



Report A

Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - Quarter 1 2016/17

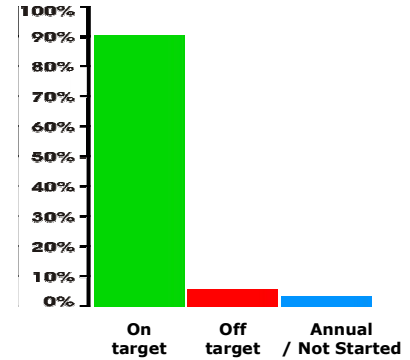


Filtered by:
Organisation - Carmarthenshire County Council
Source document - Improvement Plan 2016/17

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	25	0	0	N/A	2	93%	93%
	Measures	3	3	0	0	0	0	100%	
B. Building A Better Council	Actions	41	39	2	0	N/A	0	95%	89%
	Measures	5	2	3	0	0	0	40%	
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	5	0	0	N/A	0	100%	89%
	Measures	4	3	0	0	0	1	75%	
Overall Performance	Actions and Measures	86	78	5	0	0	3	91%	

Performance against Target



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		Q1: 92.12 End Of Year: 93.49	Target: 94.00 Result: 91.06 Calculation: (224÷246) × 100	Target: 94.00	Target: 94.00	Target: 94.00
Comment	By the end of quarter 1, a total of 22 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.						
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: 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	Slight delays arising from changes to leadership of IT. Nevertheless, a 'Firmstep' product has been purchased to provide an 'e-forms' package. This also includes a 'My Account' feature. This will be in place by the beginning of September to enable its use by schools for cashless catering.		
Remedial Action	Revised IT delivery/actions plans being developed and rolled out under new IT Leadership.		
Service Head: Wendy S Walters		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		Q1: 0.93 End Of Year: 6.22	Target: 1.00 Result: 1.26 Calculation: (102÷8064.5) x 100	Target: 4.00	Target: 5.00	Target: 7.00	
Comment	Slightly up on last year but within reasonable levels. Turnover is relatively low.							
Remedial Action	None							
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	Q1: 2.4 End Of Year: 10.1	Target: 2.0 Result: 2.4 Calculation: 15076.4÷6233.4	Target: 4.0	Target: 6.8	Target: 9.6	
Comment	We set a slightly more challenging target of 2.0 days for quarter 1 this year. Therefore despite not meeting the target the result remains constant when compared to this period last year. Each department has reported similar sickness absences year on year, with Communities improving their performance to 2.7 days compared to 3.1 last year.							
Remedial Action	We shall continue to promote the consistent application of the sickness policy, support managers via HR and Occupational Health as required, especially with more complex cases. We shall continue to improve and support the culture of good health and wellbeing together with monitoring of attendance in teams and by management, to ensure that action is taken when there is a cause for concern or when triggers are reached.							
Service Head: Paul R Thomas						Performance status: Off target		



