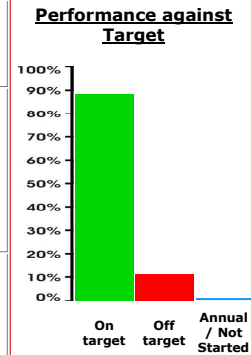


## Scrutiny measures & actions full monitoring report Corporate Performance & Resources scrutiny - Quarter 3 2023/24

Filtered by:  
Organisation - Carmarthenshire County Council  
Source document - Corporate Strategy 2023/24

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
WBO2.Enabling our residents to live and age well (Live & Age Well)	Measures	4	4	0	0	0	0	100%	100%
WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)	Actions	12	12	0	0	N/A	0	100%	82%
	Measures	5	2	3	0	0	0	40%	
WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)	Actions	16	16	0	0	N/A	0	100%	96%
	Measures	7	6	1	0	0	0	86%	
5.Core Business Enablers	Actions	44	43	1	0	N/A	0	98%	87%
	Measures	23	15	7	0	0	1	65%	
<b>Overall Performance</b>	<b>Actions and Measures</b>	<b>111</b>	<b>98</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>88%</b>	



*There are three measures without a target set which are not included in the above table, details of which can be seen on page 22*


**OFF TARGET**

Theme: 5.Core Business Enablers Sub-theme: 5a - Information and Communication Technology (ICT)							
Measure Description	2022/23 Comparative Data			2023/24 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		Q3: <b>65.3</b>  End Of Year: <b>65.8</b>	Target: <b>65.0</b>  Result: <b>65.2</b>	Target: <b>66.0</b>  Result: <b>66.9</b>	Target: <b>67.0</b>  Result: <b>65.5</b>  Calculation: <b>(4480 ÷ 6836) × 100</b>	Target: <b>68.0</b>
<b>Comment</b>	The use of the self service portal seems to have declined. I believe the reason for this is due to more customers are back working in the office, combined with IT support staff floor walking and being located closer to the customer, therefore the customer has better access to IT staff directly. Whilst IT staff are floorwalking, they often get asked to look at an issue, and will log a call on the system to ensure the work gets completed and there is a history log if needed.						
<b>Remedial Action</b>	Review what calls are logged by IT staff.						
<b>Service Head:</b> Jason Jones				<b>Performance status:</b> Off target			


ACTIONS - Theme: 5.Core Business Enablers Sub-theme: 5e - Finance			
<b>Action</b>	16402	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Ensure the Council manages its budgets effectively and prudently		
<b>Comment</b>	Off target based on very significant departmental overspend . partial offset from underspend on capital charges. Also very significant draw on School balances (£9m forecast vs £11m held at year end). £5.5m pressure built into 24/25 budget for Childrens services Schools financial sustainability continues to be highlighted as a risk with the need for individual schools to align expenditure with resources post covid		
<b>Remedial Action</b>	Budget monitoring and individual meetings taking place.		
<b>Service Head:</b> Randal Hemingway			<b>Performance status:</b> Off target


Theme: 5.Core Business Enablers Sub-theme: 5h - People Management							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of staff that took part in the Annual Employee Engagement survey 1.3.4.6	Not applicable		New measure	--	--	--	Target: <b>22.5</b>  Result: <b>18.0</b>  Calculation: <b>(1475 ÷ 8194) × 100</b>
<b>Comment</b>	Despite using a range promotion methods and avoiding the schools' end of term date the take up was lower this year. Reasons may include: an Estyn inspection held during survey period that generated its own survey, Communities held a "rate your employer" survey before the annual staff survey, this survey went into more detail about which Division individuals worked in and we asked the equalities monitoring question - all these tmay have affected people's willingness to take part. In addition, people may not have read the 2022/23 progress article that was published just before the survey was launched which may have affected their interest too.						
<b>Remedial Action</b>	We will review our communication / promotion methods prior to the next (3rd) annual survey to ensure we reach more staff groups. Demonstrate that we are listening by responding to the feedback in a timely manner, which will also hopefully encourage more people to take part.						
<b>Service Head:</b> Paul R Thomas				<b>Performance status:</b> Off target			

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of people that are proud to work for the Council (Annual Employee Engagement survey) (Average Index Score) 1.3.4.7	Not applicable		New measure	--	--	--	Target: <b>1.10</b>  Result: <b>1.06</b>
<b>Comment</b>	Despite being off target, which may have been too challenging, the result has improved on last year.						
<b>Remedial Action</b>	Demonstrate that we are listening by responding to the feedback in a timely manner, which will also hopefully encourage more people to take part.						
<b>Service Head:</b> Paul R Thomas				<b>Performance status:</b> Off target			

Measure Description	2022/23 Comparative Data			2023/24 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	Not applicable		Q3: <b>8.5</b>  End Of Year: <b>11.6</b>	Target: <b>2.2</b>  Result: <b>2.6</b>	Target: <b>4.4</b>  Result: <b>5.1</b>	Target: <b>7.2</b>  Result: <b>8.0</b>  Calculation: <b>52206.7 ÷ 6536.9</b>
<b>Comment</b>	Q3 result is down compared to last year at 8.0 FTE compared to 8.53 FTE last year, but is still off target. Areas such as : Education and Children access to education 14.9, Children's services 13.1, Adult social care 11.9, Waste and Infrastructure. 9.9, Housing and Public protection 9.6 performing above the authority average.						
<b>Remedial Action</b>	Each department has responsibility to develop plans to reduce absence, which are reviewed following analysis of the quarterly data, trends are identified and support sought where appropriate, to reduce sickness in these areas. There are manager training sessions taking place on the management of stress and mental health and all managers are encouraged to attend. There will also be a joint CMT/HOS session in March on attendance Management. People Management support the departments with a range of expertise from HR and policy advice, OH advice, health and wellbeing events and interventions and training and development.						
<b>Service Head:</b> Paul R Thomas			<b>Performance status:</b> Off target				

**Theme: 5.Core Business Enablers**  
**Sub-theme: 5I - Estates & Asset Management**

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
	Percentage performance against target to generate capital receipts to support the capital program 2.1.2.12	Not applicable		Q3: <b>35.75</b>  End Of Year: <b>36.07</b>	Target: <b>10.00</b>  Result: <b>2.43</b>	Target: <b>35.00</b>  Result: <b>4.12</b>	Target: <b>60.00</b>  Result: <b>4.31</b>  Calculation: <b>(111500 ÷ 2588000) × 100</b>
<b>Comment</b>	Sale transactions continue to be slow for various reasons however there is still an expectation that significant will be realised in the fourth quarter which will hopefully mean met that the capital receipt target is met for this financial year						
<b>Remedial Action</b>	Ensure that all current and future sale transactions proceed as quickly as feasible						
<b>Service Head:</b> Jason Jones			<b>Performance status:</b> Off target				

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
	% of non housing responsive repairs works completed within the target PropMaint/001	Not applicable		New measure	Target: <b>94.0</b>  Result: <b>89.8</b>	Target: <b>94.0</b>  Result: <b>70.6</b>	Target: <b>94.0</b>  Result: <b>71.6</b>  Calculation: <b>(3657 ÷ 5111) × 100</b>
<b>Comment</b>	The current reported performance of 71.6 falls below the anticipated target, exhibiting a slight improvement from the previous quarter's reported figure of 70.6%. The primary contributor to this performance shortfall stems from the inability of contractors to fulfil their obligations within stipulated timelines. It is noteworthy that our contracted workforce consistently lags behind in meeting deadlines by an average of 18% when contrasted with the performance of our in-house operational team						
<b>Remedial Action</b>	Subsequent to the transfer of Property Maintenance from the Department of Place and Infrastructure to the Regeneration, Policy, and Digital Division, alongside the consolidation of the Property Business Support Hub under the direct management of Property Maintenance, we have taken proactive measures. Specifically, we have designated a dedicated staff member to actively pursue contractors for any overdue jobs. This strategic allocation aims to streamline our operational processes and ensure timely completion of projects, thereby enhancing overall efficiency and service delivery within the organisation.						
<b>Service Head:</b> Jason Jones			<b>Performance status:</b> Off target				

Theme: 5.Core Business Enablers							
Sub-theme: 5m - Risk Management							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% Response to letters of claim - issuing acknowledgement letter to claimant / claimant's legal representative, and referral of claim to appropriate Insurer within 6 working days of receipt at the Risk Management Section. 6.4.2.3	Not applicable		Q3: <b>90</b>  End Of Year: <b>93</b>	Target: <b>95</b>  Result: <b>95</b>	Target: <b>95</b>  Result: <b>94</b>	Target: <b>95</b>  Result: <b>92</b>  Calculation: <b>(343÷374) x 100</b>	Target: <b>95</b>
<b>Comment</b>	The November result is off target due to time spent on training a new member of staff						
<b>Remedial Action</b>	The new member of staff is now upto speed as shown with the December result of 97% ahead of target. This PI continues to be monitored closely by the team.						
<b>Service Head:</b> Helen Pugh	<b>Performance status:</b> Off target					⊘	

Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)							
Sub-theme: WBO3a - Thematic Priority: Economic Recovery and Growth							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of undisputed invoices which were paid in 30 days CFH/006	Not applicable		Q3: <b>95.9</b>  End Of Year: <b>95.6</b>	Target: <b>95.0</b>  Result: <b>94.7</b>	Target: <b>95.0</b>  Result: <b>93.8</b>	Target: <b>95.0</b>  Result: <b>94.4</b>  Calculation: <b>(211252÷223812) x 100</b>	Target: <b>95.0</b>
<b>Comment</b>	A slight improvement, however still off target.						
<b>Remedial Action</b>	A report of all areas under performing and not meeting the target have been highlighted and distributed to BSU Managers for further investigation.						
<b>Service Head:</b> Randal Hemingway	<b>Performance status:</b> Off target					⊘	

