anticipate that this will be launched Mid – End of July.</p> <p>We are continuing to develop the corporate website based on user feedback and internal requests. The MyAccount interface has been redesigned to make it easier to use and access/add information from different services in the Council. This prototype is with Firmstep for redevelopment.</p> <p>Discover Carmarthenshire will be hosted internally once Tinint have completed all outstanding work/fixes. Our editors continue to add key information to this site, specifically focusing on Year of the Sea and the priorities in the Destination Management Plan.</p> <p>The Public Service Board website has a mobile responsive design and the content is managed by Kate Thomas and Wendy Phillips. We have no further actions planned for this website at present within Marketing and Media.</p> <p>We have recently procured ReciteMe to provide an accessibility toolbar on all of the above sites. Which is the only associated cost to date.</p>		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	

<b>Action</b>	13297	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will fully implement a new Agile Working approach across the Council in order to make the best use of our building stock		
<b>Comment</b>	<p>The project has been running since November 2017 progress is reported under the headings of the key project work streams of People, Property, Mobile working and ICT.</p> <p><b>People</b>  Monthly engagements with Heads of Service involved with phase 1 of the project have been established and are ongoing.  HoS Forum has adopted Agile Working as a key project  Hos attending the `Managing the Change to Agile Working` training.  Staff engagement sessions complete for Ammanford, Llanelli, Park Dewi Sant and 3 Spilman Street.  Managers training tested and ready to be rolled out.  Stakeholder groups underway for Parc Amanwy and Spilman Street.  Completed Data Protection Impact Assessment and Equalities Impact Assessment for the project.  The team has established regular communication through eGair/Intranet/eBulletin and staff roadshows</p> <p><b>Mobile Working</b>  Post Implementation Reviews complete for 2017/18 projects and these are signed off (H&amp;S Inspections, Housing Inspections)  Currently awaiting full project plans for 2018/19 projects.</p> <p><b>Property</b>  The project has encountered issues with Listed Building Consent on Building 4 through CADW and Welsh Government. This has introduced an 8 week delay but is now resolved and work underway. Forecast completion 3rd September. This has had the knock on effect of delaying Spilman street work scheduled for August. The project has revised the timeline to keep costs down  3 Spilman staff consultation complete: On going through stakeholder group.  Tender for building work went out 18th June  with work to commence 1st Oct and complete 21st Dec  Touchdown Zones: Complete, launched and being used  Currently publicising secondary spaces such as libraries and leisure centres shortly.  Producing an interactive map of touchdown zones.  Occupeye (Occupancy monitoring tool) in place to report on use of touchdown zones.  Building release scheduled for January 2019</p> <p><b>ICT</b>  IT Services engaging with teams and assessing equipment. Upgrading equipment where required to make sure kit is fit for purpose.</p> <p><b>Scope of project expanding</b>  County Hall: Starting the consultation process July 2018 to examine options.  Parc Amanwy: Sale of the building and the purchase of the neighbouring Contact Centre coupled with the subsequent movement of staff.  Building 2: now in scope as is required as a decant space for Spilman Street and location for staff to move to, to create future development space in County Hall.</p> <p><b>Next</b>  Review and update Agile Working content on Intranet  Publicise further touchdown spaces  Assign resource to Information Management to help deal with paper reduction.  Begin engagement with County Hall staff and Members and develop designs for review.</p>		
<b>Service Head:</b>	Wendy S Walters	<b>Performance status:</b>	On target
<b>Action</b>	13298	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will implement innovative digital solutions that will enable increased collaboration and facilitate organisations to work seamlessly together		
<b>Comment</b>	<p>Engaging frequently at a local, regional and national level to identify and pursue collaborative opportunities around technology and procurement. Working alongside the PSBA to identify and develop shared/collaborative systems and services via that secure network across the Welsh Public Sector. Engaged on and scoped the proposed all Wales public sector PSBA wi-fi solution "Gov Roam" with decision taken to implement this financial year. Significant potential to facilitate collaboration and integrated working across the Welsh public sector. Also, currently deploying a single, all Wales PSBA cloud hosted web filtering solution, eradicating the need for multiple local solutions across Wales. Scoping, testing and procurement of Microsoft Office 365, which has the potential to act as a core platform for staff to communicate, collaborate and share data freely easily and securely with both public and private sector organisations is now complete with deployment ongoing. Providing advice, guidance and support to regional partners who are interested in migrating to O365 in the future. Worked closely with colleagues from Pems and Ceredigion to allow staff across all 3 organisations to view and share outlook calendars and diaries, exactly as internal staff do currently. Working closely with several public and private sector partners including all members of the PSB to increase the number of organisations with whom we can communicate via Skype for business, exactly as we would internally via Instant message, voice, video, online meetings and more. Recently led on a joint procurement exercise with Ceredigion to renew the entire schools wi-fi network across both counties achieving significant economies of scale and best value for both organisations. Working closely with health and social care to implement system and infrastructure that will further support integrated working/teams/offices.</p>		
<b>Service Head:</b>	Noelwyn Daniel	<b>Performance status:</b>	On target