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ACTIONS - Theme: B. Building A Better Council			
Sub-theme: B8 Improving our services			
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	Agreement was reached on the preferred product and the means to host it. However, the process has been paused again to review the impact of the new Welsh Language Standards on the use of this product		
Remedial Action	Review of the possible impact of the Welsh Language Standards.		
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
Percentage performance against target to generate capital receipts to support the capital program 2.1.2.12	Not applicable		Q1: 8.48 End Of Year: 74.71	Target: 20.00 Result: 20.55 Calculation: (538537 ÷ 2620000) × 100	Target: 30.00	Target: 40.00	Target: 100.00
Service Head: Wendy S Walters			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 council tax due for the financial year which was received by the authority CFH/007	Not applicable		Q1: 30.30 End Of Year: 96.63	Target: 31.00 Result: 32.14 Calculation: (27844922.79 ÷ 86644791.99) × 100	Target: 58.00	Target: 85.00	Target: 97.00
Service Head: Owen Bowen			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		Q1: 37.03 End Of Year: 98.40	Target: 33.00 Result: 35.01 Calculation: (17100026.19 ÷ 48840426.5) × 100	Target: 60.00	Target: 85.00	Target: 97.50
Comment	The target reflects the expectation that the Welsh Government's withdrawal of the Wales Retail Relief scheme would have a detrimental effect on collection. Actual result is ahead of that target although down on last years comparative period.						
Service Head: Owen Bowen			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	First monitoring report currently being compiled in line with the 2016-17 budget monitoring timetable. First report to be based on April to June 2016		
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 September 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 trialled with Executive Board and Scrutiny Committees. Slight amendments to presentation being made following feedback from Environment Scrutiny		
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 has recently undertaken a 'pause and reflect' exercise with the aim of ensuring that TIC projects are focussed on delivering key corporate/organisational priorities and helping the authority to meet its financial challenges over the coming years.		
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 continues to be of high importance in Procurement activity, and has been included in a number of recent tenders. Namely, Bus Services, Flying Start and Floating Support all including clauses in the tender documentation. Work is on-going to support successful suppliers who have been awarded work with the Authority. Most recently we have met with Domiciliary Care providers and have a planned timetable to meet with our current Bus Services suppliers to work alongside them to maximise the benefits offered. We are currently working with a number of the modernising education school projects appointed contractors to maximise the Community Benefits that have been tendered. We have met with TRJ and Dawnus contractors with an aim of regular contact to support them in their Community Benefits delivery. We recently attended a training session with Melin Housing Association to share best practice with an aim of improving the monitoring and reporting forms we ask our suppliers to complete to feed into the Welsh Government's Measurement Tool. The aim is to make it much easier for our suppliers to capture the requirement information,		
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	New spend date from Spikes has been received for the Financial year 2015-2016 which is currently being analysed alongside the 2014-2015 data already reviewed as part of the TIC's procurement Spend Analysis. 8 Work streams have been identified by the Procurement project Board and work is on-going in this areas.		
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	Bravo is used to support the Authority's e-tendering and this now supports the Council's Contract Register. This work is on-going to capture historic contracts that have been uncovered as part of the TIC review. CPU are considering additional fields that would be required to support a Tender Register.		
Service Head:	Phil Sexton	Performance status:	On target
Action	11982	Target date	30/09/2016 (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	The Draft Contract Procedure Rules contain a clause that requires Officers who make use of the Negotiated Procedure without Prior Publication to report to the Authority's Audit Committee the reasons for the use of this procedure and the subsequent procurement activity undertaken.		
Service Head:	Phil Sexton	Performance status:	On target
Action	11983	Target date	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	As part of the wider visibility of spend across the departments, CPU is actively supporting departments to consider opportunities to widen upcoming tenders for new or renewal contracts/frameworks to incorporate spend from different departments who have similar requirements. One such example of this is the combined tender which will be advertised shortly for Sewerage and Gully Emptiers as part of a combined approach from Street Scene and Building Services from within the Environment department.		
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	Initial discussions have taken place with the public sector partners in relation to developing an on-going mechanism to share knowledge and good practice across the public sector.		
Service Head: Robin Staines	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	Timetabling budget monitoring reports to the same meetings as the performance reports. Exploring the possibility of linking the monitoring reports to the dashboard. Timetable established to ensure that Draft Business plans are 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	Corporate Asset Management Plan currently being revised following submission to Corporate Management Team earlier this year. Office Accommodation Strategy will be reviewed to produce draft 2017 - 2020 early next year.		
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	A draft Asset Management Plan was presented to Corporate Management team earlier in 2016 and is currently being updated to reflect new structures for property management. Discussions are also underway with the range of Council services to ensure that the AMP fully reflects current strategies, as well as the Well-being of Future Generations Act. A revised AMP will be taken through the political process in the Autumn / Winter. The AMP will include a formal future program for the more-formal review of SAMPs		
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	Review and update ongoing.		
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	Executive Board have agreed timetable for completion and future consultation on Parks playgrounds and amenity assets.		
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	Estates Task and Finish workstream under PSB currently looking at 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	Work ongoing in relation to the review of the current Office Accommodation Strategy 2014 -17.		
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	An ICT Steering Group has been established and has a Head of Service present from each directorate. It is chaired by the Assistant Chief Executive for People Management and Performance. It's aim will be to provide a strong Corporate Governance framework for ICT.	
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 are committed to bridging the apparent disconnect between the business and ICT. Three staff ICT drop in sessions have been held across the authority and individual meetings held with all senior management and over 50 service users to listen to 'What they want from ICT'. Work on a Digital Strategy will commence in the Autumn.	
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	We are in the process of replacing our technology that underpins this action. It is expected by end of Q2 31/09/2016 the new technology will have been configured and in production. This will allow I.T. to engage with the service areas to promote technologies that can allow council services to be delivered online and make use of a My Account to allow access to more personalised information. My Account will be configured Q3/Q4 once the FIRMSTEP platform is in production.	