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of jobs created through Community Benefits in our construction projects (21st Century School programme, housing & regeneration projects) CP/002	Not applicable		Q3: <b>36</b>  End Of Year: <b>43</b>	Target: <b>15</b>  Result: <b>20</b>	Target: <b>30</b>  Result: <b>31</b>	Target: <b>45</b>  Result: <b>38</b>	Target: <b>60</b>
<b>Comment</b>	The number of jobs created in quarter 3 is slightly off where we projected these figures would be. This is due to a number of factors including delay in projects commencing on site and delays in packages of work commencing on site (Pentre Awel). Specifically, Wauniago housing project (contractor Lloyd and Gravel) was delayed but has now commenced, no reports submitted as yet. Ysgol Pembrey (contractor Lloyd and Gravel) awaiting report from contractor, we will include data in Qtr 3 Market Street, Llanelli (contractor TRJ) Early stages of the project, targets have been set with TRJ but as yet no TR&T to report, provided interview training to Bryngwyn School ORP 2.1 & 2.3 and Maes Griffiths housing projects (contractor TRJ) only recently commenced, planning meeting was held with TRJ on the 24/11/23.						
<b>Remedial Action</b>	On Pentre Awel there are a number of new jobs that have been created in January that will feed into quarter 4. Some figures have been delayed from one contractor in qtr 3 that will be reported in qtr 4.						
<b>Service Head:</b> Helen Pugh	<b>Performance status:</b> Off target					⊘	

Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)							
Sub-theme: WBO3d - Thematic Priority: Community Safety, Resilience and Cohesion							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of e-learning training on Violence Against Women, Domestic Abuse,	Not applicable		Q3: <b>69.5</b>	Target: <b>100.0</b>	Target: <b>100.0</b>	Target: <b>100.0</b>	Target: <b>100.0</b>

Sexual Violence (VAWDASV) completed by staff CSG/003		End Of Year: <b>69.3</b>	Result: <b>66.2</b>	Result: <b>65.4</b>	Result: <b>66.1</b>	Calculation: <b>(5484 ÷ 8292) × 100</b>
<b>Comment</b>	There have been challenges with the current Learning at Wales eLearning system. It is anticipated that performance will improve in this area when the new LXP/LMS [Thinkq] has been implemented.					
<b>Remedial Action</b>	The new LXP/LMS [Thinkq] is due to be implemented in Q4 of 23-24 which will enable increased monitoring of essential learning. Targeted VAWDASV training is also one of the priorities for the Corporate Safeguarding Group.					
<b>Service Head:</b> Avril Bracey	<b>Performance status:</b> Off target				⊘	

<b>Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)</b>							
<b>Sub-theme: WBO4g - Organisational Transformation - Customers &amp; Digital Transformation</b>							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of calls received at the Contact Centre M&M/005	Not applicable		Q3: <b>172695</b> End Of Year: <b>238297</b>	Target: <b>62500</b> Result: <b>44950</b>	Target: <b>125000</b> Result: <b>88238</b>	Target: <b>187500</b> Result: <b>128277</b>	Target: <b>250000</b>
<b>Comment</b>	The 'Options' menu to our telephone lines that directs customers to parts of the organisation that they require continues to be used. This reduces the double handling of calls with the calls going directly to their call teams rather than being passed on through the contact centre. Added messaging on our telephone line has reduced the number of customers needing to speak with a member of staff. Customers are choosing other means of contact e.g. email, social media, online forms etc. rather than the telephone. We have also launched Hwb Bach Y Wlad where customer services staff deliver our services at locations within the Ten Towns project which reduces the necessity for customers to phone.						
<b>Remedial Action</b>	The contact centre continues to deal with calls where customers need our support the most and enquiries through other media whilst improving the customer experience.						
<b>Service Head:</b> Deina Hockenhill	<b>Performance status:</b> Off target				⊘		

**ON TARGET ETC.**

<b>Theme: 5.Core Business Enablers</b>							
<b>Sub-theme: 5a - Information and Communication Technology (ICT)</b>							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of Freedom of Information Act request responded to in 20 working days 2.1.1.17	Not applicable		Q3: <b>94.86</b> End Of Year: <b>94.59</b>	Target: <b>90.00</b> Result: <b>94.40</b>	Target: <b>90.00</b> Result: <b>95.12</b>	Target: <b>90.00</b> Result: <b>95.36</b>	Target: <b>90.00</b> Calculation: <b>(596÷625) x 100</b>
<b>Service Head:</b> Jason Jones			<b>Performance status:</b> On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of employee laptops with 4GB of memory (RAM) or under ICT/009	Not applicable		Q3: <b>19</b> End Of Year: <b>16</b>	Target: <b>15</b> Result: <b>13</b>	Target: <b>14</b> Result: <b>10</b>	Target: <b>13</b> Result: <b>8</b>	Target: <b>12</b> Calculation: <b>(242÷3180) x 100</b>
<b>Comment</b>		Stock of new devices has been purchased to replace all 8Gb and under.					
<b>Service Head:</b> Jason Jones			<b>Performance status:</b> On target				

<b>ACTIONS - Theme: 5.Core Business Enablers</b>		
<b>Sub-theme: 5a - Information and Communication Technology (ICT)</b>		
Action	16313	Target date
<b>Action promised</b>	Implementation of a new Staff Desk Booking Cloud Solution including Sensor technology to facilitate Desk Management across our main council buildings and agile working spaces as part of continuing to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. CV108	
<b>Comment</b>	This system is due to go live with staff on Monday 5th February We experienced a delay with deployment due to an issue over licensing renewals that took until the middle of December to sort. It was then decided to postpone the go live date until the end of January 24.	
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target
Action	16314	Target date
<b>Action promised</b>	Roll-out of a Corporate Electronic Signature Solution (DocuSign) as part of continuing to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. CV108	
<b>Comment</b>	The Pensions team have delayed their trial because of the lack of capacity within the team to drive the implementation within the section as they are focusing on the implementation of the 'McCloud Remedy'. One area of Economic Development (Rhian Phillips) went live with the system in January with another section under Mike Bull to go live by April. Housing have been prompted for action on deploying in their area as they have many applications. New areas for deployment are being sought through the Customer & Digital Workstream and the Departmental Digital Groups.	
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target
Action	16494	Target date
<b>Action promised</b>	We will fulfil our statutory obligation under the Data Protection Act and ensure we are up to date with revisions in law being introduced in the UK.	
<b>Comment</b>	The Data Protection and Digital Information (No. 2) Bill has now progressed to the Committee Stage in the House of Lords. The progress of the Bill is being continually monitored and updates are being provided to the Corporate Information Governance Group. There are four further stages before the Bill will become law: 1 and 2 - House of Lords - Report Stage and 3rd Reading 3. Consideration of Amendments 4. Royal Assent Implications to Council policies, procedures etc. resulting from changes brought by the Bill are in the process of being assessed.	
<b>Service Head:</b> Jason Jones		<b>Performance status:</b> On target
Action	17092	Target date
<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. CV110	
<b>Comment</b>	We are currently developing our new Digital Strategy 2024-2027. As part of a recent Wales Audit Strategic Digital Review, one of the 4 recommendations was to consider a Public Consultation. From the 3rd November for 6 weeks we launched a Public Consultation via the Council Website to allow our residents / customers to feed into the formulation of our strategy. 180 responses were received which is positive step considering we'd never engaged with the public and our residents on a digital strategy or	

	<p>initiatives in the past. We will look forward to strengthening our engagement with our residents and work closely with Media &amp; Marketing on growing our involvement with our key users and customers of our digital services.</p> <p>We continue to work very closely with Media &amp; Marketing on the development of our Corporate Website and Website Content for our residents and businesses including a continual programme of developing Online Services; jointly working to develop greater range of eForms and back-office end-to-end processes. This quarter we have developed and launched several new on-line services and forms. Namely: our annual Christmas Toy Box Appeal which helps hundreds of children with families who can't afford to buy toys or gifts. Replacement School/College Bus Pass including Online payment. Full Sustainable Urban Drainage Systems (SuDS) Scheme Application for SuDS Approving Body (SAB) approval.</p> <p>The new Waste Management System with Contact Centre / HWB My Account integration is nearing completion of it's launch and first service for AHP Hygiene Nappy Collection Service; expected Q4. There is a comprehensive 3-year development programme for the service to streamline other services and decommission legacy systems and migration to a single platform to cover key services. Namely: Missed Bins, Recycling Items, Grounds and Cleansing including Fly Tipping / Dead Animals and Bulky Waste as identified priorities. Massive opportunities for the Waste, Ground and Cleansing Service to greatly improve customer access and experience to services along with huge back-office efficiencies including mobilising the workforce and vehicle fleet to drive further efficiencies across the service.</p>
<b>Comment</b>	
<b>Service Head:</b> Jason Jones	<b>Performance status:</b> On target
<b>Action</b> 17093	<b>Target date</b> 31/03/2024
<b>Action promised</b>	We will in line with our Digital Transformation Strategy 2021-2024, continue to engage, prioritise and implement department needs to allow them to deliver effective services. CV110
<b>Comment</b>	<p>This quarter we have started the development of the 2nd HR RPA (Robotic Process Automation) Process for Issuing Contracts; working with our 3rd party provider (Davies Group) to develop. A presentation was given to the Chief and the Transformation Board in November for the proposal for Phase 2 for further modernising the workforce and implementing further RPA Processes. Free Schools Meals and SEG (School Essentials - PDG Access) are the next two processes approved by the board and will be developed over the next 6 months with a 50k Digital Transformation Capital Investment committed for implementation. We are also working with the Transformation (TIC) Team to look to a developing a Scoring Matrix and method for identifying and prioritising processes that would allow us to maximise the use of RPA technology along with the means of capturing post-implementation reviews and identifying actual benefits.</p> <p>There are many other key projects continuing with their developments along with many systems migrating to the Cloud to exploit new technologies and functionality. i.e. LMS - Learning Management Systems which is a collaborative project with 4 other authorities, Carmarthenshire is going to be the lead authority to launch first in the new year Q4. The new Oleo Web Recruitment System is close to launching in Q4. Land Charges is being redeveloped into our Cloud Planning System by Arcus Global which we expect to decommission the legacy land charges system and have migrated the service to a modern integrated Platform in Q4.</p> <p>Over the past several months we have also been attending DMT's, facilitated a Members Seminar and 2 Corporate Staff Digital Seminars with AI &amp; Automation as the key theme. To raise awareness of emerging and transformative technologies and corporate technologies currently available to allow service areas to modernise their systems and processes. This has been an excellent opportunity to raise awareness and start the engagement with our key service areas as part of the Annual Business Planning cycle. Our new Digital Strategy is currently being written ready for April 2024 and also agreed with the Chief that we will quickly follow-up with an AI &amp; Automation Strategy by the Spring / Summer 2024.</p>
<b>Service Head:</b> Jason Jones	<b>Performance status:</b> On target
<b>Action</b> 17101	<b>Target date</b> 31/03/2024
<b>Action promised</b>	We will provide responsive ICT support and expertise to all staff, elected members and schools at all times. To ensure they have a safe, secure, up-to-date and fit for purpose I.T. provision to carry out their work and duties effectively. CV110
<b>Comment</b>	We continue to provide a ICT Service Desk and Support service to staff, members and schools. IT devices such as laptops are upgraded or replace, to ensure they are fit for purpose and able to support the business requirement of the user. We have been proactive in the support model we provide to customers. As staff work in a hybrid manner, working from office locations across the county, we have teams based in core locations such as Ty Elwyn, Ty Parcyrhun and County Hall. We have facilitated the move of ICT Services from PDS to a new office location in 3 Spilman Street.
<b>Service Head:</b> Jason Jones	<b>Performance status:</b> On target
<b>Action</b> 17102	<b>Target date</b> 31/03/2024
<b>Action promised</b>	We will ensure a robust approach to Cyber security and sustainable solutions are implemented for Information Governance.
<b>Comment</b>	<p>We have completed the development of a new cyber awareness module that will be compulsory for all staff to complete once the new LMS system Thinkji has been launched.</p> <p>A Cyber Action plan for 2024 has been completed and will align along with the work the cyber team will be delivering.</p> <p>A 'Dark to Deploy' session will take place with Microsoft during the end of January to assess security and compliance products available as a potential uplift to an E5 licence.</p> <p>We will work with WG who are launching a Security Operation Centre for Wales (SOC) to ensure incident logs from Carmarthenshire are included and monitored. New TOR for the Corporate Information Governance Group have been approved by CMT. Information Governance training will be rolled out to all staff during 2024.</p>
<b>Service Head:</b> Jason Jones	<b>Performance status:</b> On target