<b>Action</b>	13299	<b>Target date</b>	31/03/2021
<b>Action promised</b>	We will upgrade and replace an ageing ICT infrastructure to ensure that we have a robust and stable environment.		
<b>Comment</b>	Work in continuing on replacing new hardware purchased in 2017/18. We have installed and replaced the entire storage array with Nimble hardware. The data centre fabric switching network has been replaced and is due to be completed at the end of July. a new data centre will be provisioned in Ammanford and will replace the existing DR provisions providing graded resilience. Network connectivity and internet feeds are on order and we are awaiting installation.		
<b>Service Head:</b> Noelwyn Daniel	<b>Performance status:</b> On target		
<b>Action</b>	13300	<b>Target date</b>	31/03/2020
<b>Action promised</b>	We will establish the feasibility of developing a joint procurement service with Pembrokeshire County Council.		
<b>Comment</b>	A Pilot Procurement Shared Service with Pembrokeshire County Council has been in place for over a year (since June 2017). The Category Management approach was established during this time across the two Council` s with two Principal Officers based in Pembrokeshire County Council (responsible for Highways & Transport and Building Maintenance & Facilities Management Categories) and three Principal Officers in Carmarthenshire County Council (responsible for Social Care, Corporate and Construction & Waste Categories). The Categories are supported by a Principal Procurement Officer from Carmarthenshire County Council who is responsible for Policy and Compliance. A review of the shared service is due to be undertaken this Autumn.		
<b>Service Head:</b> Helen Pugh	<b>Performance status:</b> On target		
<b>Action</b>	13301	<b>Target date</b>	31/03/2021
<b>Action promised</b>	We will ensure the Council makes the most efficient and effective use of all of its community based assets and where necessary and appropriate transfer ownership of assets to other community groups and interested stakeholders.		
<b>Comment</b>	We are presently undertaking an exercise to collate data on all community based assets with a view to to making better use of facilities. Community Asset transfer discussions are ongoing with various interested parties.		
<b>Service Head:</b> Jonathan Fearn	<b>Performance status:</b> On target		
<b>Action</b>	13302	<b>Target date</b>	31/03/2020
<b>Action promised</b>	We will, as part of the Digital Transformation Strategy, continue to engage and understand the Departments needs to allow them to deliver effective services.		
<b>Comment</b>	Full departmental engagement plan produced and shared with the organisation, elected members and schools outlining our approach to customer engagement activity throughout 18/19. Proactive Floor Walking has begun and is ongoing at all core sites on a rolling monthly basis. Digital Transformation/Innovation events for Officers, Members & Schools currently being arranged for the autumn of 2018. DMT Attendance by Senior Managers currently being arranged for Autumn 2018 to discuss priorities, business planning and any other topics requested. An offer has been extended to all Directors and Heads of Service offering attendance and support by ICT Service at departmental events. Elected members drop-in sessions are ongoing before and after every full council meeting. Working closely with Marketing and Media to ensure clear and frequent communication is taking place as often as possible with all customers on all relevant topics via all available communication channels. All of the above activity is directly informing ICT/Digital strategy, business planning and prioritisation for the coming months and years.		
<b>Service Head:</b> Noelwyn Daniel	<b>Performance status:</b> On target		
<b>Action</b>	13303	<b>Target date</b>	31/03/2021
<b>Action promised</b>	We will undertake a review to consider options for the most effective delivery of depot provision across the County including options for shared facilities with other public sector partners.		
<b>Comment</b>	A Depot Modernisation Working group has been formed and has reported on various outcomes in relation to the depot portfolio, including the provision of a single strategic site. Discussions are ongoing with Partner organisations on the possibility to collaborate and share in relation to depot facilities.		
<b>Service Head:</b> Jonathan Fearn	<b>Performance status:</b> On target		

**ACTIONS - Theme: 15. Building a Better Council and Making Better Use of Resources****Sub-theme: B1. Integrity and Values**

<b>Action</b>	13304	<b>Target date</b>	30/09/2018 (original target 31/07/2018)
<b>Action promised</b>	We will review our Anti-Fraud and Anti-Corruption Strategy		
<b>Comment</b>	Strategy in draft format; currently being reviewed by Management.		
<b>Service Head:</b> Helen Pugh	<b>Performance status:</b> On target		
<b>Action</b>	13305	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will promote the Authority's Financial policies and procedures, Antifraud and Anti-Corruption Strategy		
<b>Comment</b>	Strategy under development - will be promoted once Final version complete and appropriately approved.		
<b>Service Head:</b> Helen Pugh	<b>Performance status:</b> On target		
<b>Action</b>	13306	<b>Target date</b>	30/09/2018 (original target 31/07/2018)
<b>Action promised</b>	We will review our Financial Procedure Rules		
<b>Comment</b>	FPR in final review stage; awaiting to take final draft document to DMT for approval.		
<b>Service Head:</b> Helen Pugh	<b>Performance status:</b> On target		
<b>Action</b>	13307	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will further develop the Councils relationship with protected groups e.g. disabled, age, race and gender with Equality Carmarthenshire and the Disability Partnership		
<b>Comment</b>	The Carmarthenshire Disability Partnership, chaired by Cllr. Jane Tremlett as Disability Champion is making good progress and the working relationship is continuing to improve. Our aim is to ensure that access issues are considered from the onset and that we have an honest and open dialogue with the Disability Coalition. Equality Carmarthenshire will be re-launched on 5 October 2018 to ensure that the group is focused and inclusive.		
<b>Service Head:</b> Wendy S Walters	<b>Performance status:</b> On target		
<b>Action</b>	13308	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will ensure the Council fully responds and complies with the requirements of the Well-being of Future Generations Act including consideration of the five ways of working in all that we do.		
<b>Comment</b>	We published a New Corporate Strategy that consolidated a number of plans including our Well being Objectives into one document. We will be monitoring the action plans and targets set within this strategy throughout the year. Service business plan templates have also been amended to address the Well being of Future Generations Act requirements.		
<b>Service Head:</b> Wendy S Walters	<b>Performance status:</b> On target		
<b>Action</b>	13309	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will continue to deliver a training programme for all staff and managers on Data Protection taking into account any changes in legislation arising from the new Data Protection Act 2018		
<b>Comment</b>	By the end of Q1 2018/19 a total of 634 employees had completed the e-learning module on Data Protection legislation. A further 112 officers attended classroom based training sessions aimed at managers.		
<b>Service Head:</b> Wendy S Walters	<b>Performance status:</b> On target		