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	We are in the process of replacing our technology that underpins this action. It is expected by end of Q2 31/09/2016 the new technology FIRMSTEP will have been configured and in production. This will allow solutions and e-forms to be developed for any service area across the authority to allow them to deliver their services electronically and online. I.T. work closely with Corporate Communications to further promote the use of e-forms.	
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 65% of our estate has been upgrade to Office 2013 including Skype for Business. Our intention is to have completed the rollout by the autumn. There will then be a significant drive to market Skype for Business to our users and encourage its adoption to drive communication and efficiencies.	
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	Working 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. Swansea are fully migrating their digital learning to HWB over the summer. We await the outcome of that with a view to establishing lessons learned. 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	A workshop has already been held looking at what could possibly be done, with othersworkshops being held over the coming months. Improvements will be identified and actioned when suitable & cost effective to do so. Examples of what needs to be done includes moving Internet Feed; Simplify Schools DMZ etc.	
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	We are in the process of replacing our technology that underpins this action. It is expected by end of Q2 31/09/2016 the new technology will have been configured and in production. this will allow solutions to be implemented to simplify, rationalise and streamline processes across the authority for our service areas. This will further allow the push to more self service options online.	
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 Authority's Democratic Services Committee received a Member Development Plan update at its meeting of the 17/3/16, which outlined the proposed development opportunities to be made available to all members during the period September 2015 - July 2016. The report also commented upon the fact that Group leaders and Deputy Leaders had been reminded of their role in identifying the development needs of their party members and that any additional needs arising from that would form the basis of next year's plan, and if deemed urgent, be added to the current plan.	
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	This survey has not yet been undertaken, but a random on-line survey will be conducted during the financial year.	
Service Head:	Linda Rees Jones	Performance status: On target
Action	12006	Target date 31/03/2017
Action promised	We will produce a Made Simple Guide to the Constitution for both members and the public	
Comment	This Simple Guide to the Constitution has not yet been produced, pending consideration of any further amendments required (or not, as the case may be) by the Constitutional Review Working Group.	
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	There have not been any formal meetings of the Constitutional Review Working Group in the time frame specified, but it is confirmed that following any formal meetings the action notes will be published.	
Service Head:	Linda Rees Jones	Performance status: On target
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	This piece of work is on hold pending further information from Welsh Government, following the May 2016 Assembly Election, as to their future proposals.	
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	Any requirements for changes to the Constitution arising from this piece of legislation will be undertaken, as and when identified.	
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	Following National Assembly elections in May 2016 and appointment of new Local Government Cabinet Secretary the approach with developing the Bill has been paused whilst the Cabinet Secretary takes stock and agrees way forward. Progress is being monitored	
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	136 entries in departmental registers have been completed, however these will need to be reviewed for accuracy and compliance with what is required. Further work will be undertaken 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		Q1: 14 End Of Year: 15	Target: 25 Result: 22 Calculation: 1499278 ÷ 68149	Target: 25	Target: 25	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	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 masterplan has been published in local media, and on the corporate newsroom. Elements of it, such as the Wellness and Life Science Village in Llanelli have also been promoted in local media, on social media, in Swansea Bay business Life and various other channels. An interview with the Leader on the masterplan was also published in various media, including Swansea Bay Business Life.		
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	A continual PR campaign is taking place via the media, social media and web. Most enquiries received via social media are referred to i-Local for people to report/pay/apply online. A number of press releases encourage people to Do it Online, particularly in key areas such as littering, dog fouling, recycling etc.		
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	Work has been undertaken on iLocal to boost the availability of consultations available on-line. Further improvements will take place in line with the Strategy.	
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	During Q1, a regional consultation and engagement framework has been drafted which outlines the approach, opportunities, methods and actions that will be taken by partners across the region in relation to the wellbeing assessment.	
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	Work has been undertaken on the Strategy and a draft has been produced. The Strategy will be further developed prior to consideration by the PSB.	
Service Head:	Wendy S Walters	Performance status: On target
Action	12018	Target date 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	On-going process of improving voter registration levels. Annual canvass to commence mid August to 1st December 2016. Have employed a Graduate who will be responsible for putting together an engagement plan to work with all sectors of our community which will run through the annual canvass period.	
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	The PSB held its inaugural meeting on 12th May and continues to establish the new partnership structure. One of the newly formed thematic groups met in June and the others are to be arranged for September. The new engagement website is now live - www.thecarmarthenshirewewant.wales Preparations are underway for a PSB engagement event in September as part of the process of developing a wellbeing assessment. This session will involve the Future Generations Commissioner, Sophie Howe, and will be chaired by PSB Chair, Barry Liles. Attendance will be sought from the voluntary, community, business and public sectors, together with key groups, to help ensure a broad cross-section of representation.		
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	Work is in progress to develop a consultation survey for all 3 counties		
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) 1.3.2.11a	Not applicable		Q1: 34 End Of Year: 85	Target: 40 Result: 41 Calculation: (2190÷5385) × 100	Target: 60	Target: 72	Target: 88
Comment	The result has exceeded target for this quarter by 1 percentage point and has improved by 7 percentage points on last year's result. There are still some 3,000+ staff who have yet to receive a Helping People to Perform (HPP) discussion/dedicated supervision discussion. 54% of office based staff have had a HPP discussion (27 percentage point improvement), whilst 40% of non-office based staff have had their HPP discussion (improvement of 6 percentage points). There has been an improvement in performance this quarter in 3 departments, with a decline in performance in the remaining 2 departments.						
Service Head: Wendy S Walters			Performance status: On target				