<b>ACTIONS - Theme: 5.Core Business Enablers</b>		
<b>Sub-theme: 5b - Marketing &amp; Media including customer services</b>		
<b>Action</b> 17288	<b>Target date</b>	31/03/2024
<b>Action promised</b>	To introduce the Corporate Customer charter	
<b>Comment</b>	Getting a draft charter completed by the end of this financial year is now a priority for the service. Our aim is that this new customer charter will put our customers at the heart of everything we do.	
<b>Service Head:</b> Deina Hockenhull	<b>Performance status:</b> On target	

<b>ACTIONS - Theme: 5.Core Business Enablers</b>		
<b>Sub-theme: 5c - Legal</b>		
<b>Action</b> 16399	<b>Target date</b>	31/03/2024
<b>Action promised</b>	We will monitor and implement changes to the Local Government Pension scheme as a consequence of legislation changes, including Sargeant/McCloud	
<b>Comment</b>	All changes received have been implemented	
<b>Service Head:</b> Randal Hemingway	<b>Performance status:</b> On target	

Theme: 5.Core Business Enablers							
Sub-theme: 5e - Finance							
Measure Description	2022/23 Comparative Data			2023/24 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	97.15	96.17	Q3: <b>86.53</b> End Of Year: <b>97.33</b>	Target: <b>31.00</b> Result: <b>31.90</b>	Target: <b>56.00</b> Result: <b>56.99</b>	Target: <b>84.00</b> Result: <b>86.37</b> Calculation: <b>(110815552.56 ÷ 128297669.67) × 100</b>	Target: <b>97.50</b>
Service Head: Helen Pugh			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 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	98.21	97.46	Q3: <b>85.64</b> End Of Year: <b>97.97</b>	Target: <b>31.00</b> Result: <b>33.88</b>	Target: <b>56.00</b> Result: <b>62.50</b>	Target: <b>84.00</b> Result: <b>86.01</b> Calculation: <b>(37517144.4 ÷ 43617469.9) × 100</b>	Target: <b>97.50</b>
Service Head: Helen Pugh			Performance status: On target				

ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5e - Finance			
Action	16400	Target date	31/03/2024
Action promised	We will undertake the closure and Audit of the Accounts within the appropriate timescales		
Comment	Completed within timescales set by WG. Believed to be the 2nd County council in wales to receive auditor general signoff of final accounts. Preparing now for 2023/24 accounts which will require new IFRS 16 workstream		
Service Head: Randal Hemingway		Performance status: On target	
Action	16401	Target date	31/03/2024
Action promised	We will ensure an unqualified audit of the final accounts		
Comment	This has been achieved		
Service Head: Randal Hemingway		Performance status: On target	
Action	16403	Target date	31/03/2024
Action promised	We will continue to Develop Opportunities for collaboration with other Local Government Pension Schemes		
Comment	we continue to collaborate with other LGPS Funds		
Service Head: Randal Hemingway		Performance status: On target	
Action	16404	Target date	31/03/2024
Action promised	To ensure timely closure of accounts for the Dyfed Pension Fund		
Comment	Pre-Audit Dyfed Pension Fund Statement of Accounts 2022-23 presented to Governance & Audit Committee on 14 July 2023		
Service Head: Randal Hemingway		Performance status: On target	
Action	16443	Target date	31/03/2025
Action promised	Use of the Council `s reserves to invest in the County and support future development		
Comment	£2m reserves applied to meet temporary pressures next year in childrens services pending opening of new residential homes, mitigating the need to fund from base budgets. £19m of the £192m 5y capital programme (10%) funded from reserves, mitigating the need for increased borrowing at a time of increased interest rates		
Service Head: Randal Hemingway		Performance status: On target	



**ACTIONS - Theme: 5.Core Business Enablers****Sub-theme: 5f - Procurement**

Action	Target date	31/03/2024
<b>Action promised</b>	We will work with departments to deliver compliant tender exercises through the implementation of a category management approach	
<b>Comment</b>	<p>47 tenders were actively worked on across all categories. A total of 41 contracts/Frameworks were awarded during this quarter (including 37 DPS call-offs) with a combined total value of approximately £17.9million.</p> <p>Construction &amp; Waste</p> <p>The Council's new Construction Professional Services Framework was awarded in October and is expected to be worth in the region of £15m over 4 years. The Framework will provide the Council with property-related project management and full design team services across 7 discipline-specific lots (e.g. Architectural, Mechanical, Electrical and Plumbing, Structural Engineering Services). In total, 37 individual consultancies were awarded a place on the Framework.</p> <p>The tender for the Council's new arrangement for the Collection and Treatment of its Gully and Sweeper Waste was published in December. The tender will close in January with the new arrangement scheduled to commence in April 2024.</p> <p>Procurement officers have continued to provide significant support to the Housing Property &amp; Strategic Projects Division in developing a new Property Works Framework to replace the Council's existing Minor Works Framework in 2024. The tender is expected to be published in January with the new Framework scheduled to commence in August 2024.</p> <p>During the last quarter, Procurement officers have continued to support departmental officers with mini-competitions from national frameworks and two of the Council's Dynamic Purchasing System (DPS) arrangements. A total of 36 contracts were awarded under the Council's DPS for the Supply and Installation of Stairlifts, Hoists and Lifts (worth approximately £158,000). One contract was awarded under the Council's DPS for Drainage Investigations and CCTV Surveys (£16,500). A contract was also awarded for the provision of a tranche of Domestic Energy Performance Certificates for the Council's housing stock (approximately £18,000). This contract was awarded following a call-off from a national ESPO Framework.</p> <p>Work continues in conjunction with departmental officers to support existing contractual arrangements as well as to scope and prepare other up-coming tender exercises such as the South West Wales Regional Contractors 2024 Framework.</p> <p>Social Care Category</p> <p>The Playworks Holiday Grant (£250,000) was published at the end of November as planned, with a tender deadline of early January 24.</p> <p>The VAWDASV (£6.4 million) tender was published in December with a proposed Contract start date of April 24.</p> <p>Work continued preparing documents for the Community Based Services (£127 million) tender which will now encompass Community Support Services, Fulfilled Lives, Complex Care and Supported Accommodation. Children's Services will now also be included in the tender. A virtual tender event was held on 18th December 2023. The tender will hopefully be published in January for a proposed Framework start date of May 24.</p> <p>Replacement Care (£7.5 million) has been pushed back to Spring 24 to allow focus on VAWDASV and Community Based Services. Awaiting to hear back from the Lead Officer on Coroner Services (£156,000). Localities Floating Support (£1.1 million annual spend) scheduled for tender around April 24.</p> <p>Highways &amp; Transport Category</p> <p>Fleet:</p> <p>Further Competition held to purchase 40 Tipper Vans (£1.4 million) from YPO. Awaiting for suppliers to price. Ford reopened order books in December and VW have repriced. We will award in January 24.</p> <p>A further competition was held to purchase four Welfare Adapted Minibuses (£180,000), through the YPO GMP Framework. Quotes have been received and the Contract will be awarded in January 24.</p> <p>Further Competition published to purchase 19 Winter Maintenance Vehicles (Gritter/tipper configuration) (£4 million) through the ESPO Framework with an award date of early February 24.</p> <p>Meetings held to discuss the upcoming Waste Vehicle Replacement project (£8.5 million), Lead Officers working on the vehicle specifications. Planning a Further Competition through the ESPO Framework to be published in January 24.</p> <p>No further information from department in regards to the Vehicle Maintenance Framework (£60,000 annual spend) tender.</p> <p>Highways, Transport and Parks:</p> <p>2 Further Competitions were held from the Ash Die Back DPS with a total value of £15,500.</p> <p>A tender was published in December for nine additional bus routes from the Bus &amp; Taxi DPS, to be awarded early February 24.</p> <p>Tender preparation continued for a new Traffic Enforcement System (car and camera system) (£250,000), currently on hold due to Lead Officer sickness absence.</p> <p>An EOI was sent to the SEWH Framework for our surface dressing requirements (£2.4 million over 4 years). Only RMS responded so we will direct award to RMS through the Framework in January 24.</p> <p>Annual checks completed for the Specialist Countryside Contractors Framework.</p> <p>No further information from the Department regarding the Landscape Management Tender (£2.8 million), formally Grounds Maintenance.</p> <p>Corporate Services, ICT and FM category</p> <p>Wales Pension Partnership Operator Services ITT is currently being evaluated (anticipated value of £40M) alongside consultants who have supported the Council during the tender process. The interview and presentation stage is due to be held at the end of January 2024.</p> <p>Food procurement – The Welsh Public Sector Collaborative Food Group (WPSCFG) Food Framework entered standstill during December 2023 is due to go live February 2024. The framework provides geographical and commodity lotting to encourage local bidders and local food and support the foundational economy of Wales. Future proofing the Framework has been critical to allow for new product development and/or product reformulation to meet varying requirements and changes to legislation and individual organisational policies. Caerphilly Council, the lead organisation, has incorporated robust contract and provider relationship management capable of capturing spend, savings and KPI data, with a consistent approach on usage trends that will assist the effective use of this framework and inform planning for future procurement. Carmarthenshire's element of the framework is worth approximately £14M and will be let for an initial period of 3 years, with an option to extend for up to a further 1-year period (if required).</p> <p>First Aid Training is currently at the scoping stage and CPU are awaiting further instruction from the Lead Officer.</p> <p>Office365 consultancy services contract. Discussions have taken place with category managers from BLOOM to see if this is an appropriate route to market. Lead Officers in the IT Services are currently looking at potential projects that could be used as a pilot to determine if we can use BLOOM or whether we would need to undertake an open competition. Exercise is currently on hold until projects have been identified.</p> <p>Cleaning services for schools and corporate buildings tender has been awarded with a total value of £1.8M.</p>	

OHMS replacement tender currently in evaluation stage with a view to award the contract in January 2024 (estimated value £900K). Lead Officer is currently working in partnership with Occupational Health to prepare an outline specification for Wellbeing Support Services for lawyers, and this will be shared with Procurement when an outline of the requirements has been developed. No officer update on this exercise.