**Theme: 15. Building a Better Council and Making Better Use of Resources**

**Sub-theme: B2. Openness and engagement**

Measure Description	2017/18 Comparative Data			2018/19 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		Q1: <b>96.00</b>  End Of Year: <b>96.99</b>	Target: <b>90.00</b>  Result: <b>98.11</b>  Calculation: <b>(312 ÷ 318) × 100</b>	Target: <b>90.00</b>	Target: <b>90.00</b>	Target: <b>90.00</b>
<b>Service Head:</b> Wendy S Walters			<b>Performance status:</b> On target				

**ACTIONS - Theme: 15. Building a Better Council and Making Better Use of Resources**  
**Sub-theme: B2. Openness and engagement**

<b>Action</b>	12435	<b>Target date</b>	31/10/2018 (original target 31/03/2018)
<b>Action promised</b>	We will further develop the Council's consultation, engagement and research approaches		
<b>Comment</b>	On-going research to establish best practice from other local authorities and public/private sectors is on-going with a view to introducing a new toolkit and approach for approval in the Autumn.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	13310	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will increase the Council's liaison and work with Town and Community Councilist, through Forum meetings, consultation and an information newsletter		
<b>Comment</b>	Focus of engagement has been through newsletter rather than meetings during last 6 months as a series of training sessions by One Voice Wales and other partners were undertaken. New Once Voice Wales local officer appointed and discussions on-going to confirm future engagement approach. Sessions to consider Council budget being arranged for November/December 2018		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	13311	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will work with Public Services Board partners to develop our approach to engagement and participation with children and young people ensuring their voice is listened to as part of public service development		
<b>Comment</b>	Initial discussions have taken place with Corporate Policy and Partnership to identify possible future working e.g creating a coproduced Participation Strategy for Children and Young People as ours expired in April of this year or a strategy that partners may adopt or sign up to the main principles.		
<b>Service Head:</b> Aeron Rees		<b>Performance status:</b> On target	
<b>Action</b>	13312	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will implement and monitor the actions/commitments contained in the Strategic Equality Plan		
<b>Comment</b>	The Strategic Equality Plan includes six Strategic Equality Objectives. A specific action plan has been prepared to progress these objectives; however, there is a need to link in closer to the Council's Well-being Objectives and the way that they contribute to the National Goals of More Equal and Cohesive Communities.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	13313	<b>Target date</b>	31/03/2022
<b>Action promised</b>	We will ensure that the views of the Council are communicated to the Boundary Commission for the Parliamentary Boundary Review and ensure that any information required is provided within statutory timeframes.		
<b>Comment</b>	Ongoing - awaiting next stage of review which is publication by the Boundary Commission of Draft Proposals.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	13314	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will launch the new online customer appointments service for our Registrars Service		
<b>Comment</b>	Online booking system for registration appointments relating to births, deaths and intention to marry soft-launched for internal staff use at beginning of June 2018. User testing final phase completed. Next step - engage with key stakeholders and agree dates for roll-out to them in September/October.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	13315	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will work closely with departments to prioritise and help services engage with the right people, at the right time and develop and deliver a Marketing and Media forward work programme		
<b>Comment</b>	The team are invited to DMTs to discuss how marketing and media prioritise within their department. The main focus of the work we deliver for departments is around the executive boards' moving forward in Carmarthenshire: the next 5 years.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	

**Theme: 15. Building a Better Council and Making Better Use of Resources**

**Sub-theme: B3. Making a difference**

Measure Description	2017/18 Comparative Data			2018/19 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of households have Internet access in Carmarthenshire ICT/006	Not applicable		End Of Year: <b>83</b>	--	--	--	Target: <b>85</b>  Result: <b>86</b>
<b>Comment</b>	According to the 2017/18 National Survey for Wales, 86% of households in Carmarthenshire have internet access. This is an improvement on the previous survey which took place in 2016/17 with a result of 83%. When compared to other authorities in Wales we have moved up from 15th to 9th position.						
<b>Service Head:</b> Noelwyn Daniel			<b>Performance status:</b> On target				

**ACTIONS - Theme: 15. Building a Better Council and Making Better Use of Resources**

**Sub-theme: B3. Making a difference**

<b>Action</b>	12449	<b>Target date</b>	30/09/2018 (original target 31/03/2018)				
<b>Action promised</b>	We will review the Council's policy on the disposal of surplus property and ensure its alignment to regeneration priorities						
<b>Comment</b>	Policy has been reviewed and a final revised policy document prepared. This policy will now be reported to CMT Q2						
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target					
<b>Action</b>	13316	<b>Target date</b>	30/06/2018				
<b>Action promised</b>	We will publish the New Corporate Strategy by the 30th June 2018						
<b>Comment</b>	We published the New Corporate Strategy by the 30th June. It consolidated together the previous Corporate Strategy, Our Improvement Plan, Well being Objectives and the Executive Boards 5 year Plan -Moving Forward in Carmarthenshire. All the actions and targets outlined in the strategy will be monitored quarterly via the in house developed Performance Information Monitoring System -PIMS. The Wales Audit Office has issued a certificate of compliance to confirm that it meets the obligations of the Local Government Measure 2009 in respect of Improvement Planning.						
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target					

**Theme: 15. Building a Better Council and Making Better Use of Resources**

**Sub-theme: B4. Making sure we achieve what we set out to do**

Measure Description	2017/18 Comparative Data			2018/19 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% use of the ICT Self Service helpdesk ICT/002	Not applicable		Q1: <b>44.8</b>  End Of Year: <b>44.4</b>	Target: <b>45.0</b>  Result: <b>46.4</b>  Calculation: <b>(7597 ÷ 16370) × 100</b>	Target: <b>46.0</b>	Target: <b>47.0</b>	Target: <b>48.0</b>
<b>Service Head:</b> Noelwyn Daniel			<b>Performance status:</b> On target				