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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	The realignment process is well underway. Phase 1 was completed during August 2016 and phase 2 has now commenced.	
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	A review has been carried out of processes being used by departments to carry out performance appraisals. This will then be analysed to share good practice and develop action plans to work towards 100% completion rates.	
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 continued development of self service and personnel records. Report submitted to TIC Project Board and reorganization of HR/Payroll support will further support. A full review of IT requirements for HR completed and appropriate equipment to support agile working has been put in place. Includes laptops, Skype for Business. Feedback provided to IT to inform future requirements.	
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	The division is consolidating progress made and People Management Officers will be offering support to integrate workforce planning into the business planning process in Autumn 2016. Support and training has already been offered to Heads of Service.	
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	Current provision has been mapped against the levels in the Language Skills Strategy to identify any gaps. Work has begun to fill the gaps, and the Croeso i'r Gymraeg programme has been introduced to support staff to achieve Level 1.	
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	<ul style="list-style-type: none"> Employee language skills data relating to the former language schemes has now been removed from the HR/Payroll system and the new language skills framework adopted. The staff survey has been undertaken in two parts. A Metacompliance survey was launched for all office based staff supplemented by Snap Survey Software and a manual paper based version for operational service areas. The survey provided a brief overview of the requirements to record language skills in support of the Councils Language Skills Strategy, Workforce planning requirements and to ensure compliance with the Welsh Language Standards. Employees were invited to self-assess their spoken and written language skills for Welsh and English against the new framework and to identify any developmental requirements/support. To date 46% of those employees in scope have responded and data is now available to be uploaded to the HR/Payroll System. A progress report has been sought from departmental co-ordinators and efforts are continuing to achieve a full response from all service areas. Once data is uploaded reports profiling the workforce language skills can be produced to assist with any skills gap analysis. 	
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	All three CSCs are now providing appointments for some services, eg Blue Badges. Llanelli CSC has just increased its `Appointments Desks` from 1 of 4 to 2 of 4. CSC-based publicity to encourage take-up of appointments is in hand, and once on-line appointments booking can be put in place (expected by September 16), a wider promotion campaign will be launched.	
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	Have now employed a Graduate for two years who will embark on creating an engagement plan to work with schools, colleges our university and all residential and nursing homes in Carmarthenshire Graduate to work closely with our Communications ` Team on devising an engagement programme	
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	The Well-being of Future Generations requirements in relation to policy development, provide us with an opportunity to review our screening / assessment work in relation to Equalities and Welsh language. Discussions are underway with officers and the Democratic Services Unit in order to prepare a draft assessment.	
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>The following describes overall regional work relevant to Carmarthenshire and specific details of Carmarthenshire progress. For full details and also information on progress in Ceredigion, Pembrokeshire and Powys, please refer to the Q1 project monitoring form submitted to Welsh Government,</p> <p>Outcome 1: Departments, organisations and people understand hate crime, victims make reports and get appropriate support - Dyfed Powys Hate Crime Forum met and commenced planning for Hate crime Awareness Week. - Dyfed Powys Police launched a series of short `Signposting` Training Sessions. - Dyfed Powys Police launched an LGB&T Liaison Officer Scheme - EU Referendum concern of tensions – work was carried out to ensure that Hate Crime Support and Report Services in place were promoted.</p> <p>Outcome 2: Departments, organisations and people understand modern slavery, victims make reports and get appropriate support - Dyfed Powys Anti Slavery Multi Agency Forum met. - Current work streams include the production of an information sharing protocol and the planning of reception centres.</p> <p>Outcome 3: Increased awareness and engagement across Gypsy and Traveller communities - Feedback was received from Welsh Government on the Gypsy Traveller Accommodation Assessments.