Crazy golf Tender for Pendine is live with a deadline for end of January 2024.

Agency workers contract is in the process with being finalised. Some issues regarding consolidated invoicing and amendments to framework terms and conditions currently being worked through with the neutral vendor (£14M estimated value of call off contract).

CPU and the Marketing Team continue to work together to streamline quotation documentation for low value goods, works and services.

Work has commenced to appoint a management consultant to undertake a feasibility assessment for the provision of nursing care. The lead officer is currently working with a legal team to inform the feasibility of the project and procurement exercise. The tender is due to go live on Sell2Wales in January 2024 with an approximate value of £50K.

Pentre Awel Leisure Working Group created to scope requirements for new build as well as renewal programme for fitness equipment and associated leisure equipment across the Council's Leisure Centres. Weekly meetings currently being held with lead officers from Leisure and Catering (approx £1.5M total value for all leisure centre equipment). Indicative timescales for October 2024 delivery.

CPU are assisting the Wales Pension Partnership for Private Real Estate tender, which is a competitive procedure with negotiation. Stage 1 went live on 17/11/23 and closed on the 18/12/23. The evaluation process, managed by external consultants, will continue until Stage 2 go lives mid-January, with an estimated value of £56M.

CPU is supporting the Planning team to appoint a consultant for the Gwyrddu Sir Gar project, to appoint a consultant to develop Supplementary Planning Guidance and Developers Toolkit. The project is SPF funded and due to go live in January 2024 with an estimated value of £60K.

CPU is supporting the Planning team to appoint a consultant for an appraisal into second homes within Carmarthenshire that addresses current legislative and policy provisions as well as the wider impacts of second homes and holiday lets. The commission is valued in the region of £40K and due to be advertised early January 2024.

CPU is supporting the Regeneration team to appoint a consultant to help deliver External Landlord Intervention that will address the high vacant property rates across all three primary towns in Carmarthenshire (Ammanford, Carmarthen and Llanelli). This commission is SPF funded and valued in the region of £130K, due to be advertised early January 2024.

CPU has provided support to Finance to procure a Cycle to Work (Salary Sacrifice cost neutral) service via the ESPO Employee Benefits Framework, appointing Cycle Solutions in November 2023 as the Council's operator, who are based in Swansea.

CPU are currently assisting Finance to procure a new Car Salary Sacrifice (cost neutral) service for the Council via a framework hosted by Halton Housing and supported by the Council's appointed Treasury Advisors, Link. This work involves the cessation of the current arrangements with Tusker via a lapsed NPS framework and master vendor iComWorks Ltd.

CPU are currently supporting the Corporate Risk Team and its brokers Marsh to renew various Insurance policies via a YPO framework, with the contract due to be tendered in March 2024, valued at £4.5M for 3 years.

<b>Service Head:</b> Helen Pugh	<b>Performance status:</b> On target		
<b>Action</b> 16442	<b>Target date</b>	31/03/2024	
<b>Action promised</b>	We will continue to develop our approach to spend analysis		
<b>Comment</b>	<p>In quarter 3 of 2023/24, 3 further months of spend data were uploaded in Atamis. These months were September, October and November.</p> <p>A number of supplier spend and category spend reports have been produced in response to requests from Procurement Officers and Council Lead Officers &amp; Budget Holders.</p> <p>Further category classification of suppliers has continued with 8 months of spend data in 2023/24.</p> <p>The Spend Analysis Officer has undertaken further Power BI Training (beginner/intermediate level). This training involved the presenting of data into various data visualisation and interactive tools. Further training on this topic is planned for the Officer. A meeting was held on the 25th October with the Procurement Manager (Strategy &amp; Compliance) and the Principal Procurement Officers to discuss the implementation of spend reports into this format.</p> <p>The Procurement Strategy 2023-28 has also been uploaded onto the Procurement pages of the intranet.</p>		
<b>Service Head:</b> Helen Pugh	<b>Performance status:</b> On target		

**Theme: 5.Core Business Enablers**  
**Sub-theme: 5g - Internal Audit**

Measure Description	2022/23 Comparative Data			2023/24 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		Q3: <b>57</b>  End Of Year: <b>83</b>	Target: <b>10</b>	Target: <b>35</b>  Result: <b>36</b>	Target: <b>60</b>  Result: <b>60</b>  Calculation: <b>(744 ÷ 1240) x 100</b>	Target: <b>90</b>
<b>Comment</b>	Plan is currently on target, at 60%. Whilst we have been a couple of staff members down for some months, due to sickness (2 months) and secondment (4 months), as at the start of January, we are now back to full compliment of staffing and work continues to progress well.						
<b>Service Head:</b> Helen Pugh	<b>Performance status:</b> On target						

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of draft Internal Audit reports issued within 10 working days of the fieldwork completion date	Not applicable		Q3: <b>89</b>  End Of Year: <b>89</b>	Target: <b>80</b>	Target: <b>80</b>  Result: <b>80</b>	Target: <b>80</b>  Result:	Target: <b>80</b>

IA/001			87	100	88	89	
						Calculation: (24÷27) × 100	
<b>Comment</b>	Performance measure on target. 89% of Draft Reports have been issued within 10 working days of the fieldwork completion date.						
<b>Service Head:</b> Helen Pugh	<b>Performance status:</b> On target						
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of management responses received within 15 working days of the draft Internal Audit report being issued IA/002	Not applicable		Q3: 27  End Of Year: 38	Target: 80	Target: 80  Result: 93	Target: 80  Result: 83	Target: 80  Calculation: (20÷24) × 100
<b>Comment</b>	Performance measure on target. 83% of Draft Reports issued have been responded to by Management within the requested 15 working days.						
<b>Service Head:</b> Helen Pugh	<b>Performance status:</b> On target						
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of final reports issued within 10 working days of management responses being received IA/003	Not applicable		Q3: 100  End Of Year: 100	Target: 80	Target: 80  Result: 100	Target: 80  Result: 100	Target: 80  Calculation: (23÷23) × 100
<b>Comment</b>	All Final Reports have been issued within 10 working days of the management responses being received.						
<b>Service Head:</b> Helen Pugh	<b>Performance status:</b> On target						

<b>Theme: 5.Core Business Enablers</b>							
<b>Sub-theme: 5h - People Management</b>							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of people that would recommend the Council as an employer (Annual Employee Engagement survey) (Average Index Score) 1.3.4.8	Not applicable		New measure	--	--	--	Target: 1.10  Result: 1.10
<b>Comment</b>	This is an excellent result as it achieved the set target and improved on last year.						
<b>Remedial Action</b>	We will continue to promote the benefits of working for us which are key contributors to being a good employer.						
<b>Service Head:</b> Paul R Thomas	<b>Performance status:</b> On target						

<b>ACTIONS - Theme: 5.Core Business Enablers</b>							
<b>Sub-theme: 5h - People Management</b>							
<b>Action</b>	16472	<b>Target date</b>			31/03/2024		
<b>Action promised</b>	Conduct an annual employee engagement survey.						
<b>Comment</b>	The second annual employee engagement survey closed on 21 July. The results have been published on our Staff Voice intranet page. A message to all staff explaining the overall results and actions being taken was circulated early December.						
<b>Service Head:</b> Paul R Thomas	<b>Performance status:</b> On target						
<b>Action</b>	16473	<b>Target date</b>			31/03/2024		
<b>Action promised</b>	Further improve internal communications by developing a new Internal Communications Strategy						
<b>Comment</b>	A document titled "Improving Internal Communication" was considered and approved by the Transformation Board in September. This document outlined all the mechanisms that are currently being used to support effective communication and detailed the roles that Leaders, Managers and Individuals have in supporting effective communication. This document will form part of a wider Corporate Communications Plan (being developed by the newly appointed Communications and Engagement Manager, and will also be a feature of the new management development pathways.						