**ACTIONS - Theme: 15. Building a Better Council and Making Better Use of Resources****Sub-theme: B4. Making sure we achieve what we set out to do**

<b>Action</b>	12452	<b>Target date</b>	31/03/2020
<b>Action promised</b>	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>Comment</b>	The Digital Transformation Projects for 18/19 have been finalised and approved by the Steering Group. The priority in Q1 18/19 has been the ongoing development and completion of projects that have rolled-forward from 17/18 into 18/19. The significant citizen transformation project CRM was launched and Services continued to be developed and migrated from the old NEXUS CRM over to the new FIRMSTEP SERVICE Platform. It is expected to fully decommission the old CRM and have 100% of services migrated over by the end of Q2 18/19. With over 5000 My Account sign-ups since February 2018, My Account Phase 2 has been scoped and is currently being costed and planned for delivery in Q3/Q4 18/19. This will include the development of 'eBilling / eStatements' - to provide our 9000 Housing Tenants with their Quarterly Housing Rent Statements to encourage more self-service; with a view to longer-term deliver efficiencies through reducing quantifiable printing and postage costs. The Schools Meals Online Payments 'Cashless Catering' project is ongoing and the successful roll-out to continue through 18/19 for the remainder of Primary Schools. Another project that has started development is the facility for online purchasing of Season Tickets for our county car parks i.e. Pembrey County Park, Llyn Lech Owain utilising innovative 'QR Code' mobile technology to manage validity of permits.		
<b>Service Head:</b>	Noelwyn Daniel	<b>Performance status:</b>	On target
<b>Action</b>	13319	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will further develop the Council's Corporate Performance Management arrangements e.g. Business Plans to meet the expectations of WbFG Act and Performance Information Monitoring System(PIMS) Dashboards		
<b>Comment</b>	The Performance Information Monitoring System(PIMS)has been set up to monitor the contents of the New Corporate Strategy. All 15 Objectives action plans will be monitored. Business Plan templates have also been revised.		
<b>Service Head:</b>	Wendy S Walters	<b>Performance status:</b>	On target
<b>Action</b>	13320	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will publish the first Carmarthenshire Well-being Plan on behalf of the Public Services Board (PSB) and ensure partnership arrangements are fit for purpose to support delivery of the plan		
<b>Comment</b>	Carmarthenshire PSBs first Well-being Plan was approved on the 2 May 2018. A new partnership structure has also been approved with a series of Delivery Groups in the process of being established to take forward progress on the Plan objectives. By the end of September 2018 all delivery Groups will have met with the draft project plans for delivery due to be presented to the November 2018 PSB.		
<b>Service Head:</b>	Wendy S Walters	<b>Performance status:</b>	On target
<b>Action</b>	13321	<b>Target date</b>	31/03/2021
<b>Action promised</b>	We will continue to develop strong links between Service Asset Management Plans and the Corporate Asset Management Plan		
<b>Comment</b>	Discussions have been held with service managers to review suitability and sufficiency of their respective portfolios leading to the preparation of revised Service Asset Management Plans.		
<b>Service Head:</b>	Jonathan Fearn	<b>Performance status:</b>	On target
<b>Action</b>	13322	<b>Target date</b>	31/03/2021
<b>Action promised</b>	We will collect more information on the condition of our buildings to assist with developing more strategic future maintenance plans		
<b>Comment</b>	Top-tier realignment of the Property Maintenance Section has been implemented with the inclusion of a Condition and Compliance Team. Details of the team members is being finalised with the aim of implementing in September, subject to approvals. Condition surveys have been prepared for PArC Howard and Abergwili Museums as well as a range of other buildings and a more comprehensive programme will be established once the team is in place.		
<b>Service Head:</b>	Jonathan Fearn	<b>Performance status:</b>	On target
<b>Action</b>	13323	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will support implementation of the new integrated impact assessment approach in line with the requirements of the Well-being of Future Generations (Wales) Act and other statutory duties		
<b>Comment</b>	Following approval of the revised Integrated Assessment template and guidance notes, the Policy & Partnership team will provide training for Elected Members and report authors to ensure that a consistent and robust approach is applied.		
<b>Service Head:</b>	Wendy S Walters	<b>Performance status:</b>	On target

<b>Action</b>	13324	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will implement any proposals for improvement arising from the Wales Audit Office review of Scrutiny arrangements – report to be issued March 2018		
<b>Comment</b>	<p>Publication of report delayed until June 2018. Findings considered by C&amp;V Scrutiny at a meeting on the 31st July.</p> <p>5 of the 6 proposals for improvement accepted.</p> <p>P1 - Work to commence on reviewing Scrutiny structure.</p> <p>P3 &amp; P4 - Revised forthcoming items template agreed at C&amp;V for implementation from Sept 18, which includes column detailing the reason for the report and what the Scrutiny Committee is being asked to do.</p>		
<b>Service Head:</b>	Linda Rees Jones	<b>Performance status:</b>	On target
<b>Action</b>	13325	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will implement any improvements identified in the November 2017 TIC Scrutiny review		
<b>Comment</b>	<p>Paperless working report due to be considered by Council in Sept</p> <p>Self Service Pilot for Member Expenses agreed, to commence once working version of the Members` Resource Link system has been finalized.</p>		
<b>Service Head:</b>	Linda Rees Jones	<b>Performance status:</b>	On target
<b>Action</b>	13326	<b>Target date</b>	31/03/2020
<b>Action promised</b>	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		
<b>Comment</b>	<p>Monitoring of Community Benefits is on-going.</p> <p>Through the Procurement Shared Service with Pembrokeshire extra support has been provided by their Community Benefits officer to report and monitor CCC's CHS schemes, 21st Century Schools and Civils Projects. Regular meetings are under way with Alun Griffiths contractor on the Cross Hands East ELR road phase 2 scheme to maximise the benefits being delivered.</p> <p>Community Benefits clauses were included as a scored CORE criteria in Domestic Boiler Servicing (Lot 1) and the team have evaluated the following 3 Community Benefits elements of the mini-competitions from the South West Wales Regional Construction Framework for; Housing External Re-Rendering , CHS Internals and Pembrey School CP.</p> <p>Core Community Benefits clauses are currently being drafted for the forthcoming Minor works framework and the Civil's Constructions Framework being advertised over the summer.</p>		
<b>Service Head:</b>	Helen Pugh	<b>Performance status:</b>	On target