</p> <p>Outcome 4: Increased evidence and awareness on immigration and supporting the inclusion of asylum seekers, refugees and migrants - The Co-ordinator attended meeting of the Wales Strategic Migration Partnership Syrian Resettlement Programme Local Authority Delivery Group. - Carmarthenshire has welcomed first arrivals on the programme. The Co-ordinator has supported work through the Carmarthenshire Syrian Resettlement Programme Multi Agency Task Group and the Logistics Subgroup. - A group of local people have formed Syria Sir Gar to support the resettlement of Syrian Refugees in Carmarthenshire.</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 attended a Universal Credit Training Session.</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 Mid and West Wales Community Cohesion Steering Group met. - Welsh Government met with the Co-ordinator for a project monitoring meeting - The Co-ordinator attended a Wellbeing Assessment Internal Officers` Group.</p> <p>Outcome 7: Policies and services are responsive to community tensions - A number of tensions were monitored with regards to the EU Referendum / Hate Crime / Immigration and Refugees - The trial of CAT-D was completed - Tension Monitoring Systems are under discussion with partners, particularly around Tension Monitoring Groups and Tension Monitoring Forms</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	As part of the Welsh language Standards, the Council is responsible for preparing a Policy on the internal use of the Welsh language. A draft policy has been prepared and discussed with the Members Advisory Panel, the Staff Working Group on the Welsh language Standards and the Corporate Employee Relations Forum.	
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. Draft to be considered by CMT by September 2016 with testing across various departments to take place and full roll-out by March 2017	
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	Ongoing collective efforts being made with departments, working closely with Communications to improve the overall on-line customer experience, and to help ensure end-to-end service delivery.	
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 challenge was brought forward to May/June to ensure that business plans were fit for purpose. Most business plans have been finalised and adjusted following the challenge sessions with Executive Board Members - with just the exception of the Transport and Engineering Plan that will need to be completed and examined by the Executive Board Member before the cycle is complete.	
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 has been nearly completed. We will introduce Heads of Service peer challenge for the emerging 2017/18 business plans.	
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	A draft Welsh Language Promotion Strategy has been prepared and discussed at the Members Advisory Panel and the Carmarthenshire Welsh language Strategic Forum. A second draft will be discussed by the Advisory Panel on 12 July, before being agreed through the Democratic Process.		
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		Q1: 27.15 End Of Year: 21.76	Target: 29.00 Result: 26.68 Calculation: 48790 ÷ 1829	Target: 29.00	Target: 26.00	Target: 23.00
Service Head: Owen Bowen			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		Q1: 6.19 End Of Year: 5.23	Target: 7.50 Result: 5.99 Calculation: 192315 ÷ 32093	Target: 7.00	Target: 7.00	Target: 5.50
Service Head: Owen Bowen			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		Q1: 94.79 End Of Year: 95.45	Target: 93.00 Result: 93.33 Calculation: (42 ÷ 45) × 100	Target: 93.00	Target: 94.00	Target: 95.00
Service Head: Owen Bowen			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	A draft policy statement has been produced for consideration by the newly established Tackling Poverty Advisory Panel which will discuss / agree the policy at their first meeting on 11th July 2016		
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	Approval was granted in May 2016 to establish a Tackling Poverty Advisory Panel. The first meeting of the Panel has been set for 11th July 2016		
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	A draft tackling poverty action plan for 2016/17 has been developed. This is currently being discussed with services who's actions have been identified as potential inclusions in the plan. The Tackling Poverty Advisory Panel will discuss the draft plan at their first meeting on 11th July 2016		
Service Head: Wendy S Walters		Performance status: On target	
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	Scoping work is currently being undertaken to identify opportunities to link with any national financial inclusion events. The campaign is expected to be delivered towards the end of the financial year to avoid conflict with other consultation, engagement and awareness raising activities currently scheduled		
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 receive regular updates on the implementation of the 'Welsh language in Carmarthenshire' report. Many of the actions have been incorporated into the Welsh in Education Strategic Plan, the Welsh language Standards action plan and the Promotion Strategy.		
Service Head: Wendy S Walters		Performance status: On target	