<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	
<b>Action</b>	16474	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Support services to ensure the management of all Health & Safety risks across the authority.		
<b>Comment</b>	this is an on going piece of work, there has been outstanding vacancies within the H&S team, but within existing and reduced resources the H&S team work with departmental management groups to identify risks and develop safe working practices		
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	
<b>Action</b>	16475	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Develop and implement a health & wellbeing plan and programme to support the health & wellbeing of all our staff as we move through the cost-of-living crisis.		
<b>Comment</b>	ongoing discussion around the funding for the health and wellbeing function. Within current resources, the team develop corporate plans and initiatives to help educate and inform and share best practice on a range of health and wellbeing topics. The team also work with departments to bespoke interventions. Awareness is raised each week via newsletter and intranet articles about future events and where information can be found on a wide range of wellbeing topics		
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	
<b>Action</b>	16476	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Fully roll out new Digital Skills Framework.		
<b>Comment</b>	Pilot Digital Survey completed, Corporate-wide survey roll-out in Jan. 2024. Digital Skills Framework to form part of the Corporate Digital Strategy document, L&D collaborating with IT heads of service to finalise document and framework.		
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	
<b>Action</b>	16477	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Introduce new competency framework aligned to our core values.		
<b>Comment</b>	Our Core Values & Behaviours Framework has been launched through the staff Newsletter (15th December, 2023). Meetings with DMT's have been held over late November 2023 and early December 2023. Intranet page launched, including the framework itself, an eLearning on how to use it, and a helpful tips download (for easy reference).		
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	
<b>Action</b>	16478	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Review the end-to-end induction and on-boarding process including the launch of a new corporate induction.		
<b>Comment</b>	Outline and design of Induction discussed with key stakeholders and due to be presented to CMT in January for final comments. First date of new Induction scheduled for 13.03.24. Marketing & Media currently working on new branding.		
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	
<b>Action</b>	16479	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Develop and implement a new Learning & Development Policy		
<b>Comment</b>	The new policy has been agreed by CMT and will be publicised in the New Year		
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	
<b>Action</b>	16480	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Review current appraisal / supervision framework and ensure it is embedded in our management development programme and induction process.		
<b>Comment</b>	The pilot Leadership Academi has been launched with an excellent response from across the organisation. The programme includes learning around supervision and appraisals. A review of the appraisal process has been initiated		
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	
<b>Action</b>	16481	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Complete the implementation of new Staff Recruitment process and system.		
<b>Comment</b>	Implementation delayed due to extended testing of the system. "Go Live" date planned for 5th February 2024. training for Recruitment Team and Recruiting Managers to commence on 15th January.		
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	
<b>Action</b>	16482	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Ensure our Pay Policy for 2023 / 2024 and annual Equal Pay Audit comply with legislation and provide transparency around pay decisions. Separate Pay Policy for Teachers.		
<b>Comment</b>	Pay Policy completed. Draft Pay Policy for 2024/2025 drafted and will be considered by CMT in February 2024. Equal Pay Audit in draft and will be presented to CMT once final data checks are complete.		
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	
<b>Action</b>	16483	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Look at ways of improving the quality of our workforce equality data and continuously improve the quality of information gathered. (CV102)		

<b>Comment</b>	Processes are in place to remind and encourage employees to declare and update their data. This is ongoing.		
<b>Service Head:</b> Paul R Thomas	<b>Performance status:</b> On target		
<b>Action</b>	17289	<b>Target date</b>	30/09/2024
<b>Action promised</b>	Further develop existing reward and recognition frameworks that value innovation and creativity		
<b>Comment</b>	Consulted with the Heads of Service about different methods of rewarding and recognising staff. Exploring the opportunity of using 'Win of the Month' to identify and reward teams		
<b>Service Head:</b> Paul R Thomas	<b>Performance status:</b> On target		

<b>ACTIONS - Theme: 5.Core Business Enablers</b>			
<b>Sub-theme: 5i - Democratic Services</b>			
<b>Action</b>	16484	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Review of the public participation Strategy.		
<b>Comment</b>	CRWG at its meeting held on the 5th April 2023 considered the results of the public engagement exercise and whether there was a need to review the existing Public Participation Strategy. CRWG was of the opinion that the Strategy was fit for purpose and that there was no need to recommend any changes to Council		
<b>Service Head:</b> Linda Rees Jones	<b>Performance status:</b> On target		
<b>Action</b>	16532	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Supporting a pre-decision scrutiny approach to policy development and decision making. CV 107		
<b>Comment</b>	The Authority moved to a pre-decision scrutiny approach in September 2022. The Cabinet Forward Plan is regularly updated and circulated to Cabinet and Scrutiny Chairs and Vice who now have the option to continually review and update their forward plans so that they can feed into any decision at an earlier stage. Democratic Officers are supporting members in this change. Report Authors are reminded that there should be no - non submission reports as the Scrutiny Ctees are entitled to feed in to Cabinet reports in advance.		
<b>Service Head:</b> Linda Rees Jones	<b>Performance status:</b> On target		
<b>Action</b>	16535	<b>Target date</b>	31/03/2024
<b>Action promised</b>	AUDIT WALES: Put in place arrangements for assessing the effectiveness and impact of overview and scrutiny.(CV107)		
<b>Comment</b>	The Chairs and Vice-Chairs of Scrutiny Forum have received the results of the Survey. Despite the survey being extended only 22 of the 75 members completed the survey. The next step will be to commission the WLGA to facilitate a two part evaluation workshop for Scrutiny members.		
<b>Service Head:</b> Linda Rees Jones	<b>Performance status:</b> On target		

<b>Theme: 5.Core Business Enablers</b>							
<b>Sub-theme: 5j - Policy &amp; Performance</b>							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of complaints completed within statutory deadline Comp/001	Not applicable		Q3: <b>53.0</b>  End Of Year: <b>52.7</b>	Target: <b>60.0</b>  Result: <b>49.7</b>	Target: <b>60.0</b>  Result: <b>57.8</b>	Target: <b>60.0</b>  Result: <b>60.9</b>  Calculation: <b>(916÷1504) × 100</b>	Target: <b>60.0</b>
<b>Comment</b>	Even though the number of complaints continue to be high, the numbers during Q2 and Q3 have reduced slightly from the start of this year. This may have enabled departments to respond in a timelier manner. As a team, we have been able to allocate some additional capacity to support with the allocation of complaints to departments, which may have also led to a slight improvement in performance. However, the number of complaints remain high, in comparison with previous years.						
<b>Service Head:</b> Jason Jones	<b>Performance status:</b> On target						

<b>ACTIONS - Theme: 5.Core Business Enablers</b>			
<b>Sub-theme: 5j - Policy &amp; Performance</b>			
<b>Action</b>	15489	<b>Target date</b>	31/03/2024 (original target 31/03/2023)
<b>Action promised</b>	We will continue to support and monitor the implementation of the Integrated Impact Assessment requirement across the Council's decision-making processes to ensure compliance with a range of statutory duties including the new Socio-Economic Duty		
<b>Comment</b>	The Policy Team are working with the Democratic Services Unit to identify key reports which form part of the Cabinet forward work programme. This pilot aims to ensure that the IIA digital form is fully connected to the back office information and is easily facilitated by colleagues in DSU.		
<b>Service Head:</b> Jason Jones	<b>Performance status:</b> On target		
<b>Action</b>	16321	<b>Target date</b>	31/03/2024
<b>Action</b>	Keep regional partnership working under review, together with local government partners, to ensure they are efficient and work for		

<b>promised</b>	Carmarthenshire as new Corporate Joint Committee arrangements are introduced. CV112		
<b>Comment</b>	arrangements continually under review as PSB actions implemented. Serious Violence Duty work also looking at links with other partnerships (VAWDASU, RPB, Area Planning Board) in order to avoid duplication		
<b>Service Head:</b>	Jason Jones	<b>Performance status:</b> On target	
<b>Action</b>	16396	<b>Target date</b>	31/03/2024
<b>Action promised</b>	We will align the timescale for producing the Annual Governance Statement with the Statement of Accounts.		
<b>Comment</b>	The Annual Governance Statement process is embedded with the production of the Annual Governance Statement included as an Agenda Item that is discussed and progress is monitored through the Corporate Governance Group. The Annual Governance Statement for 2022/23 was reviewed and endorsed by the Governance and Audit Committee on 14th July 2023.		
<b>Service Head:</b>	Helen Pugh	<b>Performance status:</b> On target	
<b>Action</b>	16495	<b>Target date</b>	31/03/2024
<b>Action promised</b>	The Council should explore the options available to share performance information in a more transparent and easily accessible way. This extends to sharing with residents (where possible) how and why financial resources are spent and invested where they are. (From Residents Survey 2022)		
<b>Comment</b>	The analysis of the second year of consultation survey results will be reported to CMT and HOS and a Corporate Action Plan developed		
<b>Service Head:</b>	Jason Jones	<b>Performance status:</b> On target	
<b>Action</b>	16496	<b>Target date</b>	31/03/2024
<b>Action promised</b>	We will implement the Public Services Boards (PSBs) Well-being Plan (2023-28) developing a new delivery framework to ensure progress on the well-being objectives and steps		
<b>Comment</b>	The proposal to establish a number of multi-agency task and finish groups to drive forward the delivery of the next steps identified in the PSB's Well-being Plan was agreed by the PSB in October. Nominations for representatives from partner organisations have been sought and discussions have begun in relation to two groups and updates were provided to the PSB at its November meeting. One of these groups relates to the 'Tackling Poverty and its impacts' well-being objective and aims to identify and action opportunities for PSB organisation staff to Make Every Contact Count (MECC) with improved signposting and referral to support services and build on advice services and support for residents through the Council Hwb, by developing opportunities for collaboration across PSB organisations. The other group relates to the 'Ensuring a sustainable economy and fair employment' well-being objective and aims to plan for our future workforce by working collaboratively to promote job and career opportunities in the public sector. The draft terms of reference for a third group under the 'Responding to the climate and nature emergencies' well-being objective were agreed at the November meeting, to focus on increasing collaboration on Electric Vehicle EV Charging Infrastructure at public sector venues. This group will meet for the first time in January 2024.		
<b>Service Head:</b>	Jason Jones	<b>Performance status:</b> On target	

<b>Theme: 5.Core Business Enablers</b>							
<b>Sub-theme: 5k - Electoral Services &amp; Civil Registration</b>							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of Priority Service certificates (i.e. births and deaths) issued within 24 hours  CivilReg/004	Not applicable		Q3: <b>100.0</b>  End Of Year: <b>98.2</b>	Target: <b>100.0</b>	Target: <b>100.0</b>	Target: <b>100.0</b>	Target: <b>100.0</b>
				Result: <b>100.0</b>	Result: <b>100.0</b>	Result: <b>100.0</b>	Calculation: <b>(427÷427) x 100</b>
<b>Service Head:</b> Amanda Edwards			<b>Performance status:</b> On target				

<b>ACTIONS - Theme: 5.Core Business Enablers</b>			
<b>Sub-theme: 5k - Electoral Services &amp; Civil Registration</b>			
<b>Action</b>	16453	<b>Target date</b>	31/03/2024
<b>Action promised</b>	To administer and work with our stakeholders in delivering the Civil Partnerships, Marriages and Deaths (Registration etc. Act 2019		
<b>Comment</b>	Ongoing process, we are meeting regularly with Medical Examiner representatives, mortuary staff and Coroner to ensure we work together to ensure the death registration process runs as smoothly as possible. Working with our Comms team to promote our services for marriages and Civil Partnerships.		
<b>Service Head:</b>	Amanda Edwards	<b>Performance status:</b> On target	
<b>Action</b>	16458	<b>Target date</b>	31/03/2024
<b>Action promised</b>	We will publish and maintain an accurate and legally compliant Electoral Register and maximise registration for target groups within the County.		
<b>Comment</b>	We successfully published the 2024 Register on 1st December. We will continue to capture electors as they move, change name and process the deaths list to ensure that the Register is kept up to date. Medical Examiner role is due to become statutory from 1st April, 2024. We will continue to monitor the process.		
<b>Service Head:</b>	Amanda Edwards	<b>Performance status:</b> On target	