**Theme: 15. Building a Better Council and Making Better Use of Resources**

**Sub-theme: B5. Valuing our people; engaging, leading and supporting**

Measure Description	2017/18 Comparative Data			2018/19 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of laptops used in the council ICT/004	Not applicable		Q1: 45  End Of Year: 53	Target: 54  Result: 58  Calculation: $(1888 \div 3259) \times 100$	Target: 55	Target: 56	Target: 57
<b>Service Head:</b>	Noelwyn Daniel		<b>Performance status:</b> On target				

**ACTIONS - Theme: 15. Building a Better Council and Making Better Use of Resources****Sub-theme: B5. Valuing our people; engaging, leading and supporting**

<b>Action</b>	13327	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will work with the People Strategy Group to further develop the capacity and capability of leadership and individuals to deliver the New Corporate Strategy.		
<b>Comment</b>	The Heads of Service Forum have been engaged to support the development of the framework, and an evaluation has been undertaken of the Future Leaders Programme with a view to making it available across a wider organisational base. A range of tools and resources are currently available to underpin the new leadership and management behaviours and the recent IIP Review supports the approach for extending leadership and management competencies at all levels. This work will continue to be overseen by the People Strategy Group.		
<b>Service Head:</b> Paul R Thomas	<b>Performance status:</b> On target		
<b>Action</b>	13328	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will review and reshape the Council's appraisal processes		
<b>Comment</b>	There has been a focus on delivering skills based development for managers/supervisors in conducting appraisals, supporting individual performance and development. Service and professional occupational groups have been a priority and the recent IIP review has demonstrated the importance of having the competency framework and core values as part of the appraisals process to support high performance. Research and models of appraisal will be presented & considered by the People Strategy Group - Work Stream with a view to piloting and evaluating a revised approach that meets service needs.		
<b>Service Head:</b> Paul R Thomas	<b>Performance status:</b> On target		
<b>Action</b>	13329	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will undertake an assessment against the Investors in People standard using trained reviewers		
<b>Comment</b>	6 new Assessors were trained in the 6th Generation Standard for Investors in People & successfully qualified under internal reviews against the Standard. They formed an integral part of the Councils re-accreditation process working along side the IIP Lead Assessor. The Council received its re-accreditation under the new standard and awarded the Silver Standard in June 2018. IIP reviewers will now contribute to the on-going development and delivery of the Councils People Strategy supporting the work streams Lead, Engage & Support.		
<b>Service Head:</b> Paul R Thomas	<b>Performance status:</b> On target		
<b>Action</b>	13330	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will develop a Leadership & Management Development Framework that identifies and develops the fundamental skills of our Leaders & Managers		
<b>Comment</b>	The Leadership & Management Development Framework has been developed and various tools and resources are available to support capacity & capability in this area. This includes Service areas adopting a Leadership & Management Academy for those aspiring to become leaders/managers. Further work will now be undertaken to extend the organisations competency framework across all levels reflecting the outcomes of the recent IIP Review.		
<b>Service Head:</b> Paul R Thomas	<b>Performance status:</b> On target		
<b>Action</b>	13331	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will ensure the end user has the appropriate IT device/devices to deliver their service effectively.		
<b>Comment</b>	We are continually upgrading aging hardware in line with the agile project and replacement program to ensure users have appropriate devices. We are also in the process of piloting an android smartphone which will be available for users to purchase in the next QTR.		
<b>Service Head:</b> Noelwyn Daniel	<b>Performance status:</b> On target		
<b>Action</b>	13332	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will roll out training linked to the National Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015		
<b>Comment</b>	Implementation of the National Training Framework for implementation of the Act focuses on 6 Groups and is subject to annual reports to Welsh Government. The priority has been to ensure corporate awareness (Group1) through e-learning and workshop sessions. 55% of the current workforce has completed this level of training to date.		
<b>Service Head:</b> Paul R Thomas	<b>Performance status:</b> On target		

<b>Action</b>	13333	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will ensure the Council fully supports staff to maintain a healthy work-life balance and, where necessary, ensure the careful management of staff sickness absences in the interest of the staff and the provision of services		
<b>Comment</b>	<p>The Wellbeing Coordinator is working with the 3 largest departments, developing proactive initiatives which promote good health and wellbeing, using sickness data and priorities set with the DMTs. Focus being placed on the two highest causes of absence - stress and musculo skeletal, analysing the reasons and current management of these conditions and recommending improvements and other interventions. The Coordinator is also encouraging physical activity, improved nutrition and quitting smoking and reducing alcohol consumption. Employees are encouraged to take responsibility and this is promoted through the departmental Wellbeing Champions. More Champions will be recruited this year who will work with team to promote key health and wellbeing messages.</p> <p>Teams from People Management support the departments through the development of plans to reduce absence. Corporate initiatives such as Agile Working and key Employment Policies are supporting improved work life balance.</p>		
<b>Service Head:</b> Paul R Thomas	<b>Performance status:</b> On target		