<b>ACTIONS - Theme: 5.Core Business Enablers</b>		
<b>Sub-theme: 5I - Estates &amp; Asset Management</b>		
<b>Action</b>	16352	<b>Target date</b> 31/03/2024
<b>Action promised</b>	A Rural Estate strategy will be prepared to support the efficient management of the estate and to maximise the opportunities available to support our corporate wellbeing objectives. (CV80)	
<b>Comment</b>	A Rural Estate Plan is currently being drafted to highlight the extent and performance of the current portfolio, together with the key issues and future strategy of the Estate to enable the Council to maximise the opportunities available.	
<b>Service Head:</b>	Jason Jones	<b>Performance status:</b> On target
<b>Action</b>	17290	<b>Target date</b> 31/03/2024
<b>Action promised</b>	A new Rural Estate Plan will be drafted over the next 12 months to highlight the extent and performance of the current portfolio, together with the key issues and future strategy of the Estate to enable the Council to maximise the opportunities available to support its well-being objectives	
<b>Comment</b>	A Rural Estate Plan is currently being drafted to highlight the extent and performance of the current portfolio, together with the key issues and future strategy of the Estate to enable the Council to maximise the opportunities available.	
<b>Service Head:</b>	Jason Jones	<b>Performance status:</b> On target

<b>Theme: 5.Core Business Enablers</b>							
<b>Sub-theme: 5m - Risk Management</b>							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of motor vehicle incidents reported to Risk Management within 5 working days RM/001	Not applicable		Q3: 53 End Of Year: 49	Target: 40 Result: 44	Target: 40 Result: 51	Target: 40 Result: 51	Target: 40
<b>Remedial Action</b>	This PI is constantly monitored by the team						
<b>Service Head:</b>	Helen Pugh			<b>Performance status:</b> On target			
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of departmental reports returned to Risk Management within 15 days from request RM/002	Not applicable		Q3: 63 End Of Year: 66	Target: 50 Result: 78	Target: 50 Result: 71	Target: 50 Result: 67	Target: 50
<b>Service Head:</b>	Helen Pugh			<b>Performance status:</b> On target			
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of motor claims reports provided by risk management within 7 working days RM/003	Not applicable		Q3: 100 End Of Year: 100	Target: 80 Result: 100	Target: 80 Result: 98	Target: 80 Result: 98	Target: 80
<b>Service Head:</b>	Helen Pugh			<b>Performance status:</b> On target			
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of liability claims reports provided by risk management to insurers within 10 working days RM/004	Not applicable		Q3: 98 End Of Year: 95	Target: 80 Result: 91	Target: 80 Result: 88	Target: 80 Result: 88	Target: 80
<b>Remedial Action</b>	This PI is constantly monitored by the team						
<b>Service Head:</b>	Helen Pugh			<b>Performance status:</b> On target			

<b>ACTIONS - Theme: 5.Core Business Enablers</b>			
<b>Sub-theme: 5m - Risk Management</b>			
<b>Action</b>	15292	<b>Target date</b>	29/03/2024 (original target 31/03/2023)
<b>Action promised</b>	We will address the recommendation or proposals for improvement arising from Wales Audit Office review of Risk Management arrangements		
<b>Comment</b>	Risk Management Action Plan for Improvement is in place and monitors progress on WAO, Internal Audit and TIC recommendations. This is being monitored and updates reported to Head of Revenues & Financial Compliance		
<b>Service Head:</b>	Helen Pugh	<b>Performance status:</b>	On target
<b>Action</b>	16398	<b>Target date</b>	31/03/2024
<b>Action promised</b>	We will maintain an effective insurance programme and manage claims in a timely manner		
<b>Comment</b>	Renewal of the Council's insurance portfolio was completed by 29th June 2023. All policies renewed for 12 months up to and including 29th June 2024.		
<b>Service Head:</b>	Helen Pugh	<b>Performance status:</b>	On target

**Theme: WBO2.Enabling our residents to live and age well (Live & Age Well)**  
**Sub-theme: WBO2a - Thematic Priority: Tackling Poverty**

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Average time for processing new Housing/Council Tax Benefit claims 6.6.1.2	Not applicable		Q3: <b>19.52</b> End Of Year: <b>18.46</b>	Target: <b>17.00</b> Result: <b>17.29</b>	Target: <b>17.00</b> Result: <b>17.55</b>	Target: <b>17.00</b> Result: <b>14.94</b> Calculation: <b>64598÷4324</b>	Target: <b>17.00</b>
<b>Service Head:</b>	Helen Pugh		<b>Performance status:</b> On target				

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Average time for processing Housing/Council Tax Benefit notifications of changes of circumstances (days) 6.6.1.3	Not applicable		Q3: <b>4.40</b> End Of Year: <b>3.62</b>	Target: <b>4.00</b> Result: <b>3.55</b>	Target: <b>4.00</b> Result: <b>3.74</b>	Target: <b>4.00</b> Result: <b>3.64</b> Calculation: <b>216817÷59607</b>	Target: <b>4.00</b>
<b>Service Head:</b>	Helen Pugh		<b>Performance status:</b> On target				

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of recently calculated Housing/Council Tax Benefit claims that have been calculated accurately based on a sample check 6.6.1.9	Not applicable		Q3: <b>97.44</b> End Of Year: <b>97.69</b>	Target: <b>92.50</b> Result: <b>97.37</b>	Target: <b>92.50</b> Result: <b>96.14</b>	Target: <b>93.00</b> Result: <b>96.90</b> Calculation: <b>(688÷710) x 100</b>	Target: <b>95.00</b>
<b>Service Head:</b>	Helen Pugh		<b>Performance status:</b> On target				

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of individuals supported through Council employability schemes to earn a real living wage EconD/023	Not applicable		Q3: <b>131</b> End Of Year: <b>204</b>	Target: <b>20</b> Result: <b>31</b>	Target: <b>50</b> Result: <b>60</b>	Target: <b>70</b> Result: <b>120</b>	Target: <b>200</b>
<b>Service Head:</b>	Jason Jones		<b>Performance status:</b> On target				

**Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)**  
**Sub-theme: WBO3a - Thematic Priority: Economic Recovery and Growth**

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year



Number of weeks of training recruitment delivered to people through Community Benefits in the 21st Century School Programme, Housing and Regeneration Projects	Not applicable	Q3: <b>1134</b>	Target: <b>807</b>	Target: <b>1614</b>	Target: <b>2421</b>	Target: <b>3229</b>
CP/001		End Of Year: <b>1628</b>	Result: <b>1091</b>	Result: <b>1453</b>	Result: <b>2510</b>	

**Comment** Figures submitted in quarter 3 for Pentre Awel (Bouygues), Ysgol Y Castell and Spilman Street (Both being delivered by Lloyd & Gravell).

**Service Head:** Helen Pugh **Performance status:** On target

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of STEM pupil engagements (Science, Technology, Engineering & Maths) through Community Benefits in our Construction Projects (21st Century School programme, Housing & Regen Projects)	Not applicable		Q3: <b>1991</b>	Target: <b>405</b>	Target: <b>810</b>	Target: <b>1215</b>	Target: <b>1622</b>
CP/003			End Of Year: <b>2360</b>	Result: <b>1043</b>	Result: <b>1732</b>	Result: <b>2199</b>	

**Comment** Figures submitted in quarter 3 for Pentre Awel (Bouygues), Ysgol Y Castell and Spilman Street (Both being delivered by Lloyd & Gravell).

**Service Head:** Helen Pugh **Performance status:** On target

**ACTIONS - Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)**  
**Sub-theme: WBO3b - Thematic Priority: Decarbonisation & Nature Emergency**

<b>Action</b>	16491	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Strategic Land Use Group – complete high-level review of CCC land holdings		
<b>Comment</b>	Review nearing completion. Programme outlining opportunities highlighted to be the subject of CMT report early February.		

**Service Head:** Jason Jones **Performance status:** On target

**ACTIONS - Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)**  
**Sub-theme: WBO3d - Thematic Priority: Community Safety, Resilience and Cohesion**

<b>Action</b>	15493	<b>Target date</b>	31/03/2024 (original target 31/03/2023)
<b>Action promised</b>	We will ensure that we embed any relevant recommendations from the Equalities & Diversity (Black Asian Minority Ethnic) Task & Finish Group into the Council's Strategic Equality Plan.		
<b>Comment</b>	The revision of the Strategic Equality Plan is underway and a revised strategy will need to be approved and published by 1 April 2024. This is a timely opportunity to embed the recommendations and cross-reference with the Anti-Racist Wales Action Plan.		

**Service Head:** Jason Jones **Performance status:** On target

<b>Action</b>	16267	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Increase the utilisation of school facilities for community use outside of teaching hours. (CV5)		
<b>Comment</b>	We continue to invest in schools to ensure that they can safely and effectively open to the community outside traditional school hours via the Welsh Government Opening Schools to the Community Grant. Our new school designs aspire to provide integrated community spaces to encourage use of its facilities outside traditional school hours. A community focused schools sub group has also been created under the SFG.		

**Service Head:** Simon Davies **Performance status:** On target

<b>Action</b>	16305	<b>Target date</b>	31/03/2024
<b>Action promised</b>	To work with relevant groups to promote the council as an employer across all communities including within the Black, Asian and Minority Ethnic community. CV99		
<b>Comment</b>	Work is ongoing as part of the recruitment software implementation and attracting all members of the community will feature in our recruitment and workforce strategy.		

**Service Head:** Paul R Thomas **Performance status:** On target

<b>Action</b>	16306	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Work with the Public Services Board to drive community engagement and good practice in relation to recruitment from Black, Asian and Minority Ethnic communities.CV100		
<b>Comment</b>	As part of the delivery of the Well-being Plan, we will continue to work with Co-production Wales as part of the Dewi project to involve our seldom heard communities. The PSB has adopted a Task and Finish approach in order to progress the Well-being Objectives and one of the first groups is focussing on Our Future Workforce. This will include consideration of how the public sector in the county attracts and retains a diverse workforce.		

**Service Head:** Jason Jones **Performance status:** On target

<b>Action</b>	16307	<b>Target date</b>	31/03/2024
<b>Action promised</b>	To work with relevant external groups, to improve representation and signposting for Black, Asian and Minority Ethnic communities on the Council's website. CV101		
<b>Comment</b>	The Policy and Involvement Team will work with the Llanelli Multi Cultural Network, EYST Cymru and Race Council Cymru to map out the information and links to improve signposting for Black, Asian and Minority Ethnic communities on the Council's website.		

<b>Service Head:</b> Jason Jones		<b>Performance status:</b> On target	
<b>Action</b>	16308	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Ensuring that Carmarthenshire County Council is a diverse and inclusive organisation. CV101		
<b>Comment</b>	In previous Strategic Equality Plans, we have had specific Equality Objectives in terms of our role as an employer. As part of the revision work of the SEP for 2024-28, we will prepare an update Objective, which will link closely to the Workforce Strategy and Being and Employer of Choice.		
<b>Service Head:</b> Jason Jones		<b>Performance status:</b> On target	
<b>Action</b>	16309	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Develop focused training for Members on areas relating specifically to equality, diversity, and equity, to be included within Code of Conduct training. CV106		
<b>Comment</b>	Anti-racism training has been arranged for February. The new Learning Management System is due to be implemented in the next quarter which will enable more effective monitoring and reporting of attendance on equality and diversity training.		
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	
<b>Action</b>	16310	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Support the implementation of the Anti-Racist Wales Action Plan. CV87		
<b>Comment</b>	Welsh Government published an Anti-Racist Action Plan for Wales in June 2022. The vision is to eradicate Racism in Wales by 2030. The Plan includes key areas of work such as Education, Housing and Leadership. As part of our review of the Strategic Equality Plan, we will embed key actions into the work from 2024-28. The Housing Division will be working with Tai Pawb, who have been commissioned by Welsh Government to offer practical support and guidance on the ARWAP to all Councils in Wales.		
<b>Service Head:</b> Jason Jones		<b>Performance status:</b> On target	
<b>Action</b>	16311	<b>Target date</b>	30/03/2024
<b>Action promised</b>	Support campaigns to strengthen the rights of disabled people and tackle the inequalities they continue to face. CV88		
<b>Comment</b>	We will work with the Welsh Government through the all-Wales Disability Action Plan to identify key support campaigns. The action plan is likely to be published during spring 2024.		
<b>Service Head:</b> Jason Jones		<b>Performance status:</b> On target	
<b>Action</b>	16312	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Support the publication of the Welsh Government LGBTQ+ Action Plan. CV89		
<b>Comment</b>	As part of the review of the Strategic Equality Plan, we will incorporate key actions from the Welsh Government LGBTQ+ action plan into our SEP. This will be discussed with the People Management Division to ensure workforce and workplace support and links to current policies and guidance.		
<b>Service Head:</b> Jason Jones		<b>Performance status:</b> On target	
<b>Action</b>	16464	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Review employment safeguarding framework and develop training programme for recruiting managers.		
<b>Comment</b>	Framework for staff and managers created, with staff learning offer available via L&D delivery and intranet pages. Recruiting Managers framework ready, awaiting approval from lead Safeguarding officer, roll-out of delivery in early 2024.		
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	
<b>ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)</b>			
<b>Sub-theme: WBO4a - Organisational Transformation - Overarching</b>			
<b>Action</b>	16370	<b>Target date</b>	31/03/2024
<b>Action promised</b>	To develop a Council Transformation Strategy which will provide the strategic framework to support the implementation of a programme of transformation and change across the organisation. (CV111)		
<b>Comment</b>	The Transformation Strategy was approved by Cabinet in April 2023 and 8 Workstreams have been established to deliver the priorities encompassed within the Strategy. Progress updates are provided to the Transformation Board on a quarterly basis and 6 monthly updates will be provided to Cabinet.		
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	
<b>Action</b>	16465	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Develop and implement a Transformation Delivery Programme for 2023/24.		
<b>Comment</b>	Following on from the approval of the Council's first Transformation Strategy in April 2023, 8 Workstreams were established to deliver the key priorities and projects encompassed within the Strategy. These Workstreams meet on a monthly basis and progress updates are reported to Transformation Board on a quarterly basis.		
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	
<b>Action</b>	16466	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Integrate Transformation activity within departments.		
<b>Comment</b>	A number of the projects included within the Transformation Programme are cross-cutting in nature, and therefore will impact on or require the input of the majority of services at some stage. The Transformation Team attend DMT's to raise awareness of the Programme priorities and the role of departments/services in delivering on these priorities and projects. The agendas/action notes from Transformation Board are also communicated to Heads of Service. Members of staff also have the opportunity to		

	submit ideas for future projects and /or spend time working with the Transformation Team as part of a development opportunity.		
<b>Service Head:</b>	Paul R Thomas	<b>Performance status:</b> On target	
<b>Action</b>	16467	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Develop learning and development initiatives to support the transformation programmes (linked to Leadership & Management pathways).		
<b>Comment</b>	Further work has been undertaken to develop the Short Term Experience Programme (STEP) in preparation for a launch in 2024		
<b>Service Head:</b>	Paul R Thomas	<b>Performance status:</b> On target	
<b>Action</b>	16468	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Raise awareness of the opportunities for staff to participate in, or lead on, Transformation related projects.		
<b>Comment</b>	The Transformation Programme makes use of a variety of methods to communicate the opportunities for staff to suggest project ideas and also to spend time working with the Transformation Team to help deliver their project, or to work on another corporate/service based project. Staff who participated in the Council's Future Leaders Programme also completed transformation projects as part of their development programme. All participants in the Council's Graduate Trainee Programme are also offered the opportunity to spend a placement with the Transformation Team as part of the 2 year programme.		
<b>Service Head:</b>	Paul R Thomas	<b>Performance status:</b> On target	

**ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)**  
**Sub-theme: WBO4b- Organisational Transformation - Efficiencies and Value for Money**

<b>Action</b>	16261	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Consider and implement appropriate changes in line with Welsh Government Council Tax reform (CV97)		
<b>Comment</b>	Welsh Government are currently consulting on the council tax reforms, Carmarthenshire are providing a response to the consultation. Any reforms that are implemented will become legislation and we will implement them.		
<b>Service Head:</b>	Helen Pugh	<b>Performance status:</b> On target	

**ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)**  
**Sub-theme: WBO4d - Organisational Transformation - Workplace**

<b>Action</b>	16355	<b>Target date</b>	30/09/2023
<b>Action promised</b>	Continue to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. (CV108)		
<b>Comment</b>	A hybrid working survey with staff has been undertaken and the findings from this survey will be used to identify ways in which we can support staff to work in a more agile/hybrid way. A series of presentations has been made to DMT's to demonstrate available tools to support services in their promotion and adoption of agile and hybrid working. This will inform the development of an organisational plan to ensure that authority is able to maximise opportunities presented by technology to deliver smarter ways of working/efficiencies.		
<b>Service Head:</b>	Paul R Thomas	<b>Performance status:</b> On target	

**Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)**  
**Sub-theme: WBO4e - Organisational Transformation - Workforce**

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees (CV104) PAM/044	Not applicable		Q3: <b>11.7</b> End Of Year: <b>15.2</b>	Target: <b>9.0</b> Result: <b>8.9</b>	Target: <b>10.0</b> Result: <b>10.7</b>	Target: <b>11.0</b> Result: <b>12.1</b>	Target: <b>12.0</b>
<b>Comment</b>	Working on a new apprentice cohort within a customer service role through the medium of Welsh.						
<b>Remedial Action</b>	putting the bid paperwork together and working with the Urdd to be our partner to deliver the qualification.						
<b>Service Head:</b>	Paul R Thomas	<b>Performance status:</b> On target					

**ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)**  
**Sub-theme: WBO4e - Organisational Transformation - Workforce**

<b>Action</b>	16357	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Consider the short and long-term capacity of our workforce to deliver the current administration's vision. (CV105)		
<b>Comment</b>	Since the refreshed toolkit and template for Heads of Service and senior managers was launched in the last reporting period HR Business Partners are working with DMT's and advising them of their responsibilities in the WFP process. Directors are responsible for ensuring WFP is integrated within service delivery planning. Service plans have been adapted to incorporate workforce plans which will support our workforce to deliver the administration's vision.		