**ACTIONS - Theme: 15. Building a Better Council and Making Better Use of Resources****Sub-theme: B6. Managing risks, performance and finance**

<b>Action</b>	12387	<b>Target date</b>	31/03/2019 (original target 31/07/2016)
<b>Action promised</b>	Develop a new Risk Management Strategy - Approval required from Audit Committee		
<b>Comment</b>	Risk Management Strategy is to be taken to CMT on 4th September 2018		
<b>Service Head:</b> Helen Pugh	<b>Performance status:</b> On target		
<b>Action</b>	12473	<b>Target date</b>	31/03/2019 (original target 31/03/2018)
<b>Action promised</b>	We will deliver, via ICT, automation and integration of internal working processes and procedures to release efficiencies.		
<b>Comment</b>	Several key projects and digital transformation priorities have been launched in Q1. With the new Mobile Responsive Website, New Corporate My Account and New CRM (Customer Services) system all now launched and operational which is a huge milestone for our Digital Transformation for our Citizens and Customers. Further related Projects, Services and Enhancements expected to be developed over the rained of this financial year. We have also begun the journey of adopting the 'Cloud First' approach with facilitating a move of one of our Corporate / Core Systems for Environment Total/TotalMobile over to the 3rd party suppliers Cloud Hosted Managed Service Platform (expected to complete in Q2 18/19). This will allow for significant progress for Environment with access to greater functionality and integration/automation options. Linked to this we will be enhancing several processes / council services - Housing Repairs and Garden Waste to drive greater automation and efficiencies by linking right from the customer through to the back-office and new CRM (Customer Services System). New Translation Request System is now LIVE and being rolled-out across the authority as well as their primary translation tool - DejaVu being moved to the 3rd party suppliers Cloud Hosted Managed Service Platform (expected to complete in Q2 18/19) to provide greater ease of access and wider collaboration opportunities.		
<b>Service Head:</b> Noelwyn Daniel	<b>Performance status:</b> On target		
<b>Action</b>	13334	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will ensure the Council responds to all cyber-security requirements to enable internal resilience of systems for staff and continuity of external service provision for residents (ensuring sustainable solutions are implemented for Information Governance)		
<b>Comment</b>	We are in the process of reviewing all ICT Security policies to strengthen information governance. With the Office 365 migration underway, staff will benefit from enhanced email spam filtering from Microsoft. Online cyber security training has been procured and will be rolled out to all office staff in the coming year. All frontline ICT Support staff have attended a one day cyber security training to enhance their knowledge.		
<b>Service Head:</b> Noelwyn Daniel	<b>Performance status:</b> On target		
<b>Action</b>	13335	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will ensure that risks relating to all premises owned or occupied by the Council are suitably and sufficiently identified and managed.		
<b>Comment</b>	Top-tier realignment of the Property Maintenance Section has been implemented with the inclusion of a Condition and Compliance Team. Details of the team members are being finalised with the aim of implementing in September, subject to approvals. A review of current Fire Risk Assessments for sheltered complexes and blocks of flats has been undertaken and a more comprehensive programme will be established once the team is in place.		
<b>Service Head:</b> Jonathan Fearn	<b>Performance status:</b> On target		
<b>Action</b>	13336	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will further strengthen financial planning arrangements by developing explicit links between the Medium Term Financial Plan and the Council's corporate planning processes		
<b>Comment</b>	The New Corporate Strategy relates how it will be financed. The Well-being Objectives will also inform the budget setting process. The Capital Bid prioritisation will also be informed by the Well-being Objectives		
<b>Service Head:</b> Wendy S Walters	<b>Performance status:</b> On target		
<b>Action</b>	13337	<b>Target date</b>	31/03/2021
<b>Action promised</b>	Managing and making best use of the Council's property and assets with a focus on rationalising office accommodation and sharing with other partners as well as facilitating community ownership of assets for community benefit		
<b>Comment</b>	Following endorsement of the Agile Working Programme by Executive Board, the redevelopment of 3 Spilman Street and Building 4 St David's Park will allow the sale of several secondary offices and investment in core stock in line with current policy. Asset		

<b>Comment</b>	transfer of community based assets continues to be encouraged via the asset transfer team involving representatives across the relevant departments.		
<b>Service Head:</b> Jonathan Fearn	<b>Performance status:</b> On target		
<b>Action</b>	13338	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will further strengthen financial planning arrangements by ensuring that savings delivery timescales are robust and reviewing timescales as part of the budget setting process.		
<b>Comment</b>	the first step in the budget timetable - the budget outlook report - has been through CMT and PEB and will be presented to EB on 30/07 The finance section has already completed a review of savings with possible risks to timescales. This will be used as part of the savings proposals work over the summer months		
<b>Service Head:</b> Randal Hemingway	<b>Performance status:</b> On target		
<b>Action</b>	13339	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will continue the development and implementation of GeoDiscover and will continue to roll it out across the Council, together with the full use of the Gazetteer		
<b>Comment</b>	Geodiscoverer online for all internal staff to use. Continuously updating layers and supporting staff with any queries or guidance.		
<b>Service Head:</b> Wendy S Walters	<b>Performance status:</b> On target		
<b>Action</b>	13340	<b>Target date</b>	31/03/2020
<b>Action promised</b>	We will work with departments to implement the Category Management plans		
<b>Comment</b>	3 Pilot Category Plan for Highways & Transport, Building Maintenance & Facilities Management & Corporate Services have been taken to TIC Procurement Board and will go to CMT over the summer. Highways & Transport Work is well underway in this category with a Dynamic Purchasing System set up for the provision of Bus and Taxi transportation, a contract for Surface Dressing, Amenity Grass Cutting Services, joint tenders with Pembrokeshire for Gully Cleaning Services, Plant hire Building Maintenance & Facilities Management – Implementation of the Category Plan is underway. The minor works framework is due to be tendered shortly, this is now split into commercial, housing and M & E and Fire and Intruder alarms and going forward we've identified some collaborative opportunities. Corporate Services Implementation of the Category Plan is on-going with meetings held with IT to discuss future options, additional opportunities have been explored with translation services. Construction & Waste - Embarked on the process to develop a category plan for waste management and are currently interrogating the spend on waste. For Construction and Special Projects, given the nature of this spend, frameworks in place etc. and following lessons learned from the category review Pembrokeshire undertook, it was decided not to develop a category plan for this area of spend. Social Care - Commenced communications with both Adult Social Care and Children's Services with regards to a Category Management approach and this will be followed up with planned meetings in the near future.		
<b>Service Head:</b> Helen Pugh	<b>Performance status:</b> On target		
<b>Action</b>	13341	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will use of the Council's reserves to invest in the County and support future development.		
<b>Comment</b>	This can be evidenced by the additions to the major development fund to cover the y4 shortfall and the new City Deal reserve set up by the S151 officer, approved by the audit committee.		
<b>Service Head:</b> Randal Hemingway	<b>Performance status:</b> On target		
<b>Action</b>	13342	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will ensure the Council manages its budgets effectively and prudently		
<b>Comment</b>	financial/budgetary controls working, as evidenced by the 2017/18 year end outturn, as reported to EB, Scrutiny and in the accounts. Against a £200k use of reserves budgeted, the outturn was a £480k underspend, which is added to the general fund		
<b>Service Head:</b> Randal Hemingway	<b>Performance status:</b> On target		

<b>Action</b>	13343	<b>Target date</b>	30/06/2018
<b>Action promised</b>	We will undertake the Closure and Audit of the Accounts within the appropriate timescales		
<b>Comment</b>	2017-18 accounts completed 2 weeks ahead of statutory timelines, in line with team goal of "dry run" in advance of next year's early closure. No issues currently identified on the audit		
<b>Service Head:</b> Randal Hemingway	<b>Performance status:</b> On target		

**Theme: 15. Building a Better Council and Making Better Use of Resources**  
**Sub-theme: B7. Good transparency and accountability**

Measure Description	2017/18 Comparative Data			2018/19 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Actual achievement against Annual Audit Plan 6.4.1.3	Not applicable		Q1: 5  End Of Year: 75	Target: 5  Result: 7  Calculation: (86 ÷ 1240) × 100	Target: 35	Target: 60	Target: 90
<b>Comment</b>	On target as at Q1. Number of audit jobs started, but no credit given where fieldwork not complete.						
<b>Service Head:</b> Helen Pugh	<b>Performance status:</b> On target						

**ACTIONS - Theme: 15. Building a Better Council and Making Better Use of Resources**  
**Sub-theme: B7. Good transparency and accountability**

<b>Action</b>	13344	<b>Target date</b>	31/10/2018
<b>Action promised</b>	We will publish a detailed Annual Report on 2017/18 Well-being Objectives		
<b>Comment</b>	<p>We have produced an Annual Report on 2017/18 that reports our progress against all 15 Well-being Objectives.</p> <p>The introduction sums up how we have performed overall against key success measures, Nationally set Public Accountability Measures, National Survey for Wales citizen satisfaction results and regulatory reports.</p> <p>The body of the Annual Report sets out two page updates per Well-being Objective--with signposts to detailed progress reports against all actions and targets set.</p> <p>The Annual Report was submitted to all Scrutiny Committees.</p> <p>The Appendix has ranking comparisons of our performance results for Public Accountability Measures and National Survey for Wales results.</p>		
<b>Service Head:</b> Wendy S Walters	<b>Performance status:</b> On target		
<b>Action</b>	13345	<b>Target date</b>	30/09/2019
<b>Action promised</b>	We will review the Audit Manual		
<b>Comment</b>	Manual to be reviewed and updated within the next 6 months.		
<b>Service Head:</b> Helen Pugh	<b>Performance status:</b> On target		
<b>Action</b>	13346	<b>Target date</b>	30/09/2018
<b>Action promised</b>	We will ensure an unqualified audit on the 2016/17 final accounts		
<b>Comment</b>	This was achieved.		
<b>Service Head:</b> Randal Hemingway	<b>Performance status:</b> On target		

**ACTIONS - Theme: 3. Continue to improve learner attainment for all****Sub-theme: C. An excellent school in the right place**

<b>Action</b>	13131	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will continue to improve the condition, suitability and ICT resources within schools and ensure that all newly built schools have the latest digital technologies and infrastructures in place to deliver 21st century education.		
<b>Comment</b>	ICT provision at Ysgol Penrhos new build completed May 2018. Parc y Tywyn refurb completed July 2018. Pontyberem refurb on target, completing September 2018. Llangadog refurb/extension on track for Phase 1 January 2019. Zimbra to Hwb email system migration delayed to November 2018 due to Welsh Government issues with outgoing provider. Schools TIC Initiatives (Printing, Phone Systems & Lines/Calls) continuing to make efficiency savings. LiDW2/PSBA Upgrade – 39 schools complete, 5 awaiting BT (Llangain awaiting fibre install. 10mbps to 100mbps regrading – awaiting date from PSBA. Cloud hosting of Schools Web Filtering proceeding as planned. Awaiting implementation kickoff meeting with PSBA.		
<b>Service Head:</b> Noelwyn Daniel	<b>Performance status:</b> On target		

**Theme: 5. Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of****Sub-theme: C. Improving the lives of those living in poverty**

Measure Description	2017/18 Comparative Data			2018/19 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		Q1: <b>23.78</b>  End Of Year: <b>22.77</b>	Target: <b>26.00</b>  Result: <b>22.78</b>  Calculation: <b>35331 ÷ 1551</b>	Target: <b>26.00</b>	Target: <b>24.00</b>	Target: <b>21.00</b>
<b>Service Head:</b> Ann Thomas			<b>Performance status:</b> On target				

Measure Description	2017/18 Comparative Data			2018/19 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		Q1: <b>5.89</b>  End Of Year: <b>5.27</b>	Target: <b>7.00</b>  Result: <b>4.82</b>  Calculation: <b>138238 ÷ 28679</b>	Target: <b>7.00</b>	Target: <b>7.00</b>	Target: <b>5.50</b>
<b>Service Head:</b> Ann Thomas			<b>Performance status:</b> On target				

**ACTIONS - Theme: 5. Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of**  
**Sub-theme: C. Improving the lives of those living in poverty**

<b>Action</b>	13151	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will develop a pilot project in the Tyisha ward to develop ways of addressing poverty in the area.		
<b>Comment</b>	Tyisha Steering Group now well established and led by Cllr Cefin Campbell with support by Cllr Linda Evans. `Planning for Real` have been engaged as consultants to lead on the community engagement during July-September 2018. Further engagement sessions for be held in the community in October 2018 with Masterplan to be developed by early 2019.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	13152	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will work with the third sector and other stakeholders to develop the range of support services provided in the County across a number of service areas as well as further developing volunteering opportunities within the County.		
<b>Comment</b>	Ongoing work with 3rd sector through the role of the Economic Development Community Bureau.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	13156	<b>Target date</b>	31/12/2018
<b>Action promised</b>	We will deliver our Toy and Hamper Appeal to those children and families identified to us as requiring some support		
<b>Comment</b>	Planning meeting has taken place and timetable set for delivery of the Christmas projects.		
<b>Service Head:</b> Andi Morgan		<b>Performance status:</b> On target	
<b>Action</b>	13157	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will ensure the Council provides support to current benefit claimants migrating to Universal Credit from March 2018 onwards.		
<b>Comment</b>	The provision of technical/specialist advice and support to the DWP`s Universal Credit delivery service is now an established process within the Benefits Section. The personal Budgeting Support Service is now embedded within the section and the officer is proactively providing face to face personal budgeting and financial support to customers identified as requiring financial assistance. She develops personal budgeting support plans for individual clients based on the findings of the financial vulnerability assessment she has conducted. she works collaboratively with advice and support providers across Carmarthenshire to ensure that effective referrals are made to partner organisations.		
<b>Service Head:</b> Helen Pugh		<b>Performance status:</b> On target	
<b>Action</b>	13158	<b>Target date</b>	31/03/2021
<b>Action promised</b>	We will continue to ensure that all staff are treated fairly and with respect whilst working towards introducing the Welsh Living Wage for those staff on lower pay bands.		
<b>Comment</b>	The County Council was pleased to announce in March 2018 that it would pay the equivalent of the Foundation Living Wage (a voluntary living wage level) to its staff via a pay supplement which will be reviewed as part of the Pay Policy every year. This impacts the lowest paid staff who will receive the equivalent of £8.75 per hour (April 2018) which is higher than the National Living Wage (statutory requirement) of £7.83 (April 2018).		
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	

**ACTIONS - Theme: 6. Create more jobs and growth throughout the county**  
**Sub-theme: B. Locally, by delivering the Transformational Strategy Area Plans targeting urban, coastal and rura**

<b>Action</b>	13170	<b>Target date</b>	31/03/2020
<b>Action promised</b>	We will deliver phase 2 of the development of Glanamman Workshops to provide improved workshop availability.		
<b>Comment</b>	Initial surveys have commenced and design development will progress thereafter		
<b>Service Head:</b> Jonathan Fearn		<b>Performance status:</b> On target	

<b>ACTIONS - Theme: 6. Create more jobs and growth throughout the county</b>			
<b>Sub-theme: C. By identifying and addressing the issues facing rural communities</b>			
<b>Action</b>	13173	<b>Target date</b>	31/03/2019
<b>Action promised</b>	We will establish a Task Group to consider the issues effecting the rural communities in Carmarthenshire and identify actions the Council, in partnership with other public bodies and organisations, can take to address those issues.		
<b>Comment</b>	Task Group has been meeting monthly with recent focus on broadband, rural crime, Farming Connect and business support. Carmarthenshire Rural Affairs conference will be held on 7 September 2018. Aim of preparing a report and recommendations by March 2019.		
<b>Service Head:</b> Wendy S Walters	<b>Performance status:</b> On target		

<b>ACTIONS - Theme: 6. Create more jobs and growth throughout the county</b>			
<b>Sub-theme: E. Developing Carmarthenshire as a dynamic economy</b>			
<b>Action</b>	13179	<b>Target date</b>	31/03/2019
<b>Action promised</b>	Work with partners to address issues in terms of superfast broadband access and mobile phone signal across the County and in particular in rural areas.		
<b>Comment</b>	On-going through the work of the Rural Affairs Task Group. Following presentation by Openreach at the May 2018 meeting further work has been undertaken to promote availability of superfast broadband in Carmarthenshire. Openreach stated as being available to 86% of Carmarthenshire households but take-up as low as 40%. Further information to be posted on Council website and communications to publicise.		
<b>Service Head:</b> Wendy S Walters	<b>Performance status:</b> On target		