<b>Service Head:</b> Paul R Thomas <b>Performance status:</b> On target			
<b>Action</b>	16358	<b>Target date</b>	31/03/2024 (original target 30/06/2023)
<b>Action promised</b>	Work to position our recruitment competitively and work towards continuously improving recruitment levels across the organisation. Seeking to understand the steps needed to become the employer of choice in West Wales (CV103) Transformation Strategy - Create a strategy to attract, recruit and retain talent.		
<b>Comment</b>	Project commenced August 2022 as part of the future leaders programme. The project set out to understand the steps to become an employer of choice. The initial stage of the project concluded in October 2023 and an options paper was produced which included 29 potential actions for consideration. These options were presented to the TIC workforce workstream in October 2023. The group reviewed the findings to determine the prioritisation of actions and in November 2023 they identified the area of employer brand capturing all demographics in recruitment to be the initial priority. The next phase is to develop a strategy specific to this area and present this back to the group before progressing to CMT. The revised target date reflects the time to focus solely on this area and engage with relevant stakeholders.		
<b>Service Head:</b> Paul R Thomas <b>Performance status:</b> On target			
<b>Action</b>	16469	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Improve opportunities for people to have a say via the development of an online employee participation platform.		
<b>Comment</b>	A proof of concept project within the People Management Division has now been evaluated and presented to the Chief Executive at a recent Future Leader's event. The next steps will now be discussed at a future CMT.		
<b>Service Head:</b> Paul R Thomas <b>Performance status:</b> On target			
<b>Action</b>	16470	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Further develop a framework for the Council's Leadership and Management framework to support the workforce to transform and deliver.		
<b>Comment</b>	Leadership & Management programme ready for roll-out to first pilot cohorts in Feb. 2024. Programme mapped to new Corporate Behaviour Framework, launched in Dec. 2023. New Learning Management System will allow the creation of management learning pathway incorporating the development and learning options available on the new programme. Further developments in 2024 - creation of a digital corporate version of the project management toolkit for use by managers, collaboration with finance and accountability on informing the bespoke content of the learning module covering finance for non-financial managers.		
<b>Service Head:</b> Paul R Thomas <b>Performance status:</b> On target			
<b>Action</b>	16471	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Fully implement the new Learning Management System to support the provision of targeted Learning & Development interventions that support the strategic aims of the organisation while streamlining processes.		
<b>Comment</b>	<ol style="list-style-type: none"> <li>Contract / Agreement - All 22 LAs (including WLGA, Social Care Wales, Natural Resources Wales and the Centre for Digital Public Services) formally agreed to be named on the joint contract via All Wales HRD Network - completed.</li> <li>Procurement - Contract finalised pending S151 Approval through Procurement LA Lead [Blaenau Gwent] to proceed to award - due January '24.</li> <li>All Wales Tenant - specification submitted for content and functionality - completed.</li> <li>Prototype - User Acceptance Testing [UAT] progressed with enhancements to initial requirements - ongoing.</li> <li>Test Group - L&amp;D Team - ongoing.</li> <li>Content Creation [Testing] - Essential Learning*, New Employee Induction, Member's Zone, &amp; Place &amp; Infrastructure [pending review] - ongoing.</li> <li>WLGA Digital Skills Fund - Confirmed pending receipt of Q3 claim.</li> <li>Zellis/ResourceLink [HR/Payroll Integration] Testing - completed.</li> <li>Risks/Items to Note: <ol style="list-style-type: none"> <li>*National learning content eg VAWDASV, only available on existing NHS Learning @ Wales site. Lines of enquiry underway at WG for releasing to LAs.</li> </ol> </li> </ol>		
<b>Service Head:</b> Paul R Thomas <b>Performance status:</b> On target			
<b>Action</b>	17074	<b>Target date</b>	31/03/2024
<b>Action promised</b>	Implement Future Workforce Programme to encompass graduate, apprenticeship, and work experience opportunities, which are aligned to workforce planning priorities. (CV104)		
<b>Comment</b>	Working with Marketing & Media to design new promotional material to support career pathways into the Council, to be used at Career Fair in Feb 2024 and in schools. Work experience pages have been updated to promote opportunities within the Council.		
<b>Service Head:</b> Paul R Thomas <b>Performance status:</b> On target			

<b>Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)</b>							
<b>Sub-theme: WBO4f - Organisational Transformation - Service Design &amp; Improvement</b>							
Measure Description	2022/23 Comparative Data			2023/24 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 (CV110)	Not applicable		Q3: <b>52</b>	Target: <b>54</b>	Target: <b>54</b>	Target: <b>55</b>	Target: <b>56</b>
ICT/003			End Of Year: <b>53</b>	Result: <b>54</b>	Result: <b>57</b>	Result: <b>59</b>	
<b>Comment</b>	This quarter we have launched a further two on-line forms and processes. Namely: our Annual Christmas Toy Box Appeal which helps hundreds of children with families who can't afford to buy toys or gifts. And, Full Sustainable Urban Drainage Systems (SuDS) Scheme Application for SuDS Approving Body (SAB) approval.						
<b>Service Head:</b> Gareth Jones				<b>Performance status:</b> On target			

<b>ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)</b>			
<b>Sub-theme: WBO4f - Organisational Transformation - Service Design &amp; Improvement</b>			
Action	16334	Target date	31/03/2024
<b>Action promised</b>	Develop solutions to communicate effectively with all staff including frontline staff and ensure corporate brand is consistent across all services reflecting the use of the intranet and readership of staff newsletters etc (CV103)		
<b>Comment</b>	<p>Ongoing updating of the intranet to ensure it is relevant and up-to-date with latest news, events for staff. There were a total of 496,469 intranet/extranet sessions between October – December 2023. The focus in this period has been the Staff survey and results which have been communicated and updated on the intranet. Preparations are underway to do the same for the Hybrid working survey results in the New Year. Regular internal e-newsletters continue and we are gradually moving over to the new gov.delivery system to design and send these out which will give us greater analytics.</p> <ul style="list-style-type: none"> <li>Weekly staff e-newsletter</li> <li>Fortnightly Members e-newsletter</li> <li>Monthly People Managers e-newsletter</li> <li>Quarterly update from the Chief Executive.</li> </ul> <p>We continue to evaluate the initial six staff roadshows which took place to help us to plan and prepare for the next sessions planned to take place between February-April, with the focus on locations to reach our front-line staff. We continue to work closely with comms colleagues in Communities, Place &amp; Infrastructure and Education departments to share corporate messages and create posters to be placed in locations such as depots, care homes.</p>		
<b>Service Head:</b> Deina Hockenhill		<b>Performance status:</b> On target	

<b>Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)</b>							
<b>Sub-theme: WBO4g - Organisational Transformation - Customers &amp; Digital Transformation</b>							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of user sessions to the County Council website M&M/001	Not applicable		Q3: <b>2377254</b> End Of Year: <b>3363214</b>	Target: <b>1000000</b> Result: <b>1133556</b>	Target: <b>1700000</b> Result: <b>2230230</b>	Target: <b>2450000</b> Result: <b>3278812</b>	Target: <b>3400000</b>
<b>Service Head:</b> Deina Hockenhill		<b>Performance status:</b> On target					
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of residents requesting a face to face appointment at one of the three main town centre Hwbs (Carmarthen, Llanelli or Ammanford). M&M/004	Not applicable		Q3: <b>9496</b> End Of Year: <b>12795</b>	Target: <b>2500</b> Result: <b>3464</b>	Target: <b>5000</b> Result: <b>7371</b>	Target: <b>7500</b> Result: <b>11161</b>	Target: <b>10000</b>
<b>Service Head:</b> Deina Hockenhill		<b>Performance status:</b> On target					
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Average speed to answer calls to the Contact Centre. (minutes and seconds) M&M/006	Not applicable		Q3: <b>7.38</b> End Of Year: <b>6.32</b>	Target: <b>5.00</b> Result: <b>1.26</b>	Target: <b>5.00</b> Result: <b>1.07</b>	Target: <b>5.00</b> Result: <b>0.55</b>	Target: <b>5.00</b>
<b>Service Head:</b> Deina Hockenhill		<b>Performance status:</b> On target					
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of user sessions to the staff intranet M&M/008	Not applicable		New measure	Target: <b>450000</b> Result: <b>461464</b>	Target: <b>900000</b> Result: <b>932141</b>	Target: <b>142500</b> Result: <b>1428610</b>	Target: <b>1900000</b>
<b>Service Head:</b> Deina Hockenhill		<b>Performance status:</b> On target					

<b>ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)</b>			
<b>Sub-theme: WBO4g - Organisational Transformation - Customers &amp; Digital Transformation</b>			
Action	16336	Target date	31/03/2024
<b>Action promised</b>	We will advise and support services in making better use of technology. Working with and supporting web editors within services to improve web content to deliver smarter, efficient service processes, to deliver a better experience for customers. (CV110)		
<b>Comment</b>	<p>During this quarter the consultations page have been amended to now provide residents with a 350 overview of the consultation process. We have also worked with planning and IT to add a pre-application form to the website which support the service in delivering their work. Work has also taken place with the libraries update and redesign the mobile libraries pages. The election pages have been updated for the upcoming changes with ID changes for 2024, along with a flow diagram for ease of information. The biodiversity webpages have been updated and refreshed with new content and new images, along with new pages</p>		

for local places of interest. On the Intranet, the staff survey results have been published along with the Hhbrid survey results. The carbon net zero have been updated on both the intranet and corporate site. Our work continues with HR on the implementation of Oleo and working on the 'How to Guides' content for the intranet for users. We monitor daily the feedback and rate this page buttons on the website and make any necessary amendments.	
<b>Service Head:</b> Deina Hockenhuil	<b>Performance status:</b> On target
<b>Action</b>	16422 <b>Target date</b> 31/03/2024
<b>Action promised</b>	To develop a Corporate Communications Plan that will incorporate internal communications, engagement, digital, advertising, and customer services. This will fall in line with the brand guidelines.
<b>Comment</b>	A new online Forward Working Plan form has been created for staff to complete to ensure that we can better forward plan all corporate communications internally and externally along with engagement (surveys) across the authority. This will assist and fall in line with the new Corporate Communications Plan once complete.
<b>Service Head:</b> Deina Hockenhuil	<b>Performance status:</b> On target

**NO TARGET SET**

<b>Theme: 5.Core Business Enablers</b>							
<b>Sub-theme: 5h - People Management</b>							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of senior management posts filled by women. (CV98) 1.3.2.4	Not applicable		Q3: <b>25.6</b> End Of Year: <b>25.6</b>	Target: <b>NO TARGET</b> Result: <b>27.9</b>	Target: <b>NO TARGET</b> Result: <b>28.9</b>	Target: <b>NO TARGET</b> Result: <b>29.5</b> Calculation: <b>(6.5÷22) × 100</b>	Target: <b>NO TARGET</b>
<b>Service Head:</b> Paul R Thomas				<b>Performance status:</b> N/A			

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of local authority employees declaring that they are disabled under the terms of the Equality Act 2010.(CV98) 1.3.4.5	Not applicable		Q3: <b>11.77</b> End Of Year: <b>11.93</b>	Target: <b>NO TARGET</b> Result: <b>12.31</b>	Target: <b>NO TARGET</b> Result: <b>12.01</b>	Target: <b>NO TARGET</b> Result: <b>12.38</b> Calculation: <b>(1026.5÷8292) × 100</b>	Target: <b>NO TARGET</b>
<b>Service Head:</b> Paul R Thomas				<b>Performance status:</b> N/A			

<b>Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)</b>							
<b>Sub-theme: WBO3d - Thematic Priority: Community Safety, Resilience and Cohesion</b>							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of local authority employees from minority ethnic communities (CV98) 1.3.4.4	Not applicable		Q3: <b>0.86</b> End Of Year: <b>0.86</b>	Target: <b>NO TARGET</b> Result: <b>0.87</b>	Target: <b>NO TARGET</b> Result: <b>0.91</b>	Target: <b>NO TARGET</b> Result: <b>0.93</b> Calculation: <b>(77÷8292) × 100</b>	Target: <b>NO TARGET</b>
<b>Service Head:</b> Paul R Thomas				<b>Performance status:</b> N